

Research Article

The Effect of Organizational Commitments and Competence towards Organizational Citizenship Behaviour and Its Implications on Performance Employees in the Dental Hospital and Mouth Unsyiah Banda Aceh

Ismul Nuzul Azmi¹, Nasir Aziz¹, Muslim A Djalil¹, and Sofyan Idris^{*1}

¹Magister Management, Faculty of Economics and Business, Universitas Syiah Kuala, Banda Aceh, Indonesia

Article History

Received: 04.02.2020

Accepted: 12.02.2020

Published: 29.02.2020

Journal homepage:

<https://easpublisher.com/easmb>

Quick Response Code



Abstract: The purpose of this study is to investigate the condition of organizational commitment, competence, OCB and employee performance, the influence of organizational commitment on employee performance, the effect of competency on employee performance, the influence of organizational commitment on employee OCB. The object of this research is organizational commitment and competence towards OCB and its implications on employee performance. The results show that organizational commitment, competency, OCB and employee performance are going well, there is an influence of organizational commitment, competency towards employee OCB, OCB influence on employee performance, there is an influence of organizational commitment and competence on employee performance and there is an influence of organizational commitment and competence on employee performance through employee OCB.

Keywords: Organizational Commitment, Competence, OCB and Employee Performance.

Copyright @ 2020: This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non commercial use (NonCommercial, or CC-BY-NC) provided the original author and source are credited.

INTRODUCTION

Dentist profession is a noble task for human life in the field of health, especially dental and oral health. Therefore a dentist is professional. To achieve these competencies, dental education which is professional education must be based on solid science. Thus a dentist will have academic-professional competence obtained through professional education based on academic education, so that after completing his education he will have the ability to practice according to his expertise, be professional, always equip himself with the knowledge and skills that are in line with development science and technology.

Dentist education is developed from the insights of Medical Science which includes science which studies the process of human growth from conception to the end of life, as well as various concepts that underlie human life and life from the molecular to the individual level.

The results of the study conducted by Suparjo, *et al.*, (2015) state that Organizational Citizenship Behavior behavior is influenced by the existence of organizational commitment and the level of competency of employees. Based on the results of observations that the author did at Unsyiah Hospital and Oral Hospital (RSGM) Banda Aceh, it was proven that employee performance was still relatively low. The low performance of employees in this study is due to the low level of organizational citizenship behavior, managerial productivity is still low, lack of efficiency in managing resources and organizational ability to provide services is still low.

Various obstacles are encountered in organizations to be able to work well so that the resulting performance can be well received by the organization and society. Many factors can affect performance, among others: employee organizational commitment, level of competence possessed by employees, work culture that exists in the organization and many others that can hinder the performance achievement of an employee.

At present there are some weaknesses in the application of OCB employees at the RSGM Unsyiah Banda Aceh, as mentioned by the leadership in this case the Head of the RSGM Unsyiah Banda Aceh.

In order to improve performance, an employee is required to have competencies that are in accordance with the main tasks and functions of each employee. Therefore, an employee is expected to have competence in accordance with his field of work, especially related to service to the community. Competence is also said to be a specification of science, work attitudes and skills, which are possessed by an employee and their application in the work, so that the competencies are in accordance with the performance standards required by the organization.

LITERATURE REVIEW

Employee performance

Employee performance based on the opinion of Dale Timpe (2012: 31), employee performance achievement is a manifestation of the achievement of work performance of an employee or employee in an organization or government environment in increasing the work productivity of the organization. Meiner (2012; 43) argues that performance is a success of achievement in doing its work, where success, achieved by an employee, can, be equated, between an individual, another. Individual success is based on the size used and equated with the work to be done. Subaru's findings (2012: 130), state that performance has nothing to do with the goals or results of individual behavior, individual beliefs.

Employee performance according to (Siagian 2012: 227) is the overall ability of a person to work using optimal means.

OCB

According to Turnip seed and Rassuli (2005), OCB elements that improve performance include: elements that add social capital, helpful or altruistic elements, elements produced with time savings or problem solving, and other elements that provide social-emotional support by increasing morale or develop a culture of nurturing. Researchers around the world are still fertilizing the field of Organizational Citizenship behavior that helps organizations to increase their effectiveness. OCB is all about employee behavior so that employees are treated as key players to increase organizational effectiveness / productivity.

