

Effect of competence on organizational citizenship behavior and performance management: The impact on organizational effectiveness

Andi Rahmawati

Sekolah Tinggi Ilmu Ekonomi Tri Dharma Nusantara Makassar

-----ABSTRACT-----

This study explores the effect of competence on organizational citizenship behavior (OCB) and performance management as well as its impact on organizational effectiveness in Office of the Provincial Inspectorate South Sulawesi. The sample used in number as many as 96 Employees. Hypothesis testing is done using the Structural Equation Modeling with WarpPLS Ver. 5.0 as research equipment. The results of the study provide evidence that competence significantly effect on OCB and performance management. Competence, OCB and performance management significantly effect on Structural Equation Modeling. OCB employee shown proven can act as a mediator in analyzing the effect of competence on organizational effectiveness. Performance management is not able to act as a mediator in explaining the effect of competence on organizational effectiveness.

Keywords: *Competence, OCB, performance management, organizational effectiveness*

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I. INTRODUCTION

Public organization managed by the government with the aim to serve the community is often described unproductive, inefficient, always lose, low quality, poor innovation and creativity and various other criticisms. For these conditions, a lot of things that need to be refurbished adapted to the demands of the real needs in society. Reforms in the public sector are rolling now directing a change in the pattern and style of better governance, democratic, open, flexible, efficient and accountable. This is consistent with the pattern of development administration (governance) which is often interpreted as a minimal state, meaning that the work should be handled managed organization of government are so numerous and complex (due to his own mistakes too often expands and intervene in the problems of society), requires budget greater earned from debt but are not able to handle it well (inefficiency, corruption and so on), then its role in the reduction through restructuring of the bureaucracy, budget cuts or privatization and increasing the human resources that are more capable and professional to handle the task of service and development for the community.

Each organization would have a number of goals to be achieved. One of the objectives of the organization is the improved performance of the employee / employee due to the improved performance would indicate an increase in organizational effectiveness. Effectiveness is the relationship between the outputs with the goal, the greater the contribution (contribution) output to the achievement of the goal, the more effective the organization, program, or activity (Mahmudi 2005). The occurrence of changes in the organization is also having an impact on the occurrence of a change in the duties and obligations of employees. Employees are expected to be more creative to find new ways to improve the effectiveness and efficiency of work in the organization. When organizations reduce the number of employees, the organization will be more dependent on the employees who remained to do things beyond what was assigned to them (Yudhaningsih, 2011).

The low performance of employees in public institutions, the public continues to be perceived as a less convenient service, impressed in a hurry, often occur in the field. Besides the low performance of public institutions can also be seen with the erroneous calculation of the various obligations that must be paid community. Such conditions would create an uncomfortable atmosphere and create a bad image within the community against the public institutions so as to make the service organization is not effective (Titisari, 2014). The achievement of maximum effectiveness of the organization requires employee behavior that works according to its duties and functions and be able to work out the role (extra role performance).

Extra role performance is critical to the effectiveness of the organization, in order to improve the performance of the organization that will ultimately have an impact on the viability of the organization, especially in the business environment is volatile today (Konovsky and Pugh, 1994). Extra role has been drafted into the different

variables of the study, known as the organizational citizenship behavior (OCB). OCB as a free individual behavior, which is not directly and explicitly to get an award from the formal system, and overall effectiveness encourage organizational functions. The behavior is free and voluntary; as such behavior is not required by the requirements of the role or job description but as a personal choice (Organ, 1988; Podsakoff et al., 2000). Good employee (good citizenship) tend to show OCB. Organizations will not work properly or cannot survive without its members who act as good citizens (Markoczy and Xin, 2002; Sjahruddin and Normijati, 2013). OCB is very important role for the organization when it argues that without the involvement of employees in behaviors extra, the achievement of organizational effectiveness into a social system fragile and slow. This behavior is becoming increasingly important in conditions where the competence base has shifted and depends on productivity, speeds to shift and depends on productivity, flexibility, speed to respond to change, as well as the ability to innovate (Davis and Pett, 2002). Increased employee effectiveness can be achieved with job redesign, reengineering or manage the team well. All these activities should be followed by an attempt to alter assumptions about the relationship between employees and management where employees have to be a business partner.

The organizations should be more emphasis on the effectiveness of the implementation of the performance management system (Trinanto, 2008). Good employee performance management will demonstrate good organizational management so that the effectiveness of the organization can be realized. Employee performance appraisal results can improve personnel decisions and provide feedback to employees about their operations so that organizational goals more effectively. Accumulation in the business that will effectively improve employee performance and organizational performance will improve productivity and at least a more optimal organization. The importance of implementation of performance management in order to make continuous improvements to remember that performance management support quality assurance activities. It is also suggested that each field must apply formally for good governance. However, its implementation should empower each field to make those improvements.

