

## Organizational Citizenship Behavior as Mediator: Competence and Commitment Effects on Performance

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### ABSTRACT

The performance of public service agencies, such as the Regional Disaster Management Agency (BPBD) of Badung Regency, plays a crucial role in ensuring community satisfaction. Recent declines in the public satisfaction index have raised concerns over employee competence and commitment. This study examines the influence of competence and organizational commitment on employee performance, with organizational citizenship behavior (OCB) as a mediating variable. Using a quantitative approach and a census method, data were collected from 85 BPBD employees and analyzed with Partial Least Squares (SmartPLS 4). The results show that competence ( $\beta = 0.398$ ,  $t = 3.664$ ,  $p < 0.001$ ) and commitment ( $\beta = 0.272$ ,  $t = 2.798$ ,  $p < 0.001$ ) significantly improve performance. Both competence ( $\beta = 0.506$ ) and commitment ( $\beta = 0.399$ ) positively influence OCB, which in turn significantly enhances performance ( $\beta = 0.269$ ,  $t = 2.841$ ,  $p = 0.005$ ). Mediation testing confirms that OCB partially mediates the effects of competence ( $\beta = 0.136$ ,  $p = 0.029$ ) and commitment ( $\beta = 0.107$ ,  $p = 0.015$ ) on performance. These findings highlight the importance of fostering OCB to maximize the positive impact of competence and commitment on service quality.

**Keywords:** Competence; Employee Performance; Organizational Citizenship Behavior; Organizational Commitment; Public Service Agencies

## INTRODUCTION

Disasters are events that threaten people's lives and can come from nature, non-natural, or human actions. To handle disasters effectively, competent human resources are needed. The quality of human resources greatly affects organizational performance, especially in public services in the disaster sector. One of the indicators of human resource quality is employee performance, which is influenced by competence and commitment to the organization (Imbayani & Gama, 2024).

Competencies include technical abilities, knowledge, and work experience. Organizational commitment reflects employee loyalty and sense of responsibility to the institution (Pradnyawati et al., 2024). Both have been shown to have an influence on employee performance, although some studies show different results. In addition, organizational citizenship behavior (OCB), that is, voluntary behavior outside of the main task, also plays an important role in improving work effectiveness and organizational performance (Nandya et al., 2024).

In the context of the Badung Regency Regional Disaster Management Agency (BPBD), OCB is considered to be able to bridge the influence of competence and commitment on employee performance. However, findings from several previous studies show mixed results, so further studies are needed (Lestari et al., 2024). Based on the results of interviews with internal BPBD, it is known that there are still challenges in optimizing employee performance, which is reflected in the results of the public satisfaction survey. Therefore, this research is important to evaluate the role of competence, commitment, and OCB in improving employee performance within the Badung Regency BPBD.

Thus, research on OCB as a mediating variable in the relationship between competence and organizational commitment to employee performance is very relevant to be carried out within the Badung Regency BPBD. This aims to improve the quality of public services and the effectiveness of disaster management in the area. The following is a table of the list of public satisfaction surveys for public services carried out by employees of the Badung Regency BPBD 2023, presented in Tables 1 and 2.

**Table 1.** Comparison of SMEs of the Badung Regency BPBD in 2023 and 2024

2023			2024		
The Value of IKM	Quality Service	Unit Performance	The Value of IKM	Quality Service	Unit Performance
88.41	A	Excellent	87.94	B	Good

**Table 2.** Results of the Public Satisfaction Survey on Public Services of the BPBD of Badung Regency in 2023 and 2024

2023					2024		
Elements of Service		The Value of IKM	Service Performance	Service Quality	The Value of IKM	Service Performance	Service Quality
U1	Requirement	87.72	Good	B	85.27	Good	B
U2	Procedure	87.39	Good	B	82.88	Good	B
U3	Service Hours	87.06	Good	B	84.25	Good	B
U4	Fees/Rates	100.00	Excellent	A	95.55	Excellent	A
U5	Service Products	88.16	Good	B	87.33	Good	B
U6	Implementing Competencies	89.05	Excellent	A	86.64	Good	B

U7	Implementing Behavior	85.18	Good	B	90.41	Excellent	A
U8	Handling Complaints and Suggestions Input	88.38	Excellent	A	93.84	Excellent	A
U9	Facilities and Infrastructure	82.74	Good	B	85.27	Good	B

Based on [Table 1](#), it shows that the BPBD of Badung Regency will experience a decrease in the Community Satisfaction Index (IKM) in 2024. The IKM score decreased from 88.41 in 2023 (service quality A) to 87.94 (service quality B) in 2024, showing a decrease in service quality by 0.47 points. This decline reflects challenges in the implementation of public services, especially in the aspect of executive competence. From the results of the 2023 and 2024 surveys, some of the service elements that experienced a significant decrease were implementing competence (U6), requirements (U1), procedures (U2), and service time (U3). The IKM score for the competence of the implementers themselves decreased from 89.05 to 86.64, which indicates the need to pay attention to human resource management.