Poncheri, (2006) defines OCB as a behavior that has a positive impact on organizational productivity. Their attitudes and behavior influence the performance of an organization (Koster & Sanders, 2006). The rapid growth in the Banking industry has created several challenges such as OCB which is a natural phenomenon that has a negative and positive impact on employee performance depending on how well it is managed. Empirical evidence of the relationship between OCB and individual and organizational performance measures converges in management and marketing literature (Barksdale and Werner, 2001). Many studies have examined the relationship between personal characteristics and employee attitudes, and employee citizenship behavior (Podsakoff *et al.*,, 2000). Several comprehensive studies of possible antecedents of OCB in the marketing and retail context are reported in the literature. However, OCB and employee performance in the banking sector are not well-documented and represent a significant gap in the literature.

Having workers who are very involved in OCB can increase manager efficiency by allowing them to devote more time to long-term planning matters. Furthermore, managers benefit from positive OCB and also employees (Turnipseed and Rassuli, 2005). COB is defined by Daniels *et al.*,, (2006) as extra behavior in carrying out tasks at work in addition to routine employee duties. OCB helps organizations to improve their performance in the long term compared to the short term. In addition, Poncheri (2006) defines OCB as a positive behavior that has a positive effect on organizational development. Both of these approaches clearly prove the extra role played by employees in the workplace which has a positive impact on organizational performance. (Todd, 2003) in their study identified that OCB helps encourage employees to apply their maximum knowledge, skills and abilities in the workplace. OCB is closely related to organizational motives for achieving organizational goals effectively and efficiently (Jiorman *et al.*,, 2006). Koys's view (2001) emphasizes OCB as a positive impact on organizational profitability but not on customer satisfaction. However, Shapiro *et al.*,. (2004) define employee behavior based on organizational behavior, if the organization shows a positive attitude then employees react according to that behavior.

Organizational Commitment

Organizational commitment continues to be one of the most popular subjects studied because it has

a significant effect on work performance and turnover (Chen & Francesco, 2003) and later on organizational performance. Chen and Aryee (2007) emphasize that employee commitment is an important instrument for improving organizational performance. Adekola, (2012) defines commitment as a positive evaluation of the organization and organizational goals. According to Goutam (2004) defined commitment as a bond between individuals (employees) and organizations (employers). Miller and Lee (2001) identified three types of commitment, namely, affective commitment that measures the emotional attachment of employees with, identification, and involvement in organizations, normative commitment reflects the pressure on employees to stay with the organization resulting from organizational obligations. Continuous commitment refers to commitments related to costs received by employees related to leaving the organization.

Mowday, Porter, and Steers (1982) as quoted in Hueryren and Dachuan (2012) identify that employees who have high commitment have better performance than those who are less committed. Buchanan (1974) also shows that at least five factors consist of organizational commitment, namely the strong intention to maintain membership in the organization, acceptance of the organization's main goals and values, positive evaluation in the organization, intention to work towards organizational goals, and willingness to exert effort which is quite large in the name of the organization. Porter, Lyman, Steers, Mowday and Boulian (1974) assume that organizational commitment includes three elements (a) trust in organizational goals and acceptance of values, (b) willingness to pursue organizational benefits, and (c) intensive desire to maintain organizational positions.

Competence

Paloniemi (2006: 439) defines competence as an increasingly highlighted thing in work life. He further believes that competence is an important resource for individuals, organizations and society. Other studies such as Streuner and Bjouruest (1998) concluded that competence is the ability of individuals to perform tasks assigned to them. Moreover the concept of competence can also be understood as knowledge, skills, and professional identity. As far as employee commitment is concerned, Steers and Porter (1987) define organizational commitment as identification (trusting organizational values), and work involvement (willingness to do something for the organization).

Competence comes from words which mean skills, abilities, and authority. Etymologically, competence is defined as the dimension of behavioral skills or the superiority of a leader or someone in a staff that has skills. Robbins, (2012). The opinion above means that an employee must have the skills of employees in carrying out tasks, the ability of employees to complete tasks, and the skills of employees in completing their responsibilities.