The local government in measuring the effectiveness of the organization uses a different measurement system. So that the final performance generated by both parties is measured (measurable unit) does not have a point of factoring, the focus and the same groove. As a result of management activities do not have a clear reference as to where the orientation focused performance that can trigger than the attainment of organizational goals. The importance of the position, role and functions of the state apparatus as the employees in the public sector, takes advantage of competence, in order to improve the quality of human resources capable of realizing organizational effectiveness.

Competence is something that is important for a job in an organization in which the shape and the level of employee behavior that is different. When employees have low competence it will be hinder the achievement of organizational effectiveness. Therefore competence shows characteristics of knowledge and skills possessed or needed by any individual who is able to compete in performing their duties and responsibilities effectively and improve the professional quality standards of their work (Rivai, 2008: 97). Without the support of inter-personal competence or psychologically safe environment, organizations create the foundation for mistrust, conflict between groups, stiffness, and so on, which in turn will cause a decrease in the effectiveness of the organization's success in solving problems. Conversely, if the values of humanity or democracy is grown in the organization, will develop trust and a genuine connection between people and this will result in an increase in the competence of interpersonal, cooperation between groups, flexibility, and the like, and can cause enhancing organizational effectiveness (Harsey and Blanchard, 1995).

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Competence

Competence is an ability to execute or perform a job or task that is based on skills and knowledge and is supported by the nature of work required by this work; competence demonstrated the skills or knowledge that is characterized by professionalism in a particular field as something seeded the field. Competence as a person's ability to produce at a satisfactory level in the workplace including a person's ability to transfer and apply the skills and knowledge in new situations and increase the benefits agreed (Wibowo, 2009: 110). Competence is something that people take it for a job in the shape and behavior of different levels. Competence also shows the characteristics of the knowledge and skills possessed or needed by any individual who enables them to perform the tasks and responsibilities effectively and improve the professional quality standards in the course of an individual's career. Competence explain what people do at work at different levels and specifies the standards for each level, identifying characteristics, knowledge and skills required by the individual that allows performing their duties and responsibilities effectively so as to achieve the quality standards of professional work, and includes all aspects of performance management records, skills and specific knowledge, attitude, communications, applications, and development (Rivai, 2008: 97).

Competence biodegrade in six clusters (Spencer and Spencer, 1993); (1) Achievement and action, is a cluster that consists of an orientation toward achievement, attention to order, quality and accuracy, initiative and information search, (2) Helping human service, a cluster consisting of understanding interpersonal and orientation towards customer service, (3) impact and influence, is a cluster consisting of the impact and influence, vigilance organization and to build relationships, (4) Managerial, a cluster consisting of the development of others, directing, firmness, and use, power-based positioning, teamwork, cooperation, and team leadership, (5) Cognitive, a cluster consisting of analytical thinking, conceptual thinking, technical expertise / professional / managerial, (6) Personal effectiveness, is a cluster consisting of self-control, confidence, flexibility, commitment to organization. Empirical evidence shows that in a variety of industry competence is believed to be a factor that allows (*enabler*) organizations to build competitive advantage by providing a framework for the functions of human resources to be directed to activities to build the capabilities of the apparatus (Munro and Andrews, 1994: 12), The findings of other researchers also showed similar results that competence significantly affect the effectiveness of the organization (Apriani, 2011).

- H₁ Competence significant effect on OCB
- H₂ Competence significant effect on performance management
- H₃ Competence significantly effect on organizational effectiveness

2.2. Organizational citizenship behavior

OCB is helping change the atmosphere of a formal organization became a little relaxed and full cooperation. It is expected that with the atmosphere such that the tension between employees can be reduced and therefore the atmosphere that support employee productivity is expected to increase, so will achieve effectiveness with efficiency. OCB can smooth out and launch a social life in an organization (Smith, 1983). OCB is free to determine the individual's behavior, which is not directly or explicitly recognized by the formal reward system, and together will encourage organizations function more effectively (Organ, 1990). There is evidence that individual who showed OCB has a better performance and receive better performance evaluation and receive higher performance evaluations of the organization (Podsakoff et al., 1997).

