

The Effect of Human Resource Competence on Employee Performance through Organizational Citizenship Behavior (OCB) as a Mediating Variable in the National Unity and Political Agency of Western Seram Regency

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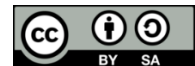
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ABSTRACT

At the Agency for National Unity and Politics of West Seram Regency, this study intends to examine the relationship between employee performance and human resource competency, using organizational citizenship behavior (OCB) as a mediating variable. 37 employees participated in the quantitative study, which used Partial Least Squares (PLS) to analyze the data. The results show that: (1) human resource competency considerably affects employee performance; and (2) human resource competency greatly affects OCB; (3) OCB is significantly impacted by employee performance; and (4) OCB mediates the relationship between human resource competency and employee performance. The R-squared values show that OCB can be described by human resource competence by 56.4%, while employee performance can be explained by both OCB and HR competency by 38.8%. These findings are consistent with the competency theory of Spencer & Spencer (1993) and Organ's OCB theory (1988), and reinforce previous studies emphasizing the importance of competence and extra-role behavior in enhancing employee performance. The study recommends continuous development of human resource competence and the creation of a supportive work climate that encourages OCB as strategic efforts to improve employee performance in the public sector.

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1. INTRODUCTION

The success of companies, especially those in the public sector, is largely determined by its human resources (HR). Knowledge, abilities, and attitudes are examples of employee competences. [1] greatly determine the quality of public services. However, increasing competence is not always directly proportional to improving

performance, because there are work behavior factors that act as a link.

Organizational Citizenship Behavior (OCB) is one of the behavioral elements that are pertinent. OCB is optional activity that might improve organizational performance but is not explicitly controlled in the job description, according to Organ [2]. Podsakoff et al. [3] emphasized that OCB strengthens the relationship between individual competence

and performance, because employees who are competent and have a high OCB will be more proactive, loyal, and support the achievement of organizational goals.

Some research supports this relationship. Research by Putra & Utama [4] proves that OCB mediates the influence of job satisfaction on performance. Prasetyo [5] asserts that competency positively affects OCB and that OCB significantly affects the performance of government personnel. Yulianti et al. [6] show that OCB is one of the most important indicators of the positive effect that HR competency has on worker performance. This indicates that the relationship between competence and performance can be mediated by OCB.

On the other hand, the phenomenon in Agency for National and Political Unity (Kesbangpol) of West Seram Regency shows that employee performance has not been optimal. Some employees have not reached the target according to the Employee Performance Goals (SKP), initiatives in helping colleagues are still low, and attendance discipline and punctuality still vary. Although some employees have undergone technical training, these competencies have not been fully reflected in extra-role behaviors, such as being willing to work beyond targets or maintaining the organization's image.

This description indicates a discrepancy between employees' skills and their actual performance. This makes room to examine the function of OCB as a mediator between employee performance and human resource skills at the West Seram Regency Kesbangpol Agency. This research is expected to make a theoretical contribution in strengthening the study of human resource management in the public sector, as well as a practical contribution to improving the performance of apparatus in the regions.

2. LITERATURE REVIEW

2.1 Human Resources (HR) Competence

One of the key elements influencing employee success in the company is human resource (HR) competency. Human resource

competencies include the knowledge, skills, and attitudes that employees have to carry out their duties effectively [1]. According to Mathis and Jackson [7], competence can be divided into three main dimensions, namely: work performance is a technical competency; planning, decision-making, and resource management are managerial competencies; and interacting, communicating, and cooperating with superiors and coworkers are social or interpersonal competencies. High-competence workers often finish projects more quickly and effectively, which directly enhances both individual and organizational performance.

2.2 Employee Performance

Employee performance is the result of individual work in carrying out their duties and responsibilities according to the standards set by the organization [8]. Performance is not only influenced by technical ability, but also by additional motivation, discipline, and behavior outside of formal tasks. According to Dessler [9], employee performance indicators can include the quality of work, quantity of work results, timeliness in completing tasks, and initiative in dealing with problems. Thus, performance is a reflection of the ability of employees to utilize their competencies to achieve organizational goals.

2.3 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is the voluntary acts employees do to improve the effectiveness of the firm, even if it is not specifically recognized in the formal reward structure [2]. Altruism (assisting coworkers), conscientiousness (completing tasks beyond what is necessary), sportsmanship (maintaining a positive attitude in the face of adversity), courtesy (considering the effect of one's actions on others), and civic virtue (care for the organization's long-term viability) are the five dimensions of OCB [3]. Competent employees are usually more confident and motivated to exhibit these extra behaviors, which in turn improves the efficiency, coordination, and effectiveness of the organization.