Spencer's and Spencer's and Mitrani's competencies are defined as the basic characteristics of an individual who are causally related to the referenced criteria or superior and effective performance in work or situation. Underlying competence means that a part of one's personality that is deep and relatively well-established can predict behavior in various situations and tasks. Relatively related means that competence can cause or predict a person's behavior or performance.

Competence is the ability to carry out or do work or tasks that are based on skills and knowledge and are supported by the work attitudes needed by the job. Thus the competencies shown by skills or knowledge are characterized by professionalism in certain fields as the most important, as the superior of that field. Competence is a fundamental characteristic of a person that allows them to provide superior performance in a particular job, role, or situation. Skills are things that people can do well; knowledge is someone who is known about a topic. Social role is an image that is shown by someone before the community. Social roles that represent what people consider important. The social role reflects the values of that person.

Review of Previous Research

Research conducted by Rahmad, Said Musnadi and Teuku Meldi Kesuma (2018), concluded that competence, organizational commitment and workload influence employee job satisfaction.

Imran, Faisal, T. Roli Ilhamsyah Putra, (2017) in his research proved that organizational commitment had an effect on OCB employees of Nagan Raya General Hospital.

Then the research of Desi Saputra Rafiie, Nasir and Sofyan Idris (2017) proves that competence has an influence in improving employee performance.

RESEARCH METHOD

Location and Object of Research

Location in the Unsyiah RSGM Banda Aceh. The subjects of this study were all employees of the Unsyiah RSGM Banda Aceh, while the object of this study will present about how the influence of organizational commitment and competency, on organizational citizenship behavior and its implications for the performance of employees of the Unsyiah RSGM Banda Aceh, with 135 respondents.

Data Analytical Tool

In this study data analytical tool used in using SEM with Amos software, this is because to see the direct and indirect effects of the variables to be tested.

RESULTS AND DISCUSSIONS

The effect of organizational commitment on OCB shows a CR value of 4.086 and a probability of 0,000. CR value (4,086) proves the acceptance of the hypothesis in the study, where organizational commitment has an influence on OCB employees at the Unsyiah RSGM Banda Aceh.

Then the competency influencing OCB shows a CR value of 4.086 and a probability of 0,000. OCB also has an influence on employee performance showing a CR value of 4.202 and a probability of 0,000. Organizational commitment possessed by employees also has an impact on improving employee performance showing a CR value of 4.007 and with a probability of 0.000, so that with the higher organizational commitment an employee will increasingly improve the performance produced.

The influence of competence on employee performance shows a CR value of 4,614 and a probability of 0,000. Both of these values are obtained fulfilling the conditions for acceptance of H5, namely the CR value of 4.614 which is greater than 1.97 and the probability is smaller than 0.05.

The results of the Structural Equation Model (SEM) test showed that there was a large influence between the variable organizational commitment, competence on the performance of the Unsyiah RSGM employees in Banda Aceh through OCB

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

- Organizational commitment, competence, OCB, the performance of employees of the Unsyiah Banda Aceh RSGM have been going well, this indicates that organizational commitment,

competence and OCB can have an influence on improving employee performance at the RSGM Unsyiah Banda Aceh.

- There is an of organizational commitment has an influence on OCB
- Competence has an influence on OCB
- OCB has an effect on employee performance
- Organizational commitment has an effect on the employee performance
- Competence has an effect on the employee performance
- There is an indirect influence of organizational commitment on employee performance through OCB
- There is an indirect influence of competence on employee performance through OCB

RECOMMENDATIONS

1. In order to increase OCB and the performance of Unsyiah RSGM employees in Banda Aceh based on organizational commitment variables, what needs to be considered is that employees must have the ability to carry out tasks that are charged in accordance with the vision and mission of the organization that must be realized.
2. Regarding OCB and employee performance, employees must be able to improve the attitude shown in order to build togetherness in achieving organizational goals, by providing training and the role of leaders in improving performance among employees.
3. OCB needs to be improved significantly by increasing the adaptability of employees in the RSGM organization so that it can have an impact on improving its performance, by giving attention to each employee so that the employees who are committed have a commitment to the organization.
4. Work commitments that have become the burden of employees and the ability they have can have an influence in improving service to patients, by providing guidance to employees who get the task and responsibility to be able to do the task properly.