OCB is defined as the individual's behavior which is discretionary that do not directly and explicitly to get an award from the formal reward system, and the overall push effectiveness of organizational functions. Is free and voluntary, as such behavior is not required by the terms of role or position description, which clearly demanded by the employment contract with the organization; but as a personal choice (Podsakoff et al., 2000). The term organizational citizenship behavior (OCB) was first proposed by Organ (1988), through five primary dimensions of OCB, namely; (1) Altruism: The behavior of employees in helping co-workers who are having difficulty, (2) Conscientiousness: The behavior exhibited by trying to exceed the expected company, (3) Sportsmanship: Conduct tolerate less than ideal circumstances in your organization without submitting mind- reservations, (4) courtesy: Maintain a good relationship with co-workers in order to avoid interpersonal problems, and (5) Civic virtue: Shows the voluntary participation and support for the functioning of the organization both professionally and social nature. Then, along with the development of two new dimensions were added (Organ, 1990), namely; (1) Peacekeeping, namely the avoidance actions and resolve interpersonal conflicts (as a stabilizer in the organization), and (2) Cheerleading, defined as the aid to its partners to achieve higher achievement. Empirical evidence shows that there is a close relationship between OCB with the performance of the group. Altruism behavior is that allows a group to work in a compact and effective to overlap each weakness (George and Bettenhausen, 1990). There is a relationship between OCB with group performance. The linkage is particularly the case with high OCB group results in quantity, while the quality of the work cannot be found to do (Padsakoff et al., 1997). OCB has a significant impact on the performance of the individual (Bolon, 1997). OCB has a positive impact on the performance of the individual, and the individual performance subsequently has a positive impact on organizational effectiveness (Pattanaik and Biswas, 2005). OCB can have a positive impact on the performance of the individual so that the effectiveness of the organization for the better (Hofstede, 2011; MacKenzie et al., 1993).

- H₄ OCB significantly effect on organizational effectiveness

2.3. Performance Management

Performance management is a process of continuous communication and conducted by a partnership between employees with the immediate supervisor. This process includes the establishing clear expectations and an understanding of the work performed. This means that performance management has a number of parts which all must be included, if the performance management system is going to provide added value to the organization, managers and employees. One important part in the performance management system is an evaluation or

assessment of performance (Bacal, 2001). Performance management is a process of collection of people working to achieve the goals that have been set, in which the working process takes place in a sustainable and continuous (Baird, 1986). The views of other scholars explain that performance management is a management process that is designed to link organizational goals to individual goals such that both individual goals and company objectives can be met. In this case the worker is not only individual objectives are achieved, but also contribute to the achievement of organizational goals, which makes him motivated and gain greater satisfaction (Udekusuma, 2007). Another view performance management as the management explains about creating relationships and ensures effective communication; performance management focuses on what is required by the organization, managers and workers to succeed. Performance Management is about how performance is managed to obtain success (Wibowo, 2007: 7).

Performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of employees who work in them and by developing the capabilities of the team and individual contributors. As related to performance management approach to creating a common vision of the goals and objectives of the organization, help employees understand and recognize its part in contributing and in doing so, manage and improve the performance of both individuals and organizations (Armstrong and Baron, 1998: 7). The performance embodies the results of one's work done. Performance assessment used as the basis to become an important force to influence employee behavior. Performance is the result of the quality and quantity of work that can be accomplished by an employee in carrying out duties in accordance with the responsibilities given (Mangkunegara 2005: 9). Empirical facts provide evidence that OCB is not significant in individual performance (Buentello et al., 2008). OCB has a positive influence on the performance of administrative personnel (Sudarma, 2012).

H₅ Performance management significantly effect on organizational effectiveness

2.4. Organizational effectiveness

Organizational effectiveness can be expressed as the level of success of the organization in an effort to achieve the goals or objectives (Emitai Etzioni, 1982: 54). Effectiveness is emphasized in effect, result, and less about the sacrifices that need to be given to obtain these results (Syamsi, 1988). While efficiency (efficiency), the emphasis is in addition to the results to be achieved, also in the sacrifices to these results need to be taken into account. The views of other scholars explain that the effectiveness of the relationship between the outputs with the goal, the greater the contribution output to the achievement of the goal, the more effective the organization, program, or activity (Mahmudi 2005). Effectiveness can be stated as a whole cycle of input, process and output that refers to the effectiveness rather than an organization, program, or activity stating the extent to which objectives (quality, quantity and timing) that have been achieved, as well as measure the success or failure of an organization to achieve its objectives and achieving targets. This means that understanding the effectiveness of the emphasis is solely the result or the desired destination.