The main problem faced by BPBD Badung is related to the equitable distribution of employee competencies. There are differences in skill levels, especially among honorary employees over 40 years old who lack mastery of technology, which has an impact on work effectiveness. In addition, the competency development program has not touched all employees equally. On the other hand, the organizational commitment of employees is also a concern. It was found that there was a lack of ownership in the organization, low initiative in improving work, and a tendency to avoid responsibility. Lack of kinship and late completion of administrative tasks are symptoms of weak employee loyalty and responsibility ([Wati et al., 2025](#)).

The researcher is interested in examining the influence of organizational competence and commitment on employee performance, with OCB as a mediating variable in the Badung Regency BPBD. This study aims to find out whether competence and commitment affect employee performance, either directly or through OCB, as well as how OCB also affects performance.

The purpose of this study is to analyze the relationship between competence, organizational commitment, OCB, and employee performance. In addition, this study wants to see the extent to which OCB can strengthen the influence of competence and commitment on performance. Theoretically, the results of this study are expected to add insight to the field of human resource management, especially in the public sector. Practically, this research is useful for BPBD Badung and other government agencies in developing a strategy to improve employee performance in a comprehensive and targeted manner.

This research is significant because it addresses the gap between the expected and actual quality of public services in disaster management institutions, as reflected in the declining IKM of the Badung Regency BPBD. By focusing on OCB as a mediating variable, this study offers a more comprehensive understanding of how competence and commitment translate into performance outcomes. The novelty of this research lies in its integrative approach, combining employee competence, organizational commitment, and OCB in a public sector context that is relatively underexplored, especially in disaster response agencies in Indonesia. The findings are expected to contribute not only to academic discourse but also to the practical formulation of human resource development strategies tailored for public service institutions.

## LITERATURE REVIEW

### Goal Setting Theory

Goal setting theory, developed by [Locke \(1968\)](#), posits that individual behavior is driven by specific goals and intentions. When individuals set challenging and clear goals, they are intrinsically motivated to perform better. This theory is relevant in understanding how goal clarity and commitment influence employee performance. In organizational contexts, well-defined goals aligned with employee competencies and values can drive higher levels of performance and proactive behavior, such as OCB.

### Competence

Competence refers to a combination of knowledge, skills, and attitudes required to perform tasks effectively. [Lichtenstein and Plowman \(2009\)](#) classify competence into technical, managerial, and social dimensions, while [Loyless \(2023\)](#) highlights the importance of soft skills, including communication and leadership. [Gunadi et al. \(2024\)](#) add that modern competence involves critical thinking and adaptability. Competent employees are generally more confident, efficient, and proactive, which not only enhances individual performance but may also encourage voluntary contributions beyond formal roles.

### Organizational Commitment

Organizational commitment reflects an employee's emotional attachment and dedication to the organization. [Busro \(2018\)](#) emphasizes that commitment stems from awareness and willingness to stay loyal to the organization. [Pathan \(2023\)](#) argues that a supportive work culture reinforces such commitment. Committed employees are more likely to align their personal goals with organizational objectives, which can foster extra-role behaviors that contribute to organizational success.

### Organizational Citizenship Behavior (OCB)

OCB refers to voluntary actions beyond formal job requirements that support organizational functioning. This includes helping coworkers, showing initiative, and promoting a positive work environment ([Cohen, 2019](#); [Khamisa et al., 2020](#)). [Robbins \(2019\)](#) identifies various antecedents of OCB, including job satisfaction, leadership, and organizational commitment. Importantly, OCB acts as a behavioral manifestation of competence and commitment—employees who are skilled and emotionally invested in their organization are more likely to engage in such behaviors.

