

# ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): BASED ON EMPLOYEE COMPETENCE AND ITS EFFECT ON EMPLOYEE PERFORMANCE

JAM

20, 2

Received, April '22

Revised, May '22

Accepted, May '22

Endang Suswati

Faculty of Economics and Business, Universitas Gajayana Malang, Indonesia

**Abstract:** This study investigates the factors that influence employee performance at a dairy cow company in Batu City, Indonesia. This study uses employee competence variables that affect employee performance with organizational citizenship behavior (OCB) as a mediating variable. This research is categorized as an explanatory research type. Respondents in this study were all employees. The determination of the number of samples in this study used the saturated sample technique with a total sample of 100 respondents. The data collection method used a questionnaire. The data was analyzed using Smart Partial Least Square (SmartPLS). The analysis results prove that employee competence significantly affects organizational citizenship behavior (OCB). Employee competence has a significant effect on employee performance. Organizational Citizenship Behavior has a significant effect on Employee performance. Competency significantly affects employee performance through Organizational Citizenship Behavior (OCB). The next researcher can re-examine and develop the concepts used for research and contribute to the renewal and development of human resource management science by integrating other variables such as organizational commitment, job satisfaction, and leadership.

**Keywords:** Employee Performance, Employee Competence, Organizational Citizenship Behavior

**Cite this article as:** Suswati, Endang. 2022. Organizational Citizenship Behavior (OCB): Based on Employee Competence and its Effect on Employee Performance. *Jurnal Aplikasi Manajemen*, Volume 20, Number 2, Pages 388–397. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2022.020.02.15>.



Journal of Applied Management (JAM)  
Volume 20 Number 2,  
June 2022  
Indexed in DOAJ -  
Directory of Open Access  
Journals, ACI - ASEAN  
Citation Index, SINTA -  
Science and Technology  
Index, and Google  
Scholar.

*Corresponding Author:*  
Endang Suswati, Faculty of  
Economics and Business, Uni-  
versitas Gajayana Malang, In-  
donesia, E-mail: [endangsus@unigamalang.ac.id](mailto:endangsus@unigamalang.ac.id), DOI:  
<http://dx.doi.org/10.21776/ub.jam.2022.020.02.15>

Milk commodity is one of the largest imported commodities in Indonesia. Putu J. Ardika, Director-General in Charge of Agro-Industry at the Ministry of Industry in Elisabeth (2021), states that the need for raw milk materials in Indonesia is 3.95 million tons, which consists of a domestic supply of milk raw materials of 909 thousand

tons (20%). The rest is imported from other countries in the form of Skim Milk Powder (SMP), Whole Milk Powder (WMP), Anhydrous Milk Fat (AMF), and Butter Milk Powder (BMP), and Demineralized Whey Powder (DWP). One of the factors that cause the high number of imported milk products abroad is the limitations in producing the milk itself. Syukur Irwantoro, Director General of Livestock and Animal Health in *Kementerian Pertanian (Kementan)*, stated that the average cow's milk production in Indonesia is only 10 liters to 12 liters per head per day. At the same time, overseas, the

productivity reaches 25 liters to 30 liters per head per day. (DetikFinance, 2013). Therefore, the actors in the milk industry in Indonesia still need to formulate a formula, especially for improving employee performance, so that milk products in Indonesia can compete with milk products imported from abroad. The livestock sector from people's livestock needs to be upgraded to a creative and innovative livestock industry supported by appropriate technology is one of the best solutions to improve the performance of the livestock industry. It will affect the increase in the quality and quantity of local livestock production, so it is expected to meet local needs. Domestically and encourage Indonesia to become a self-sufficient food country, especially domestic milk products.

Suhardi et al. (2018), Employee performance improvement is influenced by Employee competence and Organizational Citizenship Behavior (OCB). Human resources which have high competency can improve organizational performance. Organizations with employees who have good Organizational Citizenship Behavior (OCB) will have good performance. Rika et al. (2018) The study results found that employee competence improved employee organizational citizenship behavior. Still, on the contrary, Mahmudi and Surjanti's (2020) results of this study indicate that employee competence does not significantly affect employee organizational citizenship behavior. It shows that competency does not affect employee organizational citizenship behavior. Adianita et al. (2017) research results show that employee competence has no significant effect on Organizational Citizenship Behavior.