Measurement of effectiveness can be expressed (Sudarwan, 2004), as follows; (a) the number of results issued, meaning that these results can be either the quantity or the physical form of the organization, program, or activity. The results referred to can be seen from a comparison (ratio) between the input (input) and output (output). (b) The level of satisfaction, meaning that it can measure the effectiveness of quantitative (based on the amount or number) and can be qualitative (based on quality). (c) Creative product, it means the creation of conditions conducive relationship with the world of work, which in turn can foster creativity and ability. (d) The intensity to be achieved, meaning that it has a high adherence to an intense level of things, where their sense of belonging to a high level. Past research provides evidence that the subordinate competencies possessed significant effect on organizational effectiveness (Johny, 2010).

H₆ Competence significant effect on organizational effectiveness as a mediated OCB

H₇ Competence significantly effect on organizational effectiveness as a mediated performance management

III. METHODS

This study is an explanatory research that is used to explain and examine the effect of competence of employees on OCB and Performance Management as well as its impact on organizational effectiveness In South Sulawesi Provincial Inspectorate Office. The sample used in number as many as 96 Employees. Hypothesis testing is done using analysis Structural equation modeling (SEM) with WaphPLS Ver. 5.0 as research equipment.

IV. RESULTS

Table 1. Characteristics of respondents

Characteristics of respondents		Frequency (n =96)	Percent (%)
Gender	Male	73	76,04
	Female	23	23,96
Age (years)	26 – 30	12	12,5
	31 – 35	23	23,96
	36 – 40	47	48,96
	≥ 41	14	14,58
Level of education	Graduate degree	77	80,21
	Masters program	19	19,79
Years of work experience	≤ 10	8	8,33
	11 – 15	17	17,71
	16 – 20	53	55,21
	≥ 21	18	18,75

The table shows that the frequency of respondents by sex in male dominance with as many as 73 employees (76.04%) while the rest of the women indicated by 23(23.96%).Most of the respondents had between the ages of 36-40 years with the number of respondents by 47 employees (48.96%), with the majority Graduate education level degree programs by 77 employees (80.21%), as well as working period 16-20 years as many as 53 employees (55.21%).

4.1. Goodness of fit model

The p-value for the average path coefficient (APC) and the ARS and the R-squared value Average (ARS) must be <0.05 or significant meaning. Additionally Average full collinearity VIF (AFVIF) as an indicator of multicollinearity should <5. For it can be shown in the following table:

Table 2. The model fit and quality indices

Measurement	Model 1	Model 2
Average path coefficient (APC)	0.424, P<0.001	0.373, P<0.001
Average R-squared (ARS)	0.451, P<0.001	0.339, P<0.001
Average adjusted R-squared (AARS)	0.442, P<0.001	0.329, P<0.001
Average block VIF (AVIF)	1.857, acceptable if ≤ 5, ideally ≤ 3.3	1.513, acceptable if ≤ 5, ideally ≤ 3.3
Average full collinearity VIF (AFVIF)	2.095, acceptable if ≤ 5, ideally ≤ 3.3	1.685, acceptable if ≤ 5, ideally ≤ 3.3
Tenenhaus GoF (GoF)	0.395, small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	0.435, small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36
Sympson's paradox ratio (SPR)	1.000, acceptable if ≥ 0.7, ideally = 1	11.000, acceptable if ≥ 0.7, ideally = 1
R-squared contribution ratio (RSCR)	1.000, acceptable if ≥ 0.9, ideally = 1	1.000, acceptable if ≥ 0.9, ideally = 1
Statistical suppression ratio (SSR)	1.000, acceptable if ≥ 0.7	1.000, acceptable if ≥ 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000, acceptable if ≥ 0.7	1.000, acceptable if ≥ 0.7

The results showed that the test results the suitability of the model (Goodness of fit model) has been met (Kock, 2011).

4.2. Validity and reliability construct

Table 3 Combined Loading and cross-loadings (Model 1)