### Performance

Employee performance is the extent to which individuals achieve job-related goals and contribute to organizational effectiveness. [Kaswan \(2016\)](#) notes that performance is influenced by personal factors such as motivation and experience, as well as environmental factors like work systems. [Ariani \(2023\)](#) adds that job satisfaction and compensation also play a role. Crucially, high performance can be a direct result of both tangible attributes (like competence) and intangible qualities (like OCB).

### Integrative Framework and Hypotheses Development

While competence and organizational commitment are well-established predictors of performance, their influence may not always be direct. Recent literature suggests that OCB can serve as a key mediating mechanism linking these constructs to performance outcomes. Competence empowers employees with the capacity to contribute beyond assigned duties, while commitment fosters the willingness to do so voluntarily. In this light, OCB becomes a behavioral channel through which competence and commitment translate into improved employee performance. Research by [Rahmawati \(2018\)](#) finds that competent employees are more likely to exhibit OCB. Similarly, [Sudarmo and](#)

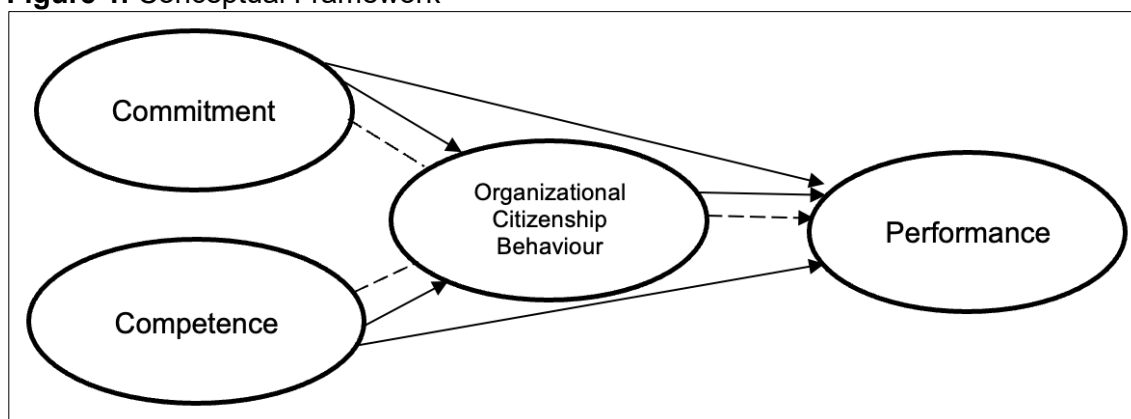
Wibowo (2018) show that committed employees engage more in OCB. Furthermore, studies by Hidayati et al. (2024) support the idea that OCB positively influences performance. Hence, this study builds a conceptual model where OCB mediates the relationships between competence, organizational commitment, and employee performance. This integrative perspective contributes to a deeper understanding of how individual capabilities and emotional engagement translate into tangible outcomes within public service organizations.

Based on the integrative framework, this study proposes a set of hypotheses to examine the complex relationships between competence, organizational commitment, OCB, and employee performance. It is hypothesized that both competence and organizational commitment exert a direct positive influence on employee performance (H1 and H2). Additionally, competence is expected to enhance OCB (H3), as employees with adequate knowledge, skills, and attitudes tend to go beyond their formal roles, while organizational commitment is also anticipated to foster OCB (H4), given that emotionally attached employees are more likely to support organizational functioning voluntarily. In turn, OCB is proposed to positively influence employee performance (H5), acting as a behavioral mechanism that links individual attributes to performance outcomes. Building on these direct relationships, the model further hypothesizes that OCB mediates the effects of both competence (H6) and organizational commitment (H7) on performance, offering a more nuanced understanding of how personal capabilities and affective bonds within the organization translate into improved performance in public service contexts such as BPBD Badung.

### Conceptual Framework

The conceptual framework in this study describes in detail the mindset of the relationship between competence and commitment (as exogenous variables), performance (as endogenous variables), and OCB as mediating variables that are assumed to strengthen or weaken the direct influence of competence and commitment on performance.

**Figure 1.** Conceptual Framework



The conceptual framework of this study in Figure 1 shows the direct and indirect relationships between competence, organizational commitment, OCB, and employee performance. Competence, defined as the combination of knowledge, skills, and attitudes, is expected to enhance performance by enabling employees to complete tasks effectively and efficiently. Similarly, organizational commitment, which reflects employees' emotional attachment and loyalty to the organization, is hypothesized to positively influence performance by fostering responsibility, motivation, and alignment with organizational goals. Both constructs are not only theorized to have direct effects on performance but also to influence it indirectly through OCB.