2.4 Relationships Between Variables

Employees that possess the information, abilities, and attitudes necessary to do their jobs well are said to possess human resource (HR) competence. Employees that are competent can finish projects on schedule, provide excellent work, and make wise judgments that improve both individual and organizational performance [1], [7]. Several previous studies have found that HR competencies have a substantial influence on employee performance. Rahadiyansyah et al. [10] claim that competence via Organizational Citizenship Behavior (OCB) has a favorable effect on PT. Sucofindo employees' performance. Similar results were also reported by Azhari & Priyono [11] on Diar Rahma Wonosari's CV, which showed that competent employees are better able to improve performance through extra behaviors that support the organization.

In addition to directly influencing performance, human resource competencies also play a role in improving OCB. OCB is voluntary behavior carried out by employees to support the effectiveness of the organization even though it is not included in formal duties, including the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue [2], [3]. Competent employees tend to be more confident and motivated to perform these extra behaviors, creating a more collaborative and productive work environment. Research by Rahadiyansyah et al. [10] and Azhari & Priyono [11] shows that HR competence has a

positive effect on OCB, which then mediates the improvement of employee performance.

The role of OCB as a mediating variable shows that the influence of HR competencies on employee performance is not only direct but also through extra behaviors that support the organization. Employees with high competence tend to display OCB, which further improves work effectiveness, coordination among colleagues, and overall organizational productivity [3]. This conclusion that OCB improves employee performance is supported by the findings of studies conducted by Ahmad & Isyanto [12] and Lambidju et al. [13]. Therefore, it can be said that OCB is a crucial mechanism that bridges the gap between employee performance and human resource skills, particularly when it comes to government organizations like the National Unity and Political Agency of West Seram Regency.

2.5 Frame of Mind

This research is built on the basis of theories and findings of previous research that affirm that human resource competence has an important role in improving employee performance. However, it is also thought that the extra-role activity known as Organizational Citizenship activity (OCB) might improve the connection between performance and competence. Thus, OCB is positioned as a mediating variable in this research model. Based on the theoretical foundation, the results of previous research, and the purpose of the research, the frame of mind used can be described as follows:

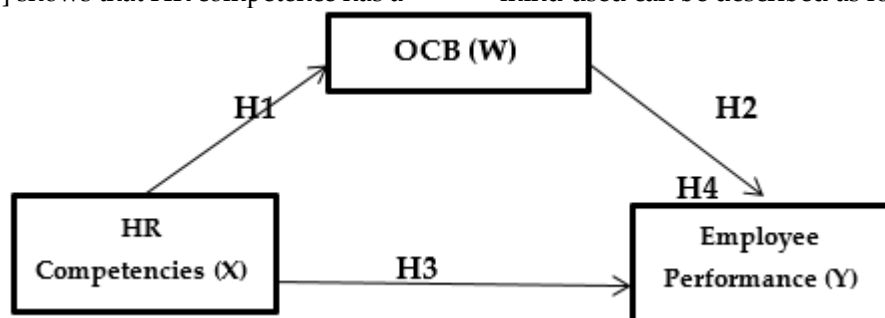


Figure 1. Frame of Mind

2.6 Hipotesis

Based on the above frame of mind, the hypothesis of this study is formulated as follows:

H1: Human resource competency has a favorable effect on employee performance at the National Unity and Political Agency of West Seram Regency.

H2: Human resource competency has a favorable effect on Employee Organizational Citizenship Behavior (OCB) at the National Unity and Political Agency of West Seram Regency.

H3: Organizational Citizenship Behavior (OCB) has a favorable effect on employee performance at the National Unity and Political Agency of West Seram Regency.

H4: Organizational citizenship behavior (OCB) serves as a mediator between the influence of human resource competencies and employee performance at the Agency for National Unity and Politics of West Seram Regency.

3. METHODS

This study using quantitative causation to investigate the relationship between HR competencies and employee performance, using Organizational Citizenship Behavior (OCB) as a mediating variable at the National Unity and Political Agency of West Seram Regency. The research

sample consists of 37 employees taken using total sampling. Data is collected through kuesioner Likert 1–5 with indicators of human resource competence (knowledge, skills, attitudes, decision-making), OCB (altruism, conscientiousness, sportsmanship, courtesy, civic virtue), and employee performance (work quality, quantity of work results, punctuality, initiative, work discipline). Data analysis is carried out using Partial Least Square (PLS) to test the direct and indirect influence between variables and the role of OCB mediation.