REFERENCE

1. Allen (2006), *Penilaian Kinerja dan Pengembangan Karyawan*, BPFE, Yogyakarta.
2. Andi Rahmawati, (2017), Effect of competence on organizational citizenship behavior and performance management: The impact on organizational effectiveness. *The International Journal of Engineering and Science (IJES)* 6(11) 74-85.
3. As'ad (2011), *Psikologi Industri*, BPFE Yogyakarta.

4. Awadh, A. M., & Alyahya, M. S. (2013). Impact of organizational culture on employee performance. *International review of management and business research*, 2(1), 168.
5. Che Rusuli, (2017), The Mediating Effect of Employee Competencies on the Relationship Between Human Resource Development Practice and Service Performance Among Front Line Employees in Hotel Industries. *International Journal of Applied Business and Economic Research*, Vol. 15, No. 22.
6. Dale Timpe, (2012) *Seri Ilmu dan Seni Manajemen Bisnis (Memimpin Manusia)*. PT. Elex Media Komputindo, Jakarta.
7. Davis Keith dan John W. Newstrom. (2006). *Perilaku Dalam Organisasi*, Edisi ke tujuh, Jilid kedua. Erlangga, Jakarta
8. Dessler, Garry. 2012. *Manajemen Sumber Daya Manusia* (Terj.). PT. Indeks, Jakarta
9. Eka Idham Iip K Lewa dan Subowo, (2005), Pengaruh Kepemimpinan, Lingkungan Kerja Fisik Dan Kompensasi Terhadap Kinerja Karyawan di PT. Pertamina (Persero) Daerah Operasi Hulu Jawa Bagian Barat, Cirebon, *Jurnal manajemen dan Bisnis*.
10. Farhan Mehboob, Niaz A Bhutto (2012). Job Satisfaction as a Predictor of Organizational Citizenship Behavior A Study of Faculty Members at Business Institutes. *Interdisciplinary Journal of Contemporary Research in Business*. 3(9), 91-112.
11. Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, (2010), Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey. *International Journal of Contemporary Hospitality Management*, 5(22),693-717.
12. Ida Ayu Brahasari dan Agus Suprayetno, (2008), dengan judul Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia), *Jurnal Manajemen dan Kewirausahaan*, 10 (2),124-135.
13. Imran, Faisal, T. Roli Ilhamsyah Putra, (2017), Faktor-faktor yang mempengaruhi kepuasan kerja dan dampaknya terhadap kinerja pegawai Kanwil Direktorat Jenderal Kekayaan Negara Aceh. 1(1).
14. Jack Henry Syauta, (2012), The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua Indonesia). *International Journal of Business and Management Invention*,1(1),69-76.
15. Jones Gareth R. & George, Jennifer M, (2010). *Contemporary Management*, fifth Edition. United States of America : McGRAW-Hill International, USA.
16. Khan, Muhammad Riaz *et al.*, (2010) The Impact of Organizational Commitment on Employee Job Performance. *European Journal of Social Sciences*, 15(3),292-298.
17. Koesmono (2013), Pengaruh Budaya kerja Terhadap Motivasi dan Kepuasan Kerja Serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah Di Jawa Timur. *Jurnal Manajemen*, 5(10),35-59.
18. Lewa dan Subowo, (2005), Pengaruh Kepemimpinan, Lingkungan Kerja Fisik Dan Kompensasi Terhadap Kinerja Karyawan di PT. Pertamina (Persero) Daerah Operasi Hulu Jawa Bagian Barat, Cirebon. *Jurnal Manajemen*, 2(4),15-33.
19. Lilik, (2009), Pengaruh Upah Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada CV. Aji Bali Jayawijaya Surakarta menjelaskan bahwa lingkungan kerja berpengaruh positif terhadap kinerja karyawan CV. Aji Bali Jayawijaya, *Jurnal Manajemen*, Vol IV, No XX, Hal 22 – 41,
20. Listianto dan Setiaji (2006) Pengaruh Motivasi, Kepuasan dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Manajemen dan Bisnis*, 3(5) 34-46.
21. Mangkunegara Anwar Prabu (2013), *Manajemen Sumber Daya Manusia Perusahaan*, PT. Remaja Rosdakarya, Jakarta.
22. Mas'ud Fuad, (2004), *Pemimpin dan Kepemimpinan*, CV. Rajawali, Jakarta.
23. Meiner Jhon B, (2005), *Organizational Behavior*, ME, Sharpe Inc. USA.
24. Mitchell (2012), *Management and Supervisor*. Alih Bahasa : Mas'ud. Jakarta : PT. Pertiya.
25. Mohd Zabid Hj. Abdul Rashid , (2016) The Role of Organisation Commitment in Enhancing Organisation Citizenship Behaviour : A Study of Academics in Malaysian Private Universities. *Int. Journal of Economics and Management* 10(2): 221 – 239 (2016).
26. Mowday dan Steers (2012), *Employ Organization Linkages : The Psychology of Commitment Abstein and Turn Over*, Academic, inc, London.
27. Peter dan Watermen (2006), *Culture Organization*, Rineka Cipta, Jakarta.
28. Qureshi, Javeria Ashfaq *et al.*, (2011) Impact of Job Satisfaction and Organizational Commitment on Employee Performance: Evidence from