OCB serves as a mediating variable that explains how competence and commitment translate into improved work outcomes. Employees with high competence tend to be more confident and proactive, which encourages them to engage in voluntary behaviors beyond formal job descriptions. Likewise, committed employees are more likely to exhibit extra-role behaviors such as helping colleagues, demonstrating initiative, and upholding organizational values. These behaviors foster a collaborative and supportive work environment, thereby enhancing overall performance. Thus, the model proposes that OCB acts as a behavioral mechanism through which the impact of competence and commitment on employee performance is maximized.

## **RESEARCH METHOD**

This study aims to examine the influence of organizational competence and organizational commitment on employee performance, with OCB as a mediating variable. A quantitative approach was employed, using a structured survey method and statistical analysis. This method aligns with [Sugiyono \(2016\)](#), who emphasizes the importance of measurable relationships among variables within a defined population. The research was conducted at the BPBD of Badung Regency, located on Jalan Kunti II No. 99x, Seminyak, Kuta, Bali. The research duration was three months, from January to March 2024.

This study was carried out at BPBD Badung due to the relevance of the organizational context to the research variables, especially concerning issues in employee performance. The research design used is explanatory research, which aims to explain causal relationships between competence, organizational commitment, OCB, and performance. The target population consisted of 85 employees of BPBD Badung, and a census sampling technique was applied, given the manageable population size. The unit of analysis is individual employees who directly represent the functioning of public service organizations.

The variables in this study include Competence (X1) and Organizational Commitment (X2) as independent variables, OCB (Y1) as the mediating variable, and Employee Performance (Y2) as the dependent variable. The measurement instruments were adapted from previously validated research instruments. The competence scale was based on indicators developed by [Lichtenstein and Plowman \(2009\)](#), while organizational commitment items were adapted from [Meyer and Allen's \(1991\)](#) three-component model. OCB was measured using dimensions introduced by [Organ \(1988\)](#) and modified according to the Indonesian public sector context, following [Khamisa et al. \(2020\)](#). Employee performance was assessed using criteria proposed by Mangkunegara in [Kaswan \(2016\)](#).

Each construct was measured using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). Prior to full deployment, the questionnaire underwent instrument testing, including validity tests (using item-total correlation with a threshold of  $r > 0.3$ ) and reliability tests (using Cronbach's alpha, where  $\alpha > 0.7$  was considered acceptable). Additional qualitative data, such as interview insights and internal organizational documents, were used to support interpretation. Data analysis was conducted through descriptive and inferential statistics, employing the Partial Least Squares (PLS) method via SmartPLS 4 software to assess the structural model and test hypotheses.

The following Table 3 presents the number of BPBD Employees of Badung Regency.

**Table 3.** Number of BPBD Employees of Badung Regency

No.	Types of Staffing	Total
1.	Civil Servants (PNS)	23 People
2.	Contract	62 People
Total		85 People

## RESULTS

### Respondents' Characteristics

#### Gender

**Table 4.** Characteristics of Respondents by Gender

Gender	Frequency (People)	Percentage (%)
Man	48	56.5
Woman	37	43.5
Total	85	100

According to Table 4, the respondents in this study are all employees of the BPBD of Badung Regency, which totals 85 people. Based on gender distribution, as many as 48 respondents (56.5%) were men, while 37 respondents (43.5%) were women. This composition shows that male employees dominate the work environment of the Badung Regency BPBD.

#### Age

**Table 5.** Characteristics of Respondents by Age

Age (Years)	Frequency (People)	Percentage (%)
17 - 25 Years	19	22.4
26 - 35 Years	29	34.1
36 - 45 Years	24	28.2
> 45 Years	13	15.3
Total	85	100

Based on the data shown in Table 5, the age distribution of respondents shows that the age group of 26–35 years is the largest, namely 29 people (34.1%), followed by 24 people (28.2%) in the age group of 36–45 years. This age group is classified as a productive age with sufficient work experience and a high enthusiasm to innovate and contribute, which is an important asset for improving organizational services.

#### Education

**Table 6.** Characteristics of Respondents Based on Education Level

Education Level	Number (People)	Percentage (%)
High School/Vocational School	13	15.3
Diploma	20	23.5
S1	38	44.7
S2	14	16.5
Total	85	100

According to Table 6, most of the respondents had an S1 education level, which was 38 people (44.7%), followed by Diploma (23.5%) and S2 (16.5%) levels. The high level of education reflects the intellectual and analytical readiness of employees in handling complex disaster issues, from strategic planning to disaster risk evaluation.