Research result by Ekowati et al. (2013) proves that organizational citizenship behavior has a significant effect on employee performance. Sawitri et al. (2016) and Wijaya's (2020) research results show that organizational citizenship behavior significantly affects employee performance. On the contrary, Adianita et al. (2017) research indicates that Organizational Citizenship Behavior has no significant effect on Employee performance. It shows that there is a research gap from several previous studies.

The importance of competence, actors in the milk industry with technical abilities in carrying out

their duties professionally and building communication in work relationships can carry out organizational citizenship behavior (OCB) well because of the extra employee contributions. And exceed the demands of the role in the workplace without any strings attached to improve their performance. Based on the results of previous studies, not many have conducted research on Organizational Citizenship Behavior in dairy cow companies. Most of the research has been done in manufacturing companies. From the results of previous studies, there is a research gap/research gap for that researcher to conduct research.

In previous research, not many have thoroughly tested the indicators used. Most of the previous researchers only tested the relationship of direct influence by using simple and multiple regression methods. Researchers used the path analysis method with Partial Least Square (PLS) in this study. The benefit of the research is to produce a conceptual model of employee competence on performance with organizational citizenship behavior (OCB) mediation. Practically business people with competence can improve performance through organizational citizenship behavior. The research will analyze the effect of Employee competence on Organizational Citizenship Behavior, employee performance, organizational citizenship behavior on employee performance, and Employee competence on mediated performance. Organizational Citizenship Behavior. The study results are expected to strengthen the findings of previous studies.

## **EMPLOYEE PERFORMANCE**

Mangkunegara (2017) stated that performance comes from the word job performance or actual performance achieved by someone from work both in quality and quantity by an employee in carrying out their duties following the responsibilities given. Dessler (2015) defines performance as a level at which employees achieve job requirements. Employee performance is also a real behavior that everyone displays as employees produce work performance according to their role in the company (Rivai, 2010). Referring to the statements expressed by these experts, it can be concluded that what is

meant by employee performance is the actual work performance achieved by a person in carrying out a series of responsibilities that have been given to him. Good employee performance is one of the goals to be achieved by business people because increasing employee performance can reflect the organization's effectiveness. (Rahmawati et al., 2019), but employee performance cannot increase. Several factors can affect the improvement of employee performance. Putra (2021) The research results show that increasing employee competence will increase employee performance. Suhardi (2019) mentions that competency and Organizational Citizenship Behavior are several factors that can improve performance. This study's performance indicators include four things: quantity, quality, punctuality, and effectiveness.

H1: Employee competence has a significant effect on employee performance.

## EMPLOYEE COMPETENCE

Busro (2018) stated that competency is all things owned by someone, including knowledge, skills, and internal factors within that person. An individual can carry out his responsibilities based on his knowledge and abilities. Furthermore, Purnama (2021) stated that competency is divided into soft and hard competencies. Soft competence is related to how a person manages his work processes and relationships with humans and builds communication with other parties. Meanwhile, hard competency is related to a person's technical ability to carry out his duties or responsibilities. From this explanation, it can be concluded that competency is the knowledge, skills, ability to build relationships, and technical abilities a person possesses in carrying out his work and responsibilities. Saeed (2016) stated that competency concerning employee performance is an adequate resource that includes knowledge that can significantly improve employee performance. Rika et al. (2017) and Suhardi et al. (2018) The study results found that employee competence can improve employee organizational citizenship behavior. Research by Suhardi (2019) also stated that competency in this study consisted of 4 indicators

covering knowledge, skills, abilities, and training.

H2: Employee competence has a significant effect on organizational citizenship behavior.

## Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is also a factor that can affect employee performance and competency itself. Hui (2000) stated that OCB is a unique aspect of individual activities at work and is a habit or behavior that is carried out voluntarily, is not part of a formal job, and is indirectly recognized by the reward system. Organizational Citizenship Behavior is the behavior of employees who voluntarily or not specifically can receive awards but can support organizational activities (Novianti, 2021). Wijaya (2020) stated that OCB is a form of voluntary and conscious willingness to work beyond what is required by the organization. From this explanation, a conclusion can be drawn that what is meant by OCB is behavior or activity carried out by an employee voluntarily that can positively impact the organization. According to Wijaya (2020), OCB concerning employee performance is optimal employee performance not only in the sense of doing the work as written in the job description but also in being able to do work outside the job description voluntarily. Organizations with employees who have good Organizational Citizenship Behavior (OCB) will have better performance than other organizations. The organization's success in achieving its goals is not only determined by the behavior of employees who are assigned tasks according to their job descriptions (in role behavior). Success is also determined by employee behavior outside of their job descriptions (extra-role behavior) which also supports the functioning of an organization. Employee behavior outside the tasks listed in the job description is called Organizational citizenship behavior (OCB), according to Organ (1990). Research by Ekowati et al. (2013) and Novelia et al. (2016), Sawitri et al. (2016), and Wijaya (2020) proves that organizational citizenship behavior has a significant influence on employee performance. Suhardi (2019) stated that OCB could also mediate the relationship between competency and employee

performance. OCB in this study consisted of 5 indicators, namely: caring, politeness, sportsmanship, one’s virtue, and awareness.

H3: Organizational citizenship behavior has a significant effect on Employee performance.

H4: Employee competence affects employee performance through Organizational citizenship behavior.

**METHOD**

The population in this study were all employees of the dairy cow company KJ in Batu City, East Java, Indonesia, with 100 employees using three variables with 13 indicators. The type of research used in this study was explanatory research. Reed and Shinn (2018) stated that explanatory research is a type of research similar to causal research. Causal research or causal research, according to Ferdinand (2014), is research that focuses on finding a translation in the form of a cause-effect relationship between several concepts or several variables to be studied. This study is focused on explaining the cause-and-effect relationship between several situations described in the variables, which will then conclude. The sampling technique in this study used a saturated sample. Sugiyono (2018) stated that the saturated sample is a sampling technique when all population members are used as samples. It is often done when the population is relatively small, less than 30 people, or the study wants to make generalizations with very small errors. Another term for the saturated sample is the census, where all population members are sampled, so 100 employees who make up the population will be used as samples in this study. This research was conducted using a survey method, the source of the data is primary data obtained from the source directly. Data collection, with a questionnaire consisting of Employee competence constructs with indicators of knowledge, skills, abilities, training, and Organizational Citizenship Behavior with indicators of caring, politeness, sportsmanship, virtue, awareness, and Performance with indicators of quantity, quality, punctuality, effectiveness. The data is analyzed with the help of the SmartPLS software.

plaining the cause-and-effect relationship between several situations described in the variables, which will then conclude. The sampling technique in this study used a saturated sample. Sugiyono (2018) stated that the saturated sample is a sampling technique when all population members are used as samples. It is often done when the population is relatively small, less than 30 people, or the study wants to make generalizations with very small errors. Another term for the saturated sample is the census, where all population members are sampled, so 100 employees who make up the population will be used as samples in this study. This research was conducted using a survey method, the source of the data is primary data obtained from the source directly. Data collection, with a questionnaire consisting of Employee competence constructs with indicators of knowledge, skills, abilities, training, and Organizational Citizenship Behavior with indicators of caring, politeness, sportsmanship, virtue, awareness, and Performance with indicators of quantity, quality, punctuality, effectiveness. The data is analyzed with the help of the SmartPLS software.

**RESULTS**

**Table 1. Outer Model Measurement Results**

Indicator	Loading factor	Information
<b>Competency</b>		
Knowledge, K1 I have knowledge appropriate to the job.	0.802	Valid
K2 Takes a short time to learn the task.	0.911	Valid
Skills: K3 I can apply my skills.	0.868	Valid
K4 I have the ability to carry out the task.	0.857	Valid
Abilities, K5 I can solve problems at work.	0.877	Valid
K6 My stamina matches my job.	0.902	Valid
<b>OCB</b>		
Caring, OCB1 I like to help my co-workers without expecting anything in return	0.808	Valid
OCRB10 New company policy, I’m trying to implement	0.755	Valid
Virtue, OCB11 I regularly participate in company activities	0.855	Valid
OCB12 I always consider good things	0.903	Valid
Awareness, OCB13 I always comply with company regulations	0.809	Valid
OCB14 I don’t take time to rest.	0.791	Valid
Concern, OCB2 I am willing to take the role of a colleague who is unable to attend	0.837	Valid
Concern, OCB3 I voluntarily spend time helping co-workers	0.856	Valid
Politeness, OCB4 I always avoid disputes between co-workers	0.889	Valid
OCB5 I always inform my superiors before taking action	0.796	Valid
OCB6 I always share with my boss about pack difficulties	0.845	Valid
OCB7 I always share with my colleagues’ difficulties	0.793	Valid
OCB8 I don’t have much time to complain	0.824	Valid