Construcs	Compt	OCB	Mangt	Effect	Type (as defined)	SE	P value
X11	(0.632)	0.336	-0.186	-0.233	Reflective	0.086	<0.001
X12	(0.434)	-0.048	-0.105	0.069	Reflective	0.090	<0.001
X13	(0.548)	0.416	-0.132	-0.293	Reflective	0.088	<0.001
X14	(0.598)	-0.055	-0.010	0.175	Reflective	0.086	<0.001
X15	(0.282)	0.042	-0.149	0.113	Reflective	0.094	0.002
X16	(0.518)	-0.405	0.175	-0.069	Reflective	0.088	<0.001
X17	(0.727)	0.054	0.120	-0.195	Reflective	0.083	<0.001
X18	(0.745)	-0.164	0.099	0.112	Reflective	0.083	<0.001
X19	(0.528)	-0.327	0.247	-0.025	Reflective	0.088	<0.001
X110	(0.479)	-0.056	0.195	0.186	Reflective	0.089	<0.001
X111	(0.618)	0.311	-0.225	-0.236	Reflective	0.086	<0.001
X112	(0.620)	0.085	-0.441	0.114	Reflective	0.086	<0.001
X113	(0.527)	-0.225	0.198	0.190	Reflective	0.088	<0.001
X114	(0.696)	-0.044	0.165	0.192	Reflective	0.084	<0.001
Y11	-0.085	(0.592)	0.158	-0.072	Reflective	0.087	<0.001
Y12	0.225	(0.527)	-0.258	-0.150	Reflective	0.088	<0.001
Y13	-0.119	(0.627)	-0.017	0.068	Reflective	0.086	<0.001
Y14	0.166	(0.752)	0.192	-0.127	Reflective	0.083	<0.001
Y15	-0.111	(0.766)	0.047	0.055	Reflective	0.083	<0.001
Y16	-0.151	(0.670)	0.199	0.113	Reflective	0.085	<0.001
Y17	-0.096	(0.483)	0.558	0.164	Reflective	0.089	<0.001
Y18	-0.187	(0.675)	0.173	0.324	Reflective	0.085	<0.001
Y19	-0.007	(0.480)	0.210	-0.177	Reflective	0.089	<0.001
Y110	-0.054	(0.666)	-0.299	-0.213	Reflective	0.085	<0.001
Y111	-0.098	(0.616)	-0.492	0.083	Reflective	0.086	<0.001
Y112	-0.131	(0.739)	-0.168	-0.068	Reflective	0.083	<0.001
Y113	0.704	(0.491)	-0.140	-0.066	Reflective	0.089	<0.001
Y114	0.385	(0.237)	-0.224	0.074	Reflective	0.096	0.008
Y21	-0.113	-0.117	(0.533)	0.273	Reflective	0.088	<0.001
Y22	-0.078	-0.201	(0.318)	0.467	Reflective	0.093	<0.001
Y23	0.039	0.406	(0.601)	-0.121	Reflective	0.086	<0.001
Y24	0.088	-0.082	(0.618)	0.087	Reflective	0.086	<0.001
Y25	0.087	0.011	(0.620)	0.103	Reflective	0.086	<0.001
Y26	0.209	-0.246	(0.608)	0.079	Reflective	0.086	<0.001
Y27	-0.156	0.224	(0.630)	-0.181	Reflective	0.086	<0.001
Y28	0.130	0.266	(0.606)	-0.381	Reflective	0.086	<0.001
Y29	-0.006	-0.067	(0.619)	-0.241	Reflective	0.086	<0.001
Y210	0.024	-0.313	(0.571)	0.394	Reflective	0.087	<0.001
Y211	-0.194	-0.115	(0.524)	-0.073	Reflective	0.088	<0.001
Y212	-0.104	0.091	(0.608)	-0.132	Reflective	0.086	<0.001
Z11	0.073	0.202	0.065	(0.582)	Reflective	0.087	<0.001
Z12	-0.058	0.301	0.126	(0.719)	Reflective	0.084	<0.001
Z13	0.062	0.196	-0.106	(0.675)	Reflective	0.085	<0.001
Z14	0.242	-0.005	0.121	(0.622)	Reflective	0.086	<0.001
Z15	-0.098	-0.063	0.354	(0.611)	Reflective	0.086	<0.001
Z16	0.183	-0.044	0.170	(0.383)	Reflective	0.092	<0.001
Z17	0.034	0.132	0.118	(0.373)	Reflective	0.092	<0.001
Z18	0.024	-0.235	-0.375	(0.642)	Reflective	0.085	<0.001
Z19	-0.155	-0.379	-0.135	(0.566)	Reflective	0.087	<0.001
Z110	-0.249	-0.159	-0.243	(0.583)	Reflective	0.087	<0.001

Measurement of outer models or models of validity as constructs. This output is used investigators to report the test results of the convergent validity of the measurement instrument (questionnaire). In Table 3

Combined Loading and cross-loadings still a construct validity, convergent <0,60 (Although p-value of <0,05) and should be removed from the model, as shown in Table 4.