#### Working Period

**Table 7.** Characteristics of Respondents Based on Length of Service

Tenure	Frequency (People)	Percentage (%)
< 3 Years	12	14.1
3 - 7 Years	28	32.9
8 - 12 Years	29	34.1
> 12 Years	16	18.8
Total	85	100

Based on [Table 7](#), the majority of employees have a working period between 3–7 years (32.9%) and 8–12 years (34.1%). This range of service periods shows that most employees are experienced enough in understanding the organization's work system, implementing SOPs, and facing various operational challenges. This group also generally has the motivation to continue to improve their skills and career potential.

### Description of Research Variables

**Table 8.** Respondent Answer Assessment Criteria

Criterion	Rating Categories
1.00-1.80	Very Bad
1.81-2.60	Bad
2.61-3.40	Quite Good
3.41-4.20	Good
4.21-5.00	Excellent

[Table 8](#) outlines the criteria used to interpret the average responses of participants based on a Likert scale ranging from 1 to 5. These categories are designed to provide a qualitative understanding of the quantitative scores obtained from the questionnaire. A score between 1.00 and 1.80 is classified as “Very Bad,” indicating a strongly negative perception or disagreement with the assessed statement. Scores ranging from 1.81 to 2.60 fall into the “Bad” category, reflecting a generally unfavorable response. The “Quite Good” category, with scores between 2.61 and 3.40, suggests a moderate or neutral perception, where respondents may neither strongly agree nor disagree. Scores from 3.41 to 4.20 are categorized as “Good,” implying a generally positive evaluation of the item. Meanwhile, the highest category, “Excellent,” includes scores between 4.21 and 5.00, reflecting strong agreement and highly favorable perceptions. This classification system is essential for drawing meaningful interpretations from the data, enabling the researcher to assess the overall evaluation of each research variable, including competence, commitment, OCB, and employee performance.

### Inferential Analysis

#### *Evaluation of Measurement Models (Outer Model)*

**Table 9.** Results of Outer Loading Calculation of Indicators for Variables of Organizational Competency and Commitment, OCB, and Employee Performance

Variable	Instruments	Outer Loading	AVE
Competencies (X1)	X1.1	0.982	0.963
	X1.2	0.982	
	X1.3	0.980	
Organizational Commitment (X2)	X2.1	0.980	0.960
	X2.2	0.988	
	X2.3	0.972	
Organizational Citizenship Behavior (Y1)	Y1.1	0.971	0.944
	Y1.2	0.982	
	Y1.3	0.970	
	Y1.4	0.967	



	Y1.5	0.968	
	Y2.1	0.971	
	Y2.2	0.968	
	Y2.3	0.975	
	Y2.4	0.963	
Employee Performance (Y2)			0.939

**Table 9** presents the outer loading values and Average Variance Extracted (AVE) for each indicator associated with the latent variables: Competencies (X1), Organizational Commitment (X2), OCB (Y1), and Employee Performance (Y2). All outer loading values exceed the threshold of 0.70, indicating that each indicator has a strong contribution to its respective latent construct and meets the criteria for convergent validity. The AVE values for all variables are also above 0.50, with Competencies (X1) at 0.963, Organizational Commitment (X2) at 0.960, OCB (Y1) at 0.944, and Employee Performance (Y2) at 0.939. These values demonstrate that each construct explains more than 50% of the variance of its indicators, signifying good convergent validity across all constructs. Thus, the measurement model is considered reliable and valid for further structural model analysis.

**Table 10.** Results of Discriminant Validity Calculation Fornell-Larcker

	Employee Performance	Organizational Commitment	Competence	OCB
Employee Performance	0.969			
Organizational Commitment	0.783	0.980		
Competence	0.821	0.757	0.981	
OCB	0.802	0.782	0.809	0.972

**Table 10** displays the results of discriminant validity testing using the Fornell-Larcker criterion, which evaluates whether each construct is empirically distinct from the others. According to this method, the square root of the AVE for each construct (shown in the diagonal and bolded) should be higher than its correlation with other constructs. In this table, the square root of AVE for Employee Performance (0.969), Organizational Commitment (0.980), Competence (0.981), and OCB (0.972) is greater than their respective correlations with other constructs. For instance, the correlation between competence and employee performance is 0.821, which is lower than the square root of AVE for both constructs. Similarly, OCB shows a correlation of 0.802 with employee performance, which is also lower than its own AVE square root. These results confirm that all constructs possess good discriminant validity, indicating that they are statistically distinct and measure separate underlying concepts.

