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The Effect of Employee Competence and Commitment on Employee Performance with *Organizational Citizenship Behavior* as a Mediation Variable in PT Complus System Solutions

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ABSTRACT

PT Complus Sistem Solusi (PT CSS) is an information technology equipment provider in the field of system integrators and other information technology solution providers. The purpose of the study: to analyze the influence of Employee Competence and Commitment in PT CSS in an effort to improve Employee Performance by mediating *Organizational Citizenship Behavior* (OCB). Research method: using the *Structural Equation Modelling method* based on *Partial Least Square* (SEM-PLS) with the SmartPLS data processing program. The results of the study: (1) Employee competence has a significant positive effect on employee performance, (2) Employee commitment has a negative and insignificant effect on employee performance, (3) OCB has a significant positive effect on employee performance, (4) Employee competence has a significant positive effect on OCB, (5) Employee commitment has a significant positive effect on OCB, (6) Employee competence has a significant positive effect on employee performance through OCB, (7) Employee commitment has a significant positive effect on Employee Performance through OCB.

Keywords: employee competence; employee commitment; employee performance; organizational citizenship behaviour

INTRODUCTION

Along with the development of technology and the impact of globalization, competition in the information technology industry is increasing and becoming more competitive. The development of technology systems in the field of information technology has brought changes to industry players who have begun to apply information technology systems in the process of their business activities (Lubis, 2021). The use of information technology systems in the business world and industry today provides significant benefits for companies, including time savings, cost savings, and management systems. Therefore, industry players are trying to implement information technology systems in their companies (Ali & Anwar, 2021).

The influence of information technology development on the development of globalization has a considerable impact. In addition, the increasing competition in the business world is also one of the triggering factors for the need for an information technology system in every company. Every company is required to be able to continue to develop in order to have a high sensitivity to the changes that occur and still be able to compete in their field (Yupono Bagyo, CHRP, & Khusnia, 2021). The high competition and increasing challenges of companies also require companies to continue to optimize their human resources (HR), this is due to the high influence of human resources on the effectiveness and efficiency of the company. Human resources with superior performance are the company's main assets that play an important role as a resource to spur

productivity, innovation, and creativity in achieving the company's goals (Busro, 2018). Therefore, this is a reason for the company to improve the quality of the company's human resources.

The role of human resources is very important in the development of a company, without the support of human resources, the company's activities cannot run optimally. In order for a company to run optimally, every company must need quality human resources (Deskriyanto, 2021). Quality human resources require adequate competence in encouraging employees to realize company goals. One way is to increase employee satisfaction. If an employee feels that he or she does not get good service from the company and makes them feel uncomfortable in an organization, then the phenomenon of *underperformance* will appear.This phenomenon will appear when employees are still working, but no longer have motivation, lack focus in doing work and feel no longer connected to the company, so that the performance results of the employee cannot meet the company's work standards and this will have a negative impact on the company (Sutrisno, 2019).

Many factors make *underperformance* in a company high, including employee competence, employee commitment and employee performance including *organizational citizenship behavior* (OCB) received by employees (Inkiriwang & Wijayadne, 2023). The causes of declining employee performance are due to decreased productivity, lack of motivation, loss of commitment and work discipline so that employees feel that there is no opportunity to develop and cause a tendency to turnover *intention*. Companies must be quick to respond in overcoming problems that occur, especially employees, because this will have a bad impact on the company both in terms of customer trust and in terms of other losses that the company will get (Jang & Juliana, 2020). Therefore, companies need to increase productivity, motivate employees, build employee commitment and work discipline to retain potential employees so as not to affect their intention to leave the company (*turnover intention*) (Kurdi & Abrar, 2022).

PT Complus Sistem Solusi (PT CSS) is a company engaged in the field of information technology (Lilyana, De Yusa, & Yatami, 2021). PT CSS is an information technology equipment provider in the field of system integrators and other information technology solution providers. For more than 20 years of establishment, PT CSS has no *Human Resources Development* (HRD) or personnel department (Malahayati, Asmaran, & Komalasari, 2020). Company administrative problems such as the attendance process, leave application, compensation and other administrative activities are carried out directly by the finance department. Most of the problems faced by companies are that there are still many obstacles that occur in HR planning (Prasetyo & Mas'ud, 2021). In addition to the constraints of HR planning problems, based on the results of interviews and observations of the authors, other HR problems in the company currently revolve around placement in positions that are not in accordance with competencies, training carried out is not on target and effective, employee work assessments that have not been implemented, organizational structures that continue to change, the implementation of discipline regulations that still need to be improved, and the provision of *job descriptions* incomplete, low work culture and ethic, and other internal HR problems in the organization (Takdir & Ali, 2020).