4. RESULTS AND DISCUSSION

4.1 Description of Respondent Answer Results

To learn more about how respondents responded to the research variables, descriptive analysis was used. The results of data processing of 37 respondents are presented in Table 1.

Table 1. Descriptive Analysis of Research

Variabel	Minimum	Maximum	Mean	Std. Deviation	Category
HR Competencies (X)	3.20	4.80	4.15	0.58	Good
Organizational Citizenship Behavior (Z)	3.10	4.70	4.12	0.60	Good
Employee Performance (Y)	3.00	4.60	4.07	0.61	Good

Source : Data Processed, 2025

The descriptive analysis's findings demonstrated that all three of the study variables fell into the "good" category. With the highest average of 4.15, the HR Competency variable (X) shows that workers had sufficient competence, knowledge, abilities, and work attitudes. The Organizational Citizenship Behavior (OCB) (Z) variable as the mediation variable has an average of 4.12, indicating that employees display positive role extra behavior in supporting organizational performance. Meanwhile, the Employee Performance

variable (Y) has an average of 4.07, which means that employee performance is quite good even though effectiveness can still be improved. The standard deviation value of all variables is less than 1, so the respondents' answers are relatively consistent.

4.2 Model Struktural (Inner Model)

Inner Model Testing/Model structural testing is carried out to see the relationship between the construct, significance value and R-square of the research model.

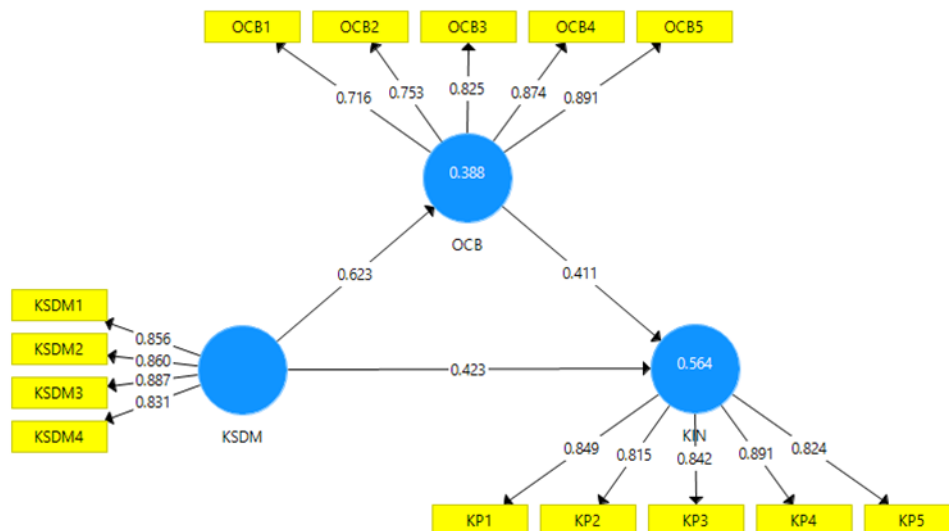


Figure 2. Path Analysis
Source: Data Processed, 2025

Table 2. R-Square Value of Research Variables

Variabel	R-Square	Information
Organizational Citizenship Behavior (Z)	0,564	Moderate – strong
Employee Performance (Y)	0,388	Moderate

Source: SmartPLS Output (2025)

The R² value in Table 2 indicates that Organizational Citizenship Behavior (OCB) (Z) and HR Competency (X) explain 38.8% of the variation in Employee Performance (Y), with the remaining 61.2% coming from factors not included in the model. Meanwhile, Organizational Citizenship Behavior (OCB) (Z) is 56.4% of HR Competency (X), indicating that OCB is a significant mediating factor in the relationship between HR competency and employee performance.

Uji Hypothesis

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out and assessed the T-statistic value and the P-value value. If the T-statistic is higher than the T-table, which is 1.68, and the P-value is less than 0.05, the study hypothesis can be said to have a positive and significant effect.

