

# **Model of Competence and Organizational Citizenship Behaviour (OCB) on Performance of Hotel Employees in Batam City with Organizational Commitment as Intervening Variables**

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## **Abstract**

The purpose of this study was to determine the effect of competency, and organizational citizenship behavior (OCB) on the performance of hotel employees in Batam City with organizational commitment as an intervening variable. The respondents used in this study were four-star hotel employees in Batam City with a population of 180 people. The method used in this study is by distributing questionnaires to four-star hotel employees in Batam. using Slovin formula and 5% error rate, so there are 124 respondents. Methods of data analysis using multiple linear data analysis using the Amos SEM program. The results of the study concluded that competency had an effect on organizational commitment, the better the competence of employees, the stronger the organizational commitment of employees. The better the competency the better the performance of the organization. OCB influences organizational commitment, the better the OCB behavior of employees, the stronger the organizational commitment of employees. OCB affects employee performance, the better the employee's OCB behavior, the higher the performance

## **Keywords:**

Competence, OCB, Organizational Commitment and Employee Performance

## **1. Introduction**

The Tourism Industry is a sector that the Indonesian government hopes to become a source of foreign exchange to continue to increase. A number of strategic breakthroughs issued by the government in the tourism sector in the past few months have succeeded in boosting business optimism for the performance of the sector in 2016. However, along with the arrival of the opportunity, there are challenges that lurk, including a number of homeworks which are of course urgently resolved. . The development of tourism business in Batam in general is currently experiencing a growing trend and continues to experience an increase in the number of tourists coming so that supporting infrastructure is needed to accommodate and accommodate the increasing number of tourists. The hotel is one of the supporting infrastructure that must be there, this is because it is a supporting facility that causes tourists to be comfortable in visiting Batam and Batam City in particular. Based on this background, the writer is interested in conducting research by taking the title: The Effect of Competence, and Organizational Citizenship Behavior (OCB) on the Performance of Hotel Employees in Batam City with Organizational Commitment as Intervening Variables

These changes will inevitably impact the behavior of the hotel's employees so that it will change the behavior and culture of the organization as a whole so that it can be said of individual behavior and is a major factor that must be taken into account by the organization in the activities of private organizations or government organizations, human resource functions become very important in running and setting organizational goals. Behavioral manipulation of individuals is a key resource for every organization and is an indicator for measuring success in achieving organizational goals (Mujanah, 2014)

## **2. Literature Review**

According to Sutrisno (2010), defining organizational culture as a set of systems of values, beliefs and norms that have long been valid, agreed upon and followed by members of an organization as a guide to behavior and solving organizational problems. Organizational culture is also called corporate culture, namely a set of values

or norms that have been relatively long-lived, shared by the members of the organization (employees) as the norm of behavior in solving organizational problems (companies).

Robbins and Coulter (2010) suggest that "Organizational culture or organizational culture is the values, principles, traditions and ways of working that are shared and influence the behavior and actions of members of the organization". In most organizations, the values and practices shared and developed rapidly along with the times and really greatly influence how an organization is run. Robbins and Judge (2011) asserted "Organizational culture is a system of shared meaning held by members who distinguish one organization from another organization".

### **2.1 The Competency For The Company**

According to Stephen Robbin (2007) that competence is "the ability or capacity of a person to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability. Spencer and Spencer, (2007) suggest that competency shows the characteristics that underlie behavior that describes motives, personal characteristics, self-concept, values, knowledge or expertise brought by someone who has a superior performance in the workplace. There are five characteristics that make up competencies, namely: 1. Knowledge includes technical, administrative, humanitarian and system problems, 2 Skills, referring to one's ability to carry out activities.3 Self-concept and values, referring to attitudes, values and a person's self-image, such as a person's belief that he can succeed.4 Personal characteristics, referring to physical characteristics and consistency of responses to situations or information, such as self-control and the ability to remain calm even under pressure.5. Motives, are emotions, desires, psychological needs or other impulses that trigger action

Robbins (2010) argues that there are seven primary characteristics to understand the nature of organizational culture, namely: (1) innovation and decision making (innovation and risk taking), (2) attention to detail (attention to detail), (3) orientation to results (outcome orientation), (4) orientation to people (people orientation), (5) orientation to the team (team orientation), (6) aggressiveness (agresiveness) and (7) stability.