**Table 11.** Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Information
Competence	0.981	0.981	Reliable
Organizational Commitment	0.979	0.979	Reliable
Organizational Citizenship Behavior (OCB)	0.985	0.986	Reliable
Employee Performance	0.978	0.979	Reliable

**Table 11** presents the results of the reliability test using Cronbach's alpha and composite reliability for each research variable. All construct have Cronbach's alpha and composite reliability values above the acceptable threshold of 0.70. Specifically, all values range from 0.978 to 0.986, indicating excellent internal consistency. These results confirm that the measurement instruments used for each construct are highly reliable and consistently measure the intended latent variables.

**Evaluation of Structural Models (Inner Model)**

**Table 12.** R-Square Test Results ( $R^2$ )

	R Square	R Square Adjusted
Employee Performance	0.755	0.746
Organizational Citizenship Behavior (OCB)	0.720	0.713

The  $R^2$  value for the OCB variable based on Table 12 is 0.720, indicating that 72% of the OCB variation can be explained by the competence and organizational commitment. Meanwhile, the  $R^2$  value for employee performance is 0.755, which means that 75.5% of these two  $R^2$  values are included in the strong model category.

**Q-Square Predictive Relevance ( $Q^2$ )**

**Table 13.** Q-Square Predictive Relevance ( $Q^2$ ) Test Results

	R Square	R Square Adjusted
Employee Performance	0.755	0.746
OCB	0.720	0.713
$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$ $= 1 - (1 - 0.720)(1 - 0.755)$ $= 1 - (0.28)(0.245)$ $= 1 - 0.0686$ $= 0.9314$		

From Table 13, the  $Q^2$  value in this study was 0.9314 (93.14%), which indicates that the model has excellent predictive power. Only 6.86% of the data variability was not able to be explained by the model.

**Evaluation of Structural Models Through Goodness of Fit (GoF)**

The results of the Goodness of Fit (GoF) calculation in this study show that the GoF value of all variables is above 0.36, which means that it is included in the category of strong models. Thus, this research model is stated to have an excellent degree of compatibility between the observed data and the expected model.

$$GoF = \frac{\sqrt{AVE \times R^2}}{4} \times \frac{(0.755 + 0.720)}{2}$$

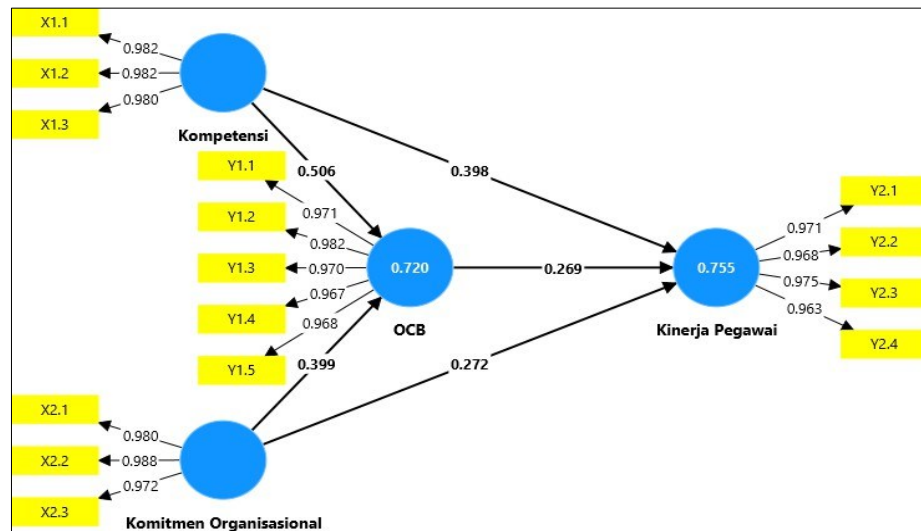
$$GoF = \frac{\sqrt{(0.963 + 0.960 = 0.944 + 0.939)}}{4} \times \frac{(0.755 + 0.720)}{2}$$

$$GoF = \frac{\sqrt{(3.806)}}{4} \times \frac{\sqrt{(1.475)}}{2}$$

$$GoF = 0.837$$

**Hypothesis Testing**

**Figure 2.** Diagram of the Relationship Between Competencies, Organizational Commitment, OCB, and Employee Performance



Based on the results of data processing carried out with the SmartPLS 4.0 program. As shown in Figure 2, a table can be made regarding the relationships between variables, as shown in Table 14.