Indicator	Loading factor	Information
<b>Performance</b>		
Quantity, KIN1 I can meet the target number	0.820	Valid
KIN2 I am thorough in completing assignments	0.867	Valid
Quality, KIN3 I complete the work according to the procedure	0.788	Valid
KIN4 I can achieve work standards	0.753	Valid
Punctuality, KIN5 I finish my work within the time limit	0.759	Valid
KIN6 I always come to work on time	0.877	Valid
Effective, KIN7 I complete work following organizational goals	0.703	Valid

### Outer Model Measurement

All research indicators must go through a suitability and reliability test process. The testing process is carried out before the analysis process is carried out. It is used to avoid bias in the indicators used in the study. The measurement of the outer model is the initial stage used to assess the suitability

of the indicators used in measuring the variables studied. The outer model will define the characteristics of the construct with its manifest variables. The measurement results of the outer model are as follows in table 1.

All indicators used show that they are suitable and feasible to use based on convergent validity testing. All items have an outer loading value greater than 0.700 (Valid), so it can be concluded that all items are declared valid.

**Table 2. Cross-Loading Results Table**

	Performance	Competency	OCB
K1	0.232	0.802	0.345
K2	0.280	0.911	0.328
K3	0.315	0.868	0.268
K4	0.387	0.857	0.313
K5	0.425	0.877	0.361
K6	0.394	0.902	0.341
KIN1	0.820	0.253	0.383
KIN2	0.867	0.343	0.335
KIN3	0.788	0.312	0.322
KIN4	0.753	0.392	0.298
KIN5	0.759	0.290	0.264
KIN6	0.877	0.345	0.330
KIN7	0.703	0.273	0.429
OCB1	0.269	0.239	0.808
OCB10	0.406	0.294	0.755
OCB11	0.255	0.266	0.855
OCB12	0.250	0.318	0.903
OCB13	0.573	0.327	0.809
OCB14	0.545	0.330	0.791
OCB2	0.238	0.275	0.837
OCB3	0.254	0.365	0.856
OCB4	0.256	0.245	0.889
OCB5	0.318	0.290	0.796
OCB6	0.306	0.397	0.845
OCB7	0.327	0.326	0.793
OCB8	0.325	0.327	0.824
OCB9	0.293	0.236	0.725

Testing the validity or suitability of research items is confirmed by a cross-loading test. The results of the cross-loading test show that the value of all items in the construct forming variable is greater than the loading number on the other variables.

The measurement of outer loading and the value of the loading factor is also measured using Cronbach alpha, composite reliability, and average variance extracted. The test is used to assess the feasibility and reliability of the variables studied. Research variables can be considered feasible and reliable when they have a value of Cronbach alpha, composite reliability, and average variance extracted of more than 0.6. All variables have values above the minimum limit based on the tests conducted. Thus, the research variables and indicators based on the outer model test are worthy of research.