Table 2. Summary of Hypothesis Testing Results

Hipotesis	Influence	T Statistics (O/STEV)	P Values	Result
H1	Human resource competencies and Employee performance	1.972	0.049	Accepted
H2	Human resource competencies and Work Spirit	4.346	0.000	Accepted
H3	OCB and Employee Performance	2.518	0.012	Accepted
H4	HR Competencies OCB Employee Performance	2.130	0.034	Accepted

Source: Processed Data (2025)

The results of this study show that HR competence has a significant effect on Employee Performance. These findings are consistent with the competency theory of Spencer & Spencer [1] which emphasizes that competence (knowledge, skill, attitude) is the main factor in determining work success. Research by Setiawan & Putri [14] found that increasing competence directly affects the productivity and work quality of government employees. Similarly, competency is a significant predictor of enhancing the performance of public sector workers, according to study by Ambarwati & Wibowo [15].

Additionally, this study demonstrates that organizational citizenship behavior (OCB) is significantly impacted by human resource competency. These results support the opinion of Organ [2] who stated that employees with high competence tend to display extra-role behaviors such as cooperation, caring, and initiative. Wibowo research [16] shows that individual competence contributes to growing OCB in government agencies. The same thing was found by Rahmawati & Prasetyo [17], that employee competence significantly increases the tendency to behave Organizational Citizenship Behavior (OCB).

Furthermore, this study shows that Organizational Citizenship Behavior (OCB) has a significant influence on employee performance. These findings support the theory put out by Podsakoff et al. [3] that Organizational Citizenship Behavior (OCB) strengthens organizational performance by fostering better working relationships, reducing conflict, and boosting efficiency. Pratama & Nugroho [18] study supports these conclusions by demonstrating that Organizational Citizenship Behavior (OCB) improves team and individual performance in publicly traded corporations. According to study by Sari & Hidayat [19], employees who practice corporate citizenship behavior (OCB) will be more productive and favorably contribute to the achievement of business goals.

Lastly, this study discovered that the relationship between HR competencies and

employee performance is mediated by organizational citizenship behavior (OCB). These findings are consistent with studies by Organ [20] and Podsakoff et al. [21], which highlighted the function of OCB as a mediating mechanism in the explanation of the connection between performance and individual characteristics. Susanti [22] study further demonstrated that OCB significantly mediates the relationship between the competence and performance of local government workers. Organizational Citizenship Behavior (OCB) is essential for strengthening the link between public sector personnel capacities and organizational performance, according to a global study by Al-Shammari & Al-Khalidi [23].

Overall, this study supports the hypothesis and findings of other studies that extra-role behavior (OCB) and individual criteria like competence both influence employee success. In order to maximize employee performance, firms must prioritize the development of human resource competences while promoting the formation of Organizational Citizenship Behavior (OCB).

Practical Implications

The results of this study provide several important implications for human resource management in Agency for National Unity and Politics of West Seram Regency. First, the increase Human resource competence It needs to be a priority through training programs, continuing education, and technical and managerial skill development. This is in line with studies that demonstrate competence has a major direct and indirect impact on performance. Second, management may encourage the development of Organizational Citizenship Behavior (OCB) by creating a happy work atmosphere, putting participatory leadership into practice, and recognizing employees who go above and beyond the call of duty. OCB has been shown to strengthen the link between HR competencies and employee performance, which makes it a practical strategy to increase organizational efficacy.

Third, the results of this study confirm that employee performance is not

only determined by individual competency factors, but also by voluntary behavior that supports the organization. Therefore, the development of human resources policies should not only focus on improving technical skills, but also on forming a positive work attitude and a spirit of togetherness.

Thus, the combination of human resource competency development and strengthening OCB is expected to increase Employee Performance, which ultimately contributes to the achievement of organizational goals more optimally.

5. CONCLUSIONS

This study examines the relationship between employee performance and human resources competency, using organizational citizenship behavior (OCB) as a mediating variable for the West Seram Regency's Agency for National Unity and Politics. The results of the analysis show that: (1) human resource competence has a significant impact on employee performance; (2) human resource competence and Organizational Citizenship

Behavior (OCB) have a significant impact on employee performance; (3) Organizational Citizenship Behavior (OCB) has a significant impact on employee performance; and (4) Organizational Citizenship Behavior (OCB) mediates the relationship between HR Competence and employee performance. These results demonstrate that enhancing organizational citizenship behavior (OCB) and human resource competences are crucial for raising employee performance.

Based on these results, it is suggested that organizations place more emphasis on employee competency improvement programs through continuous training and development. In addition, it is important for management to create a conducive work climate to encourage the emergence of OCB, for example by giving rewards to employees who show initiative, cooperation, and care. For further research, it is recommended to add other variables such as motivation, leadership, or organizational culture, as well as expand the research object so that the results obtained are more comprehensive and generalized.

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