**Table 14.** Direct Relationship Between Competency Variables, Organizational Commitment, OCB, and Employee Performance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Commitment Organizational → Employee Performance	0.272	0.270	0.097	2.798	0.005
OCB's Organizational Commitment → Competencies → Employee Performance	0.399	0.402	0.100	3.992	0.000
Competencies → Employee Performance	0.398	0.393	0.109	3.664	0.000
Competencies → OCB	0.506	0.501	0.105	4.816	0.000
OCB → Employee Performance	0.269	0.276	0.095	2.841	0.005

#### Direct Hypothesis Testing

Based on the results presented in Table 14 regarding direct hypothesis testing, several significant relationships were identified. First, competence was found to have a positive and significant effect on employee performance, with an influence coefficient of 0.398, a t-statistic of 3.664 (greater than 1.96), and a significance value of 0.000 (less than 0.05). These results support the acceptance of the H1.

Similarly, organizational commitment was shown to positively and significantly influence employee performance, with a coefficient of 0.272, a t-statistic of 2.798 (greater than 1.96), and a significance value of 0.000. Thus, the H2 is accepted. Furthermore, competence was also found to positively and significantly impact OCB, as evidenced by a coefficient of 0.506, a t-statistic of 4.816, and a significance value of 0.000. These findings confirm the acceptance of the H3.

In addition, organizational commitment was demonstrated to have a positive and significant influence on OCB, with a coefficient of 0.399, a t-statistic of 2.798, and a significance value of 0.000, thereby supporting H4. Lastly, OCB itself was found to have a positive and significant effect on employee performance, indicated by a coefficient of 0.269, a t-statistic of 2.841, and a significance value of 0.005, leading to the acceptance of H5.

**Table 15.** Mediation Effect Examination

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
Organizational Commitment→ OCB→Employee Performance	0.107	0.109	0.044	2.444	0.015	Partial Mediation
Competencies→ OCB→ Employee Performance	0.136	0.140	0.062	2.188	0.029	Partial Mediation

#### *Mediation Testing Description*

Based on the results shown in [Table 15](#) regarding mediation testing, two significant mediation effects were identified. First, the effect of competence on employee performance through OCB was found to be significant, with a path coefficient of 0.136, a t-statistic of 2.188 (greater than 1.96), and a significance value of 0.029 (less than 0.05). These results indicate that OCB partially mediates the relationship between competence and employee performance, thus supporting the acceptance of H6.

Similarly, the influence of organizational commitment on employee performance through OCB also demonstrated a significant mediation effect. The path coefficient was 0.107, the t-statistic was 2.444 (greater than 1.96), and the significance value was 0.015 (less than 0.05). These findings confirm that OCB partially mediates the relationship between organizational commitment and employee performance, leading to the acceptance of H7.

## **DISCUSSION**

The results of this study confirm that competence significantly enhances employee performance at the BPBD Badung Regency. Employees with strong technical, managerial, and socio-cultural skills demonstrate a greater ability to perform effectively in dynamic environments, especially during disaster response. This finding aligns not only with [Santoso et al. \(2023\)](#) but also with international studies such as those by [Lichtenstein and Plowman \(2009\)](#), who emphasized the importance of adaptive competencies in public institutions. In the context of BPBD Badung, strengthening competence through targeted training, especially for employees with lower technological proficiency, can directly enhance service responsiveness and public trust during emergencies.

Organizational commitment was also found to significantly influence performance. Employees who exhibit affective, normative, and continuance commitment tend to display higher levels of responsibility and perseverance. These results are supported by the findings of [Sutanto and Ratna \(2015\)](#), who stressed that committed employees are more resilient and performance-driven. For BPBD, this highlights the need to foster a supportive and purpose-driven organizational culture to build stronger emotional ties

between employees and the agency's mission, thereby reducing turnover intentions and enhancing productivity.