### Inner Structural Model

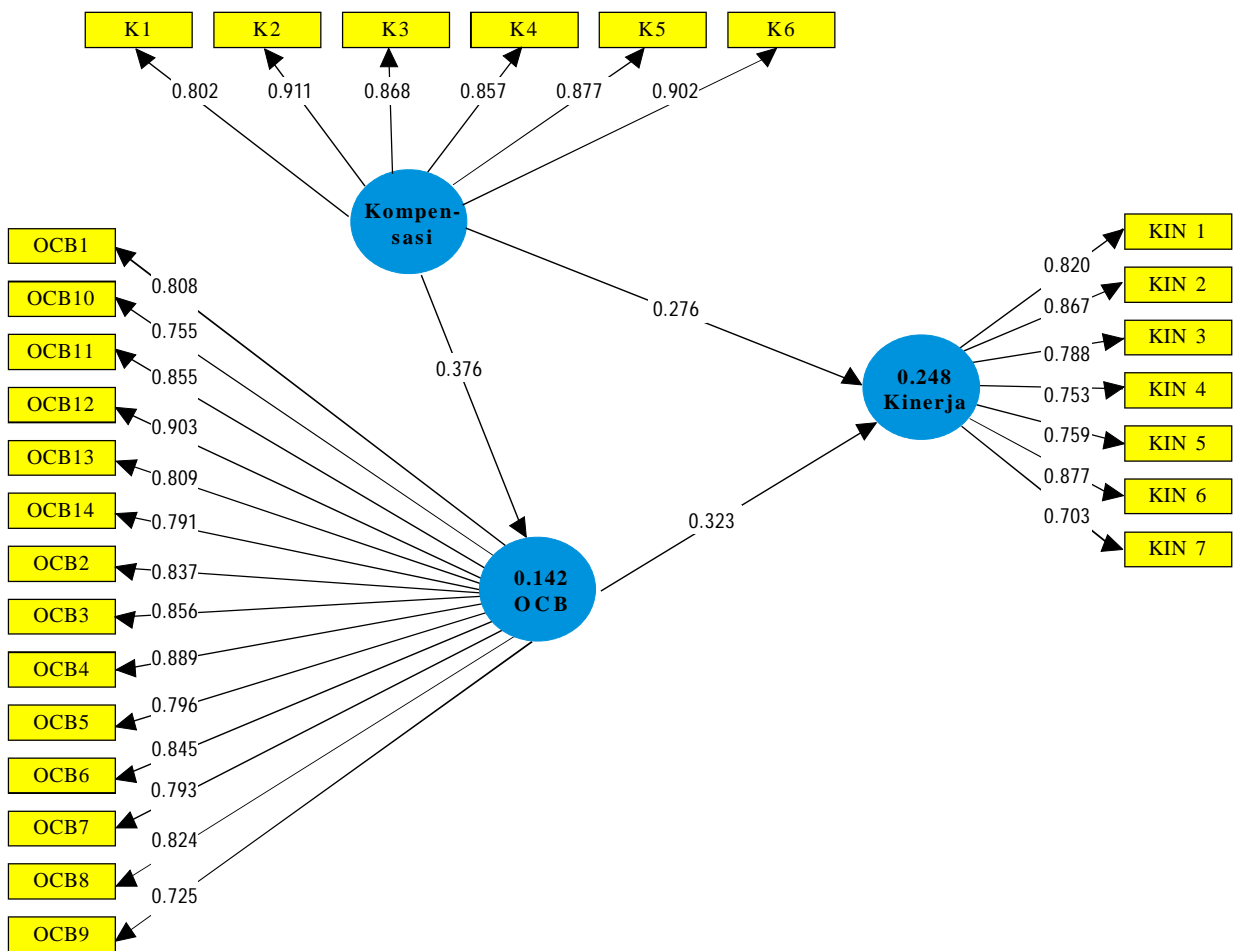
Testing the inner model can be done after testing the outer model. The measurement of the inner model is based on the relationship and influence between variables. The measurement of the inner model is shown in Figure 1.

**Table 3. Table of Measurement Results for The Outer Reflective Indicator Model**

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Competency	0.936	0.949	0.757
OCB	0.963	0.967	0.675
Performance	0.903	0.924	0.636

Based on Figure 1, the competency variable on OCB has an impact of 0.142 on the OCB variable. It shows that the contribution of the variable in explaining the OCB variable is 14.2. Model two shows the effect of Competency and OCB variables on performance variables. Competency and OCB variables influence the performance of 0.248. In this case, the competency and OCB variables contribute to the influence of the performance variable by

24.8. Contribution of performance variables and OCB on the formation of organizational performance based on diversity. The data described by the model (Q2) is 35.5%. The value of Q2 indicates the diversity of the data that the research model can explain. This study shows the accuracy or suitability of the use of the research model. The accuracy parameter of the model is based on the goodness of fit measurement with a value above 0.36.