### **2.2 Organizational Citizenship Behavior (OCB)**

The concept of OCB was first discussed in the organizational research literature in the early 1980s (Bateman and Organ, 1983; Smith et al., 1983; in Bienstock et al. (2003), Robbins argued that OCB is a choice behavior that is not part of the obligation formal work of an employee, but supports the effective functioning of the organization (2006) According to Organ, Podsakoff, & MacKenzie. (2006) Indicators of OCB are as follows: 1 Altruism 2. Coutesy, 3. Conscientiou. Helping behavior has been identified as an important form of citizenship behavior by virtually everyone who has worked in this area (cf. Borman & Motowidlo, 1993, 1997; George & Brief, 1992; George & Jones, 1997; Graham,1989; Organ, 1988, 1990a, 1990b; Smith, Organ, & Near, 1983; Van Scotter & Motowidlo, 1996; Williams & Anderson, 1991). Conceptually, helping behavior involves voluntarily helping others with, or preventing the occurrence of, workrelatedproblems. The first part of this definition (helping others with work-relatedproblems) includes Organ's altruism, peacemaking, and cheerleading dimensions(Organ, 1988, 1990b); Graham's interpersonal helping (Graham, 1989); Williams and Anderson's OCB-I (Williams & Anderson, 1991); Van Scotter and Motow-idlo's interpersonal facilitation (Van Scotter & Motowidlo, 1986); and the helping others constructs from George and Brief (1992) and George and Jones (1997). The second part of the definition captures Organ's (1988, 1990b) notion of courtesy, which involves helping others by taking steps to prevent the creation of problems for coworkers. Empirical research (MacKenzie et al., 1993; MacKenzie, Podsakoff,& Rich, 1999; Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie, 1997) has generally confirmed the fact that all of these various forms of helping behavior load on a single factor.

### **2.3. Organizational Commitment**

According to Robbins and Judge (2008) organizational commitment is a situation in which an employee siding with a particular organization and its goals and desires to maintain membership in the organization. High job involvement means taking part in an individual's particular work, while high organizational commitment means taking sides with the organization that recruits the individual. According to Robbins and Judge (2008), there are three indicators of organizational commitment.1 Affective commitment, 2. Sustainable commitment and 3 normative . During the 1990s, organizational commitment continued to be a major focus of research. There was also considerable attention given to theory development.It is now well recognized, for example, that commitment is a multidimensional construct and that the antecedents, correlates, and consequences of commitment vary across dimensions. The purpose of the current meta-analytic investigation was to estimate and compare the strength of true correlations between variables identified in Meyer and Allen's (1991, 1997; see also Allen & Meyer, 1990)Three-Component Model of organizational commitment. This model overlaps considerably with other multidimensional conceptualizations (e.g., Jaros, Jermier, Koehler, & Sincich, 1993; Mayer & Schoorman, 1992). However, because there are some important differences in the measures derived from these multidimensional models (see Meyer & Herscovitch, 2001)

## 2.4 Employee Performance

According to Moehariono in his book Performance Measurement (2016) states that the notion of performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization. Performance can be known and measured if an individual or group of employees has criteria or standards of success benchmarks set by the organization. Therefore, if without the goals or targets set in the measurement, then the performance of a person or organizational performance is impossible to know if there is no benchmark for success. Employee Performance Indicators based on the five dimensions of employee performance developed by Schuler and Jackson (2005), the employee performance indicators are as follows: 1. Quantity of Work, 2. Quality of work, 3. Timeliness, 4. Cooperation and 5 Personal quality Based on the above hypothesis, can be described the framework of research thinking as follows:

## 2.5 The Concept Of The Company

How to change the competency order that employees should have can be used by the company for mutual welfare