Table 4. Combined Loading and cross-loadings (Model 2)

Construcs	Compt	OCB	Mangt	Effect	Type (as defined)	SE	P value
X11	(0.701)	0.159	0.097	-0.200	Reflective	0.084	<0.001
X17	(0.779)	-0.017	0.018	-0.070	Reflective	0.082	<0.001
X18	(0.792)	-0.200	0.017	0.249	Reflective	0.082	<0.001
X111	(0.670)	0.095	-0.103	-0.072	Reflective	0.085	<0.001
X112	(0.710)	0.003	-0.192	-0.178	Reflective	0.084	<0.001
X114	(0.674)	-0.007	0.163	0.255	Reflective	0.085	<0.001
Y14	0.120	(0.722)	0.224	0.042	Reflective	0.084	<0.001
Y15	0.004	(0.813)	-0.045	0.089	Reflective	0.081	<0.001
Y16	-0.124	(0.661)	0.073	0.231	Reflective	0.085	<0.001
Y18	-0.140	(0.644)	-0.034	0.573	Reflective	0.085	<0.001
Y110	0.076	(0.727)	0.050	-0.391	Reflective	0.083	<0.001
Y111	0.127	(0.730)	-0.222	-0.387	Reflective	0.083	<0.001
Y112	-0.078	(0.841)	-0.030	-0.069	Reflective	0.081	<0.001
Y26	0.067	-0.144	(0.668)	0.264	Reflective	0.085	<0.001
Y27	-0.135	0.192	(0.797)	-0.030	Reflective	0.082	<0.001
Y28	0.070	0.085	(0.855)	-0.174	Reflective	0.081	<0.001
Y29	0.003	-0.166	(0.779)	-0.005	Reflective	0.082	<0.001
Z12	-0.034	0.308	-0.135	(0.736)	Reflective	0.083	<0.001
Z13	0.156	0.106	-0.142	(0.736)	Reflective	0.083	<0.001
Z14	0.065	-0.235	0.084	(0.782)	Reflective	0.082	<0.001
Z15	-0.194	-0.166	0.190	(0.726)	Reflective	0.083	<0.001

The assay results in Table 4 show that the convergent validity criteria unmet model 1 and model 2 is fulfilled having already qualified, convergent validity of > 0.60 and significant (p-value <0.05), so that model 2 is used for analysis (Hair et al., 2013; Hasanuddin and Sjahrudin, 2017).

4.3. Composite test reliability

A variable deemed reliable in explaining the Data on Reviews these variables, the test can be seen on value the composite reliability and Cronbach's Alpha > 0.60, for it could be shown in the following table:

Table 5. Composite reliability (model 2)

Measurement	Compt	OCB	Mangt	Effect
R-Squared		0.320	0.203	0.496
Adj. R-Squared		0.313	0.194	0.479
Composite reliab.	0.867	0.892	0.859	0.833
Cronbach's Alpha	0.816	0.858	0.779	0.732
Avg. Var. Extrac.	0.522	0.543	0.605	0.555
Full Collin. VIF	1.640	1.821	1.317	1.963
Q-Squared		0.327	0.197	0.499

The value of composite reliability for the competence of employees amounted to 0,867 > 0.60, while for OCB amounted to 0,892 > 0.60 and a performance management amounted to 0,859 > 0.60, subsequent to organizational effectiveness by 0,833 > 0, 60. The Cronbach's Alpha value for the competence of employees amounted to 0,816 > 0.60, OCB of 0,858 > 0.60. The Cronbach's Alpha value of performance management of 0,779 > 0.60. Furthermore, the organizational effectiveness by 0,732 > 0.60. On the other measurements that at a value Avg. Var. Extrac. Overall variable has a value of > 0.5

4.4. Discriminant Validity

Test of discriminant validity is evidenced by the results of the latent variable output correlations. This output reports the correlation coefficient between the latent variables. The criteria used are the square roots (square

roots) average variance extracted (AVE) is a diagonal bracketed column must be higher than the correlation between latent variables in the same column (above or below) (Sholihin and Ratmono, 2013).

Table 6. Correlations among l.vs. with sq. rts. of Aves (Model 2)

Variables	Compt	OCB	Mangt	Effect
Compt	(0,723)	0.553	0.377	0.557
OCB	0.553	(0,737)	0.374	0.621
Mangt	0.377	0.374	(0,778)	0.465
Effect	0.557	0.621	0.465	(0,745)

The table shows that the discriminant validity have been met, namely to seen from the root of AVE on the diagonal column is greater than the correlation between constructs in the same column. The results of cross-loading an indication of fulfillment from the discriminant validity criteria.