**Figure 1. Structural Model Diagram PLS analysis results**

Based on the table, the results of hypothesis testing show that competency has a positive and significant effect on OCB with a T-statistic value (3.617) greater than the T-table value (1.96) and a p-value of 0.000. Meanwhile, the competency vari-

able has a significant positive effect on performance in the organization. The competency variable on performance has a T-statistic value of 2.262 and a p-value of 0.024 with a significance below 0.05. Thus, the competency variable has a positive and

**Table 4. Table of Influence Results with T-Statistics**

Influence	Path Coefficient	T statistics	p-values	Conclusion
Competency → OCB	0.376	3.617	0.000	Significant
Competency → Performance	0.276	2.262	0.024	Significant
OCB → Performance	0.323	3.098	0.002	Significant

**Table 5. Indirect Effect Hypothesis Testing Results**

Variable	Coefficient	T statistics	p-values	Conclusion
Competency → OCB → Performance	0.122	2.176	0.030	Significant

significant influence on OCB or performance. Besides, OCB has a significant effect on performance with a statistical T value of 3.098 and a p-value of 0.002. The independent variables in this study have a direct and positive effect on employee performance.

One of the models developed in this study is to see the role of OCB in mediating employee competence on employee performance. Based on the indirect effect test, the OCB variable acts as a perfect mediation of Employee competence on Employee performance. Based on the table, the product of the direct effect of the Competency variable on the OCB variable and the direct effect of the OCB variable on the Performance variable, the indirect effect is 0.122. With a p-value smaller than ( $0.030 < 0.05$ ), the indirect effect of the Competency variable on the Performance variable through the OCB variable is significant. So it can be concluded that the OCB variable is a mediating variable for the influence of the Competency variable on the Performance variable.

## DISCUSSION

### Employee Competence Has a Significant Effect on Employee Performance

The results indicate that employee competence has a significant effect on employee performance. The more competent the employee is, the better his performance will be. The following knowledge, abilities, skills, and training form a synergy to form an effective and improved employee performance. Employee performance is one of the main keys to achieving organizational success. The process of evaluating Employee performance is measured through employees' achievements in carrying out the job responsibilities assigned by the organization or company (Rahmawati et al., 2019). The results of this study support research by Putra (2021) and Syafitri et al. (2021). The results show that increasing employee competence will increase employee performance. Suhardi (2019) and Saeed (2016) stated that competency could improve employee performance. The difference with previous research, Syafitri et al. (2021) examined the perfor-

mance of PT PLN employees in Kendari, and Suhardi (2019) examined the performance of employees at a Batam life insurance company.

### **Employee Competence Has a Significant Effect on Organizational Citizenship Behaviour**

This study shows that employee competence has a significant effect on Organizational Citizenship Behavior. The more employees have a high competency, the better their organizational citizenship behavior. The knowledge, abilities, skills, and training followed will increase self-awareness to help co-workers who others have concerns without expecting anything in return. Rika et al. (2017) supported this research by stating that Employee competence improved employees' organizational citizenship behaviour. On the contrary, according to Mahmudi and Surjanti (2020), the results of this study indicate that employee competence does not have a significant effect on employee organizational citizenship behavior because the implementation of competencies is carried out conditionally according to the needs of the company not bound by a certain period. It shows that the good or bad implementation of competencies in the company will not affect the increase or decrease in Organizational Citizenship Behavior of employees at PT. M A K S. Research results by Adianita et al. (2017) show that employee competence has no significant effect on Organizational Citizenship Behavior.

### **Organizational Citizenship Behaviour has a Significant Effect on Employee Performance**

The results show that organizational citizenship behavior significantly affects employee performance. Organizational citizenship behavior owned by employees is getting better, meaning that the selfless behavior of employees will improve their performance. That is because employees at work understand their duties voluntarily and have high sensitivity to helping colleagues achieve organizational goals. The results supported by Ekowati et al. (2013) and Rika et al. (2017) prove that organizational citizenship behavior significantly affects employee performance. Sawitri et al. (2016) dan Wijaya (2020), The results of his research also show that organiza-

tional citizenship behavior significantly influences employee performance.

### **Organizational Citizenship Behaviour as Mediation Between Competency and Employee Performance**

The results showed that employee competence significantly affected performance through organizational citizenship behavior. In this case, increasing employee performance can increase company productivity and efficiency and become a strategic advantage for the organization or company (Dessler, 2015). Therefore, many companies or organizations, both small and large, continuously strive to improve employee performance. Efforts to improve employee performance include increasing competency and OCB.