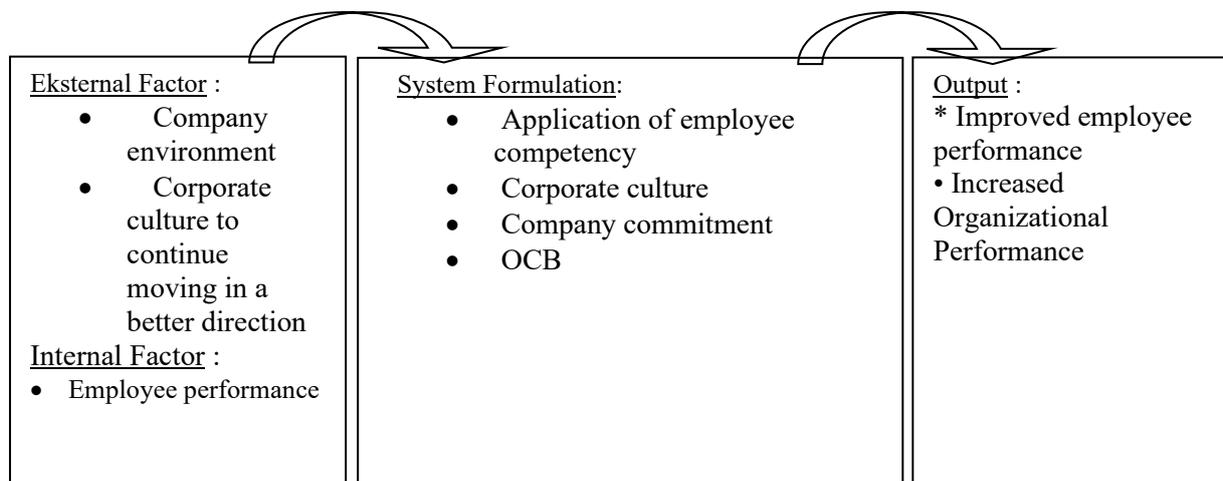


Figure 1. The process of applying existing cultural norms in the company to produce employee performance  
Source Robbins, Stephen, 2006, "Perilaku Organisasi", Prentice Hall,

## 3. Research Methodology

The research location is a four star hotel in Batam city. According to Sugiyono (2016) the sample is part of the number and characteristics of the population. Various methods in determining the sample are the methods used in situations that are not possible and it is impossible to study everything in the population, for example due to limited time, effort, and funds, the researcher can use samples taken from the population. By using the Slovin formula with an error rate of 5%, the sample used in this study were 124 samples.

The method used is by distributing questionnaires to employees who work in four-star hotel companies in the city of Batam. Distribution of questionnaires is done by direct interview so that the results are valid with the actual situation. The second way is to study the literature as a comparison so that it can be seen directly the problems that occur with hotel employees in Batam City so far

This research is included in the type of explanatory research (Explanatory research) while the data obtained comes from the respondents' answer data originating from the distribution of questionnaires. List of statements (questionnaires collected first are tested with validity and reliability tests. Answers from item questionnaires are arranged with Likert scale at intervals of 1 to 5.

Table 1. Approach to the model of measurement data (Robin 2017)

Information	Skor	Information	Skor
1. Strongly agree	5	1. Strongly agree	5
2. Agree	4	2. Agree	4
3. Neutral	3	3. Neutral	3
4. Disagree	2	4. Disagree	2
5. Strongly Disagree	1	5. Strongly Disagree	1

Analysis of the data from the results of this study will be carried out with a statistical tool with computer assistance, namely descriptive analysis and hypothesis testing. The analysis was carried out with a SEM

program with Amos software. With statistical analysis it will be known whether the hypothesis is accepted or rejected.

$$Y = a + \beta_1.x_1 + \beta_2.x_2 + Z_3.z_1 + e$$

Where:

- Y = Performance Employee
- X1 = Competency
- X2 = Organizational Citizenship Behaviour (OCB)
- Z1 = Organizational Commitment
- (a) = Konstanta
- b1, b2, Z3, = Koefisien regresi (e) = Standard error

The results of the analysis calculated based on the sem test can be determined the relationship between the independent variable and the dependent variable. When the results of the analysis are both increasing or equally down or direct, then the relationship between the dependent variable and the independent variable is positive. So that competency has a positive effect on employee performance. Increased competency owned by employees can actually improve organizational performance so that it can be concluded that competency has a positive effect on employee performance

#### 4. Result And Discussion

R Square analysis is used to see the extent of the influence of independent variables on the dependent variable. This study uses independent variables, namely: Competence, OCB and intermediary variables, namely organizational commitment with the dependent variable, Sugiono's employee performance

**Table 2. The Results of The Analysis to Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,766 <sup>a</sup>	,587	,577	1,771

a. Predictors: (Constant), competency, OCB, Organizational Commitment

b. dependent : Performance employee

Based on the table above, it can be seen that the Adjusted R Square value is 0.577 or equal to 57.7 %%. This means that employee performance variables can be explained by competency variables, OCB variables and organizational commitment variables of 57.7%, while the remaining 42.3% is influenced by other factors not included in this study.