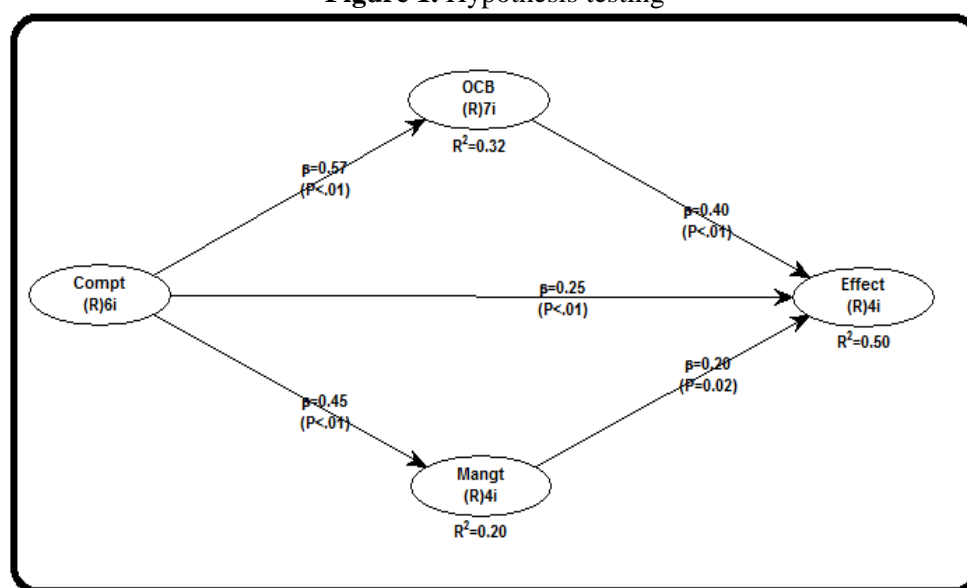
4.5. Hypothesis testing

The models and hypothesis testing results showed that, among the 5 (five) causality between variables (direct influence) are built in this model, as a whole showed a significant (p-value> 0.05).

Table 7. The path coefficients and P-value (Model 2)

Variables	Path coefficients				p-values			
	Compt	OCB	Mangt	Effect	Compt	OCB	Mangt	Effect
Compt								
OCB	0.566				<0.001			
Mangt	0.450				<0.001			
Effect	0.249	0.399	0.203		0.005	<0.001	0.019	

Figure 1. Hypothesis testing



H₁ Competence significant effect on OCB

Competence as a person's ability to produce at a satisfactory level in the workplace including transform a person's ability to transfer and apply the skills and knowledge in new situations and increase the benefits agreed (Wibowo, 2009: 110). The effect of competence on OCB can be demonstrated by the path coefficient value of 0,566 with positive direction and the p-value 0,001 <0, 05. The test results proved the first hypothesis is accepted or supported by empirical facts. Ability to influence co-workers is a factor causing the high competence of the employees who then make a positive contribution to the employee to always show the attitudes and work behaviors full willingness, that employees get the job done because aware of the duties and responsibilities that the employee raises helping behavior that arises from within self employee.

H₂ Competence significant effect on performance management

Competency is something that is owned by an individual and used in completing a job in the shape and behavior of different levels (Spencer and Spencer, 1993). The influence of competence on performance management can be demonstrated by the path coefficient value of 0,450 with positive direction and the p-value 0,001 <0, 05. Results of testing the second hypothesis proved to be accepted or supported by empirical facts. The civil servants or employees always conscious to be a good model for other employees because with such a role model employees can motivate other colleagues to produce the quality of work expected.

H₃ Competence significant effect on organizational effectiveness

Competence showing the characteristics possessed knowledge and skills needed by any individual or enabling them to perform tasks and responsibilities effectively and improve the professional quality standards in the course of an individual's career. (Rivai, 2008: 97). The effect of competence on organizational effectiveness can be demonstrated by the path coefficient value of 0,249 with positive direction and the p-value 0,005 <0, 05. Results of testing the third hypothesis proved to be accepted or supported by empirical facts. Knowledge and expertise and work attitude displayed optimal employee always shown on each occasion that these conditions improve the performance, productivity and job satisfaction and commitment to employee well.

H₄ OCB significantly effect on organizational effectiveness

OCB is defined as the individual's behavior is discretionary that do not directly and explicit get awards from the formal reward system, and the overall push effectiveness of organizational functions. Is free and voluntary, as such behavior is not required by the terms of role or position description, which clearly demanded by the employment contract with the organization; but as a personal choice (Podsakoff et al., 2000). The effect of OCB on organizational effectiveness can be demonstrated by the path coefficient value of 0,399 with positive direction and the p-value 0,005 <0.05. The fourth hypothesis testing results prove to be accepted or supported by empirical facts. The desire of employees to constantly bring up helping behavior with full compliance proven to improve achievement and job satisfaction felt by employees in work

H₅ Performance management significantly on organizational effectiveness

Performance Management is a process of collection of people working to achieve the goals that have been established, where this work process takes place in a sustainable and continuous (Baird, 1986). Performance management effect on organizational effectiveness can be demonstrated by the path coefficient value of 0,203 with positive direction and the p-value 0,019 <0, 05. The fifth hypothesis testing results proved to be accepted or supported by empirical facts. On each occasion the employees always work in accordance with the demands of the task done continuously so that these conditions lead to high productivity of employees work produced.