The results of this study are supported by Suhardi (2019) and Syafitri et al. (2021), which stated that Employee performance could be created through competency improvement and OCB development. The formation of Employee performance cannot be realized in a short time. Employee competence in completing work is very important in achieving work performance. The higher the ability or competence in completing the work, the higher the chance that the job will be completed. Thus, the competency possessed by employees is quite an important aspect of building performance. However, the achievement of Employee performance through competency improvement must be accompanied by Organizational Citizenship behavior. Competency or employee abilities cannot be used optimally by the company without employee volunteerism or loyalty and caring in completing work. In this case, the company or organization creating increased performance must be accompanied by building loyalty or voluntary concern (OCB) to employees. Thus, this research supports previous research, stating that employee performance can be formed by increasing employee competence and developing OCB in the work environment.

### **CONCLUSIONS**

Based on the discussion results in this study, it can be concluded that employee competence influ-



ences building OCB in dairy cow companies. The higher the employee competence, the better the OCB for employees. This research also proves that employee competence affects increasing employee performance. The higher the employee competence, the higher the achievement of employee performance in the company. The main finding in this study shows that OCB has an important role in mediating competency and employee performance. Employee performance improvement must be accompanied by the formation of OCB character in the employee environment. Thus, the higher the competency, the higher the OCB and better employee performance.

### RECOMMENDATIONS

Several factors can cause efforts to increase employee performance. In this study, employee performance measurement in companies is assessed through increasing competency and OCB. Performance measurement, of course, can not only be assessed from these two factors. Other performance shaping factors such as motivation, commitment, and other factors capable of creating performance can still be developed and explored further in further research. On the other hand, this study has limitations on the object and number of samples. The results of this study cannot describe similar conditions in all companies from various industries. In this case, the development of research on other industrial objects with many employees is still very much needed.

### IMPLICATIONS

This research has a significant impact on direct work practices for milk farming companies. Increasing the work competence of employees will improve organizational performance. Organizations with good organizational citizenship behavior (OCB) will have good performance. The results of this study can be used as a reference for companies, especially those engaged in milk farming companies, to improve employee performance based on employee competence and organizational citizenship behavior (OCB).

### LIMITATIONS

This research still requires further development

for the next researcher to develop research concepts in other industries. The characteristics of each industry/company are different, as well as a larger sample size can be a suggestion in developing this concept for further research. Many samples will provide various points of view and variations in answers. The development of research concepts and theories can contribute to the renewal and scientific development of human resource management.

### REFERENCES

- Adianita, A. S., Mujannah, S., and Candraningrat, C. 2017. *Kompetensi Karyawan, Emotional Quotient dan Self Efficacy Pengaruhnya terhadap Organizational Citizenship Behavior dan Kinerja Karyawan pada Indomobil Grup di Surabaya*. Jurnal Riset Ekonomi Dan Manajemen, 17(1), 199.
- Busro, M. 2018. *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenada Media.
- Dessler, G. 2015. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- DetikFinance. 2013. *Ini Penyebab RI Ketergantungan 80% Susu Impor*. <https://finance.detik.com/industri/d-2406625/ini-penyebab-ri-ketergantungan-80-susu-impor>. Diakses pada desember 2021.
- Ekowati, V. M., Troena, E. A., and Noermijati, N. 2013. *Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership, Job Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java*. International Journal of Business and Management, 8(17). <https://doi.org/10.5539/ijbm.v8n17p1>.
- Elisabeth, A. 2021. *80 Persen Kebutuhan Susu RI Berasal dari Impor!*. <https://www.idxchannel.com/economics/80-persen-kebutuhan-susu-ri-berasal-dari-impor>. Diakses pada desember 2021.
- Ferdinand, A. 2014. *Metode Penelitian Manajemen (Edisi 5)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hui, C., Lam, S. S. K., and Law, K. K. S. 2000. *Instrumental Values of Organizational Citizenship Behavior for Promotion: A Field Quasi-Experiment*. Journal of Applied Psychology, 85(5), 822–828. <https://doi.org/10.1037/0021-9010.85.5.822>.
- Mahmudi, K. and Surjanti, J. 2020. *Analisis Pengaruh Kepuasan Kerja, Budaya Organisasi dan Kompetensi terhadap Organizational Citizenship Behavior pada PT. Mubarak Ainama Kunt Surabaya*. Jurnal Ilmu Manajemen Volume 8 Nomor 3 – Jurusan Manajemen Fakultas Ekonomi Universitas