**Table 3. The Results of The Analisis F Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	513,954	3	171,318	54,595	,000 <sup>b</sup>
1 Residual	360,870	115	3,138		
Total	874,824	118			

a. Dependent Variable: Performance Employee

b. Predictors: (Constant), Competency, OCB, Organizational Commitment

Based on the results of the f test which states that the competency variable, OCB and organizational commitment together have a significant influence on the performance of four-star hotel employees in the city of Batam. The results can be seen from the table above that the competency variable, OCB and organizational commitment have a significant effect on employee performance. This is evidenced by the value of F count of 54,595 greater than F table 2,682, and the significance value of 0,000 is smaller than 0.05, so that it can be interpreted that the competency variable, OCB and organizational commitment together have a significant effect on employee performance.

The results of the analysis of competency variables individually, based on the average score and factor loading values indicate that the indicators of employee competency in Four Star Hotels in Batam City that should get the most attention are employee skills, because it is a dominant indicator in shaping employee competencies in Four Star Hotels in Batam City and the current condition is considered the weakest. Skills mean developing knowledge gained through training and experience by carrying out several tasks. According to Robbins (2010), skills are divided into 4 categories: 1. Basic Literacy Skill: basic skills that everyone must have, such as reading, writing, counting and listening. 2. Technical Skill: technical expertise gained through learning. 3. Interpersonal Skill: the expertise of everyone in communicating with one another such as listening to someone, giving opinions and working in teams. 4. Problem Solving: A person's expertise in solving problems by using logic. Employee skills can be obtained through trainings. Employee training is closely related to employee work. Therefore, an assessment is needed to measure employee performance and employee training is carried out after

the results of the assessment. Employee training is carried out with the aim that employees have the knowledge, abilities and skills in accordance with the demands of the work they do. An employee who has been given the right training will have better skills, the characteristics of employees who have good skills are knowing and understanding what to do, having a fast and precise work movement, rarely making mistakes and mistakes in work, already have certain tips in carrying out work, and work productivity increases than usual. For companies, employee training provides benefits, including companies will be able to adjust to current needs, the company will have HR who always appear convincing in carrying out the work, the company will be able to answer the challenges of the development of the future, the company can improve employee performance individually or in groups, the company's mechanism is more flexible and not rigid in using new technology, and companies can prepare employees to occupy higher positions.

The results of research and testing using SEM with the AMOS v.20 Software also show the influence of competence on employee organizational commitment at Four Star Hotels in Batam City. The parameter estimation result of the influence of competence on organizational commitment shows significant results with CR value greater than 1.96, and the significance value (p-value) is smaller than 5%, so the third hypothesis states that competence has a significant effect on employee organizational commitment on Four Star Hotels in Batam City, can also be accepted.

The results of research and testing using SEM with AMOS v.20 Software also showed the influence of OCB on employee organizational commitment at Four Star Hotels in Batam City. The parameter estimation results of the influence of OCB on organizational commitment show significant results with CR value greater than 1.96, and the significance value (p-value) is smaller than 5%, so the fourth hypothesis stating that OCB has a significant effect on employee organizational commitment on Four Star Hotels in Batam City, can also be accepted.

The results of this study are consistent with Yasir's (2012) statement in his research that employees who already have excellent competence will certainly have high value so that the company will provide commitment by giving employees the necessary rights. Competence is proven to have a positive and significant effect on job satisfaction and organizational commitment.

The results of research and testing using SEM with AMOS v.20 Software also showed the influence of organizational commitment on employee performance at Four Star Hotels in Batam City. Parameter estimation results of the influence of organizational commitment on employee performance shows significant results with CR value greater than 1.96, and significance value (p-value) is smaller than 5%, so the thirteenth hypothesis which states that organizational commitment has a significant effect on performance employees at Four Star Hotels in Batam City, can also be accepted.

The level of commitment both the company's commitment to employees, and between employees and the company is very necessary because through these commitments will create a professional work climate. Individuals who are satisfied with their work tend to fulfill commitments to the organization, so that the emergence of employee commitment to the organization, which ultimately causes the employee to have a sense of dependence and responsibility on the organization. Individuals who have low organizational commitment tend to do ways that can interfere with organizational performance such as high turnover, lags in work, complaints and even strikes.

## **5. Conclusion**

The research variables consist of organizational culture, reward system, competency, OCB, organizational commitment, and employee performance, it can be summarized as follows:

- (a). Competence influences employee performance, the higher the competency of the employee, the better the employee's performance
- (b). Competence influences organizational commitment, the better employee competencies, the stronger the organizational commitment of employees.
- (c). OCB affects organizational commitment, the better the OCB behavior of employees, the stronger the organizational commitment of employees.
- (d). 4.OCB affects employee performance, the better the OCB behavior of employees, the higher the performance.

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