H₆ Competence significant effect on organizational effectiveness as a mediated OCB

Organizational effectiveness can be expressed as the level of success of the organization in an effort to achieve the goals or objectives (Emitai Etzioni, 1982: 54). Effectiveness is emphasized in effect, result, and less care about the sacrifices that need to be given to obtain these results (Syamsi, 1988)

Table 8 Sobel test (OCB as a mediator)

Input:		Test statistic:	Std. Error:	p-value:
a	0.320	Sobel test: 2.20670252	0.0363982	0.02733485
b	0.251	Aroian test: 2.15628407	0.03724927	0.03106149
s _a	0.087	Goodman test: 2.26083152	0.03552675	0.02376969
s _b	0.091	Reset all	Calculate	

The Sobel test results using the approach of Baron and Kenny (1986) computing Sobel Test of Mediation for Baron & Kenny Approach, providing evidence that that the path coefficient value of work

Competence effect on organizational effectiveness as a mediated OCB found the Sobel test value of 2.206 and p-value of 0,027 <0, 05 so that based on these results explained that the results of the sixth hypothesis testing the acceptability and supported by empirical facts. The ability of employees to influence co-workers is a factor causing the high competence of the employees who then make a positive contribution to the employee to always show the attitudes and work behaviors full willingness, that employees get the job done because aware of the duties and responsibilities that the employee raises helping behavior that appears from within the employee and then have an impact on the willingness of employees to constantly bring up helping behavior with full compliance proven to improve achievement and job satisfaction felt by employees in a work

H₇ Competence insignificantly effect on organizational effectiveness as a mediated performance management

Effectiveness is the relationship between the output with a goal, the large contributions (donations) output to the achievement of the goal, the more effective the organization, program, or activity (Mahmudi 2005).

Table 9 Sobel test (performance management as a mediator)

	Input:		Test statistic:	Std. Error:	p-value:
a	0.203	Sobel test:	0.968887	0.02158043	0.33260157
b	0.103	Aroian test:	0.89947646	0.02324574	0.36839893
s _a	0.090	Goodman test:	1.0573251	0.01977537	0.29036324
s _b	0.096	Reset all	Calculate		

The results of Sobel test using the approach of Baron and Kenny (1986) Computing Sobel Test of Mediation for Baron & Kenny Approach, providing evidence that that the coefficient values track the influence of Competence work on organizational effectiveness through management performance, found the value of Sobel test of 0,968 and p-value of 0,332 > 0.05 so that based on these results can be explained that the results of the seventh hypothesis is rejected or not supported by empirical facts. Awareness of employees to be a good model for other employees because of the role that employees can motivate other colleagues to produce the quality of work expected, but the desire of employees to work in accordance with the demands of the task is doing continuously is not able to support the productivity of the work produced employees.

V. CONCLUSION

The ability of employees to complete the work and to influence co-workers is a factor causing the high competence of the employees who then have a significant impact to the employees to always show the attitudes and work behaviors full willingness, that employees get the job done because aware of the duties and responsibilities that employee raises helping behavior that emerge from within the employee. Employee awareness to be a good model for other employees because with such a role model employees can motivate other colleagues to produce the quality of work expected. Knowledge and expertise and work attitude displayed optimal employee always shown on each occasion that these conditions improve the performance, productivity and job satisfaction and commitment to employee well.

The desire of employees to constantly bring up helping behavior with full compliance proven to improve achievement and job satisfaction felt by employees in work. On each occasion the employees always work in accordance with the demands of the task done continuously so that these conditions lead to high productivity of employees work produced. The ability of employees to influence co-workers is a factor causing the high competence of the employees who then make a positive contribution to the employee to always show the attitudes and work behaviors full willingness, that employees get the job done because aware of the duties and responsibilities that the employee raises helping behavior that appears from within the employee and then have an impact on employee willingness to always bring with full compliance helping behavior shown to improve achievement and job satisfaction felt by employees in work. Awareness of employees to be a good model for other employees because of the role that employees can motivate other colleagues to produce the quality of work expected, but the desire of employees to work in accordance with the demands of the task is doing continuously is not able to support the productivity of the work produced employees.

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