Furthermore, competence was found to positively affect OCB. Employees with high competence levels were more willing to help colleagues, offer constructive suggestions, and voluntarily engage in activities beyond their formal roles. These findings are consistent with the work of Yusuf et al. (2021), who found that employee capabilities often predict extra-role behavior. In BPBD's context, such behaviors are crucial during crisis moments when teamwork, agility, and voluntary action can determine the effectiveness of the response.

Organizational commitment also plays a significant role in encouraging OCB. Employees who feel valued and emotionally attached to the organization are more likely to engage in altruistic behavior, promote institutional goals, and maintain a collaborative atmosphere. This is in line with Organ (1988), which emphasized the interplay between organizational attachment and citizenship behavior. Public institutions such as BPBD can reinforce this dynamic by recognizing employees' contributions and building a strong sense of belonging.

The relationship between OCB and employee performance was also proven to be significant. OCB not only creates a more cohesive work environment but also stimulates motivation, knowledge sharing, and trust factors that directly influence performance outcomes. This reinforces previous studies by Yaakobi and Weisberg (2020), who found that OCB is a critical predictor of team performance and effectiveness.

This study further reveals that OCB partially mediates the relationship between competence and performance. While competence directly improves performance, it also stimulates OCB, which then reinforces performance outcomes. This is in line with findings from Wahyoedi et al. (2022), which suggests that competencies stimulate contextual performance through behavioral mechanisms. In practice, this highlights the importance of not only developing competencies but also cultivating a supportive work culture that rewards citizenship behavior.

Similarly, OCB partially mediates the relationship between organizational commitment and performance. Committed employees are more likely to perform well directly and also contribute to OCB, which in turn enhances overall effectiveness. This dual path aligns with studies by Vipraprastha et al. (2018), as well as international literature on employee engagement. For policymakers at BPBD, this suggests the value of designing engagement strategies and commitment-building interventions to harness indirect gains in performance through OCB.

In summary, this study provides strong evidence that both competence and commitment are vital for performance, not only through direct effects but also via the mediating role of OCB. These findings contribute to the theoretical understanding of performance dynamics in public organizations and offer practical insights for public sector leaders. For institutions like BPBD Badung, investing in continuous professional development, cultivating organizational loyalty, and incentivizing proactive behavior can enhance organizational resilience and public service delivery, especially in high-stakes environments such as disaster management.

## **CONCLUSION**

Based on the results of research conducted at the Badung Regency BPBD, it can be concluded that competence has a positive and significant influence on employee



performance. The higher the level of competence possessed, the better the performance shown by the employee. In addition, organizational commitment also has a positive and significant effect on employee performance, which shows that employees' loyalty and attachment to the organization also strengthen their performance.

This study also found that both competence and organizational commitment have a positive and significant effect on OCB. This means that employees who are competent and highly committed tend to exhibit voluntary work behaviors that go beyond their formal duties. Furthermore, OCB itself has been proven to have a positive and significant effect on employee performance, which shows that this extra work behavior also encourages an increase in overall performance.

Furthermore, OCB is able to partially mediate the influence of competence on performance, as well as the influence of organizational commitment on employee performance. In other words, high organizational competence and commitment will be more effective in improving performance if supported by strong OCB behavior from employees. These findings affirm the importance of building a work culture that encourages competence, commitment, and volunteer work behaviors to improve overall organizational effectiveness.

Based on the results of the discussion and conclusion, the suggestions that can be given are for the BPBD of Badung Regency to further optimize employee performance through improving technical competence, such as training on the use of disaster equipment on a regular and structured basis. To strengthen organizational commitment, BPBD is advised to provide more substantial responsibilities and appreciation for employee contributions in order to create a sense of belonging and high work motivation. In addition, to foster OCB behavior, organizations need to instill the value of mutual cooperation and collective responsibility through regular briefings and cross-training. Further research is expected to develop a more comprehensive model by adding other relevant independent variables.

### **LIMITATION**

This research has several limitations that need to be considered. First, the research was only conducted at the Badung Regency BPBD, so the findings could not be generalized widely to other organizations that had different characteristics. Second, due to the nature of the work in BPBD, which requires high mobility and preparedness for emergency conditions, the data collection process through questionnaires faces time challenges. Employees often find it difficult to take the time to fill out questionnaires in a focused and thorough manner, which can affect consistency and accuracy in answering research questions.

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### **DECLARATION OF CONFLICTING INTERESTS**

The authors of this article state that there are no known potential conflicts of interest in the implementation and preparation of this research.

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