- Negeri Surabaya Hal 931 – 945.
- Mangkunegara. 2017. *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosda Karya.
- Novelia, M., Swasto, B., and Ruhana, I. 2016. *Pengaruh Komitmen dan Organizational Citizenship Behavior (OCB) Terhadap Kinerja*. Jurnal Administrasi Bisnis (JAB) Vol. 38 No.2. [administrasibisnis.studentjournal.ub.ac.id](http://administrasibisnis.studentjournal.ub.ac.id).
- Novianti, K. R. 2021. *Does Organizational Commitment Matter? Linking Transformational Leadership with Organizational Citizenship Behavior (OCB)*. Jurnal Aplikasi Manajemen, 19(2), 335–345. <https://doi.org/10.21776/ub.jam.2021.019.02.09>.
- Organ, D. W. 1990. *The Motivational Basis of Organizational Citizenship Behavior*. In: B. M. Staw and L. L. Cummings (Eds), *Research In Organizational Behavior* Vol 12, p. 43-72.
- Purnama, R. 2021. *Analysis of the Effect of Dynamic Capability, Knowledge Management on Employee Performance*. Jurnal Akuntansi, Manajemen Dan Ekonomi, 19(4). <http://jos.unsoed.ac.id/index.php/jame/article/view/3026>.
- Putra, R. 2021. *Pengaruh Kepemimpinan dan Kompetensi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (OCB) Karyawan sebagai Variabel Intervening pada Perusahaan PT Sawah Solok*. Jurnal Manajemen Pendidikan Dan Ilmu Sosial, Vol 2, Issue 2, p 989-1001.
- Rahmawati, A., Hasniaty, and Basmar, E. 2019. *Organizational Culture, Competency, Leadership, OCB, Organizational Performance of Bapedda Province South Sulawesi*. 75 (ICMEMM 2018), 260–263. <https://doi.org/10.2991/icmemm-18.2019.35>.
- Reed and Shinn. 2018. *Overview of Exploratory, Descriptive, and Causal Research in Marketing*. <https://study.com/academy/lesson/overview-of-exploratory-descriptive-causal-research-in-marketing.html>. 15 November 2020.
- Rika, M. A. and Nurhayati, T. 2017. *Improving Professional Competence and Knowledge Sharing Based on Organizational Citizenship Behavior Toward Human Resources Performance*. International Journal of Islamic Business Ethics. Vol.2. No. 2. P 314-331.
- Rivai, V. 2010. *Manajemen Sumber Daya Manusia untuk Perusahaan*. Edisi Ketiga. Jakarta: Raja Grafindo Persada.
- Saeed, M. S. 2016. *The Impact of Job Satisfaction and Knowledge Sharing on Employee Performance*. Journal of Resources Development and Management. 21:16-23.
- Sawitri, D., Suswati, E., and Huda, K. 2016. *The Impact of Job Satisfaction, Organization Commitment, Organizational citizenship behavior (OCB) On Employees Performance*. The International Journal of Organizational Innovation, Volume 9, Number 2, pages 24- 45.
- Sugiyono. 2018. *Metode Penelitian Kuantitatif, Kualitatif, dan R and D*. Alfabeta. Bandung.
- Suhardi, Ratih, I. A. B., and Sari, I. A. B. 2018. *The Effect of Competence, Compensation of Organizational Citizenship Behavior and Performance of Employees in Life Insurance Companies in Batam City*. Business Research, 6(10), 295307Publication Date: Oct.25, 2018. DOI: 10.14738/abr.610.5484.
- Suhardi, S. 2019. *Pengaruh Motivasi Kerja, Kompetensi, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan PT. Asuransi Jiwa di Kota Batam Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening*. Jurnal Benefita, 4(2), 296. <https://doi.org/10.22216/jbe.v4i2.3670>.
- Syafitri, S., Nurwati, and Maharani, S. W. 2021. *The Effect of Competence on Employee Performance through Organizational Citizenship Behavior as an Intervening Variable at PT. PLN UPDK Kendari*. International J. of Management and Education in Human Development, Issue 02 Volume 01, Pages: 94-101.
- Wijaya, O. Y. A. 2020. *The Role of Organizational Citizenship Behavior as Mediation Variables between Organizational Commitments and Employee Performance: Evidence from the Hospitality Industry in Surabaya*. Jurnal Aplikasi Manajemen, 18(1), 130–141. <https://doi.org/10.21776/ub.jam.2020.018.01.13>.