- Pakistan, *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3 No. 4. 642-657
29. Rafiie, D. S., Azis, N., & Idris, S. (2018). Pengaruh kompetensi, gaya kepemimpinan, budaya kerja dan lingkungan kerjaterhadap kepuasan kerja pegawai dan dampaknya terhadap kinerja pegawai Kantor Kementerian Agama Kabupaten Aceh Barat. *Jurnal Magister Manajemen*, 2(1), 36-45.
30. Rahmad, Said Musnadi dan Teuku Meldi Kesuma (2018), Pengaruh Kompetensi, Komitmen Organisasi Dan Beban Kerja Terhadap Kepuasan Kerja Dan Implikasinya Terhadap Work Engagement Pegawai Dinas Cipta Karya Aceh. *Jurnal Magister Manajemen*, 1(1) .
31. Rivai, Veithzal. Dan Sagala (2009). *Kepemimpinan dan Perilaku Organisasi* (Cetakan Pertama). Jakarta: PT Raja Grafindo Persada.
32. Robbins, Stephen P. (2012). *Perilaku Organisasi*. PT. Indeks Jakarta.
33. Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, (2009), The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance, *Journal of Applied Business Research*, 25(6) 55-65.
34. Sarwoko (2012) Analisis Jalur Pengaruh Karakteristik Pekerjaan, Motivasi, Kepuasan Kerja Terhadap Kinerja Karyawan. Penelitian dilakukan di PT. Perusahaan Listrik Negara (Persero) Distribusi Jatim Area Pelayanan dan Jaringan Malang, *Jurnal Manajemen*, 2(4), 15–33.
35. Schermerhorn John R. (2013) *Manajemen*. Edisi Bahasa Indonesia. Penerbit Andi, Yogyakarta
36. Soedjono, (2012), *Pengukuran Kinerja Karyawan*, Rineka Cipta, Jakarta.
37. Soeprihantono J, (2008), *Penilaian Pelaksanaan Pekerjaan dan Pengembangan Karyawan*, BPFE, Yogyakarta.
38. Sofiah Kadar Khan, (2016), The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysi. *International Journal of Business and Social Science*, 3(8)
39. Srikaningsih, A., & Setyadi, D. (2015). The Effect of Competence and Motivation and Cultural Organization towards Organizational Commitment and Performance on State University Lecturers in East Kalimantan Indonesia. *European Journal of Business and Management*, 7(17), 208-220.
40. Steers dan Porter (2012), *A Theory of Leadership Effectiveness*. New York : McGraw-Hill Boah Company
41. Strauss dan Sayles (2006), *Kepemimpinan Dalam Organisasi*, Edisi Bahasa Indonesia, Prenhallindo, Jakarta.
42. Vera dan Mahyuddin, (2005), Pengaruh Kepemimpinan, Motivasi, Pelatihan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum Kota Surakarta, *Jurnal Ilmiah*. Universitas Muhammadiyah Surabaya.
43. Waldman Paul, (2004), *Handbook Pain Management*, Churchill Livingstone, USA.