This research introduces a novel focus on the human resource challenges faced by PT Complus Sistem Solusi (PT CSS), a company operating in the information technology industry without a dedicated Human Resources Development (HRD) department. Unlike previous studies that primarily concentrate on the benefits of information technology

systems in improving business operations, this study highlights the unique HR management issues within a company that has thrived for over 20 years without structured HR processes. The research specifically examines the impact of these HR-related issues, such as poor job placement, ineffective training, and weak work culture, on employee performance and company productivity. This comprehensive focus on both technology and HR management in the context of a long-established company provides new insights into the importance of human resource development in IT-based companies.

The objective of this study is to analyze the existing human resource management challenges at PT CSS and evaluate the impact of these issues on employee performance and organizational effectiveness. It aims to identify specific HR-related problems, including job placement, employee training, and work culture, and assess how the absence of an HRD department affects overall business operations. Additionally, the research seeks to offer recommendations for improving HR practices within the company to optimize employee satisfaction, performance, and retention.

Theoretically, this research will contribute to the growing body of literature on the critical role of HR management in IT companies, particularly those without a formal HRD department. Practically, the findings will provide PT CSS with a detailed analysis of its HR challenges and practical solutions to improve employee performance and satisfaction. The study will also offer strategic insights for other IT companies facing similar issues, particularly those looking to enhance their HR practices. For policymakers and business leaders, the research underscores the importance of integrating HR management with technological advancements to foster a productive and motivated workforce.

RESEARCH METHODS
Research Design
The design used in this study is an approach that explains how one variable affects the change of other variables, namely a descriptive quantitative approach with a causal design. Based on the formulation of the problem, this study analyzes the extent of the influence of employee competence and commitment on employee performance with OCB mediation at PT CSS (Creswell & Creswell, 2017).

Research Population and Sample
The population used in this study is the population that allows the number to be calculated, namely a limited population. In addition, each member of the population in this study has a similar possibility to be selected as a sample using *the probability sampling* method with a saturated sampling technique. Based on the data obtained by the author, the population and sample in this study consisted of 75 employees or respondents at PT CSS (Ghozali, 2016).

Data Collection Methods
This research was obtained from surveys, interview guidelines, and the results of observations in the field from primary data. The data collected includes age, gender, working period, and last education. Meanwhile, this research is also obtained from existing sources through published documents and confidential secondary data. The data collected includes company profiles, organizational structures, job descriptions, employee data based on job level, employee assessment data, and employee attendance data on PT CSS (Sugiyono, 2018).

Data Analysis Methods

This study uses a *Partial Least Square data analysis method* based on *Structural Equation Modelling* (PLS-SEM), with the help of the SmartPLS 4 data processing application program. Currently, SmartPLS is the most widely used application program to analyze data in social and business research to understand the influence of cause and effect. The data analysis process consists of three stages, namely the *outer model,* the structural model, and hypothesis testing.

RESULTS AND DISCUSSION
Results of Outer *Model Analysis*

Convergent validity occurs if the points obtained from each indicator or instrument (manifest variable) in measuring latent variables have a high correlation by looking at the value of each *outer loading* indicated by the magnitude of the *loading factor value*. Based on the results of data processing in Figure 1, all loading *factor* values from the variable indicators of Employee Competence (KMP), Employee Commitment (KMT), Employee Performance (KNR) and *Organizational Citizenship Behaviour* (OCB) were all declared valid. The loading *factor* values shown in Figure 1 are as follows:
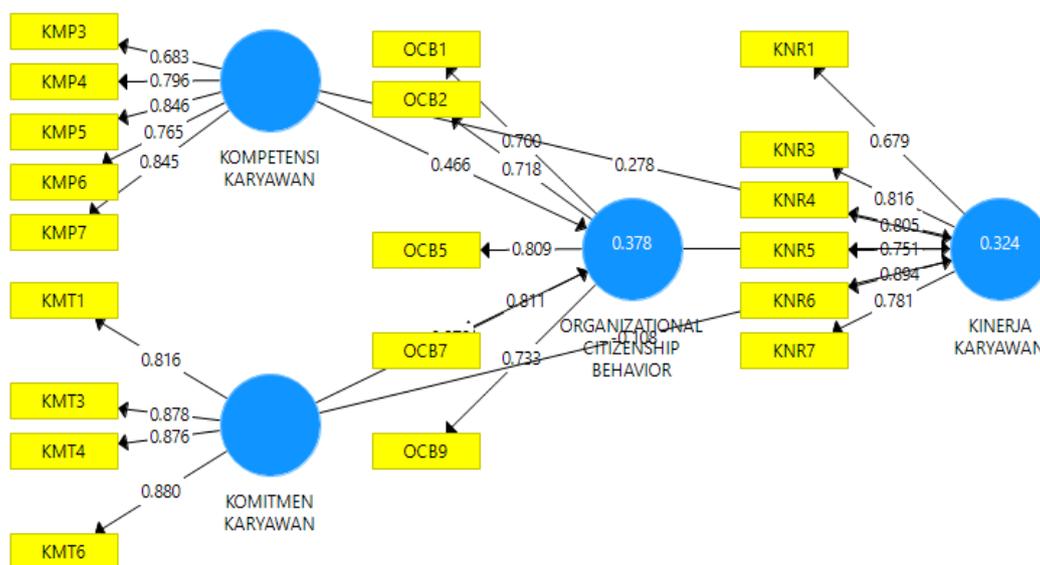

Figure 1
Loading Factor *Results*

Discriminant validity occurs when more than one indicator or instrument that differs in the measurement of two or more constructed constructs that are predicted to not correlate produce points that do show the absence of correlation by looking at each of the AVE root values indicated by *the cross loading* value. Based on the results of data processing in Tables 1 and 2, all *Fornell-Larcker* and *Heterotrait-Monotrait ratio of correlations* (HTMT) values from the variable indicators of Employee Competence (KMP), Employee Commitment (KMT), Employee Performance (KNR) and *Organizational Citizenship Behaviour* (OCB) were all declared valid. The *Fornell-Larcker criterion* and HTMT values shown in Tables 1 and 2 are as follows:

Table 1
Fornell-Larcker criterion *Processing Results*

It	Variable	KMP	KMT	KNR	OCB
1.	Employee Competencies	0.789	0.320	0.470	
2.	Employee Commitment		0.863	0.155	
3.	Employee Performance			0.790	
4.	*Organizational Citizenship Behaviour*	0.555	0.428	0.516	0.756

Table 2
Processing Results *of Heterotrait-Monotrait ratio of correlations*

It	Variable	KMP	KMT	KNR	OCB
1.	Employee Competencies		0.349	0.475	
2.	Employee Commitment			0.193	
3.	Employee Performance				
4.	*Organizational Citizenship Behaviour*	0.652	0.481	0.586	

Composite reliability occurs if the points obtained from each indicator or instrument in measuring the reliability of a construct have a high reliability value by looking at the value of *composite reability*. Based on the results of data processing in Table 3, all *Cronbach's alpha* and *composite reliability values* of the variable indicators of Employee Competence (KMP), Employee Commitment (KMT), Employee Performance (KNR) and *Organizational Citizenship Behaviour* (OCB) were all declared to be trustworthy. The construct *reability* and *validity* values shown in Table 3 are as follows:

Table 3
Results of Construct *Reability* **and** *Validity Processing*

It	Variable	Cronbach's Alfa	Composite Reliability	Information
1.	Employee Competencies	0.848	0.891	Reliable
2.	Employee Commitment	0.888	0.921	Reliable
3.	Employee Performance	0.881	0.908	Reliable
4.	*Organizational Citizenship Behaviour*	0.811	0.869	Reliable

Results of Inner *Model Analysis*

Adjust (R2) is used to assess how much an independent variable affects a dependent variable by looking at the magnitude of the *R-Square* value. Based on the results of data processing in Table 4, *the R-Square* value generated from the Employee Performance (KNR) variable of 0.324 and the *R-Square* value generated from the *Organizational Citizenship Behaviour* (OCB) variable of 0.378 were all declared to have *a moderate* effect. The *R-Square* values shown in Table 4 are as follows:

Table 4
R-Square *Processing Results*

It	Variable	R-Square	R-Square Adjusted	Information
1.	Employee Performance	0.324	0.291	Moderate
2.	*Organizational Citizenship Behaviour*	0.378	0.358	Moderate

Effect Size (F2) is used to assess how much the relative of independent variables affects dependent variables by looking at the magnitude of *the F-Square value.* Based on the results of data processing in Table 5, the *F-Square* value generated from the Employee Competency (KMP) variable of 0.078 and the *F-Square* value generated from the Employee Commitment (KMT) variable of 0.014 were declared to have a weak effect. The *F-Square* values shown in Table 5 are as follows:

Table 5
F-Square *Processing Results*

It	Variable	KMP	KMT	KNR	OCB
1.	Employee Competencies			0.078	0.313
2.	Employee Commitment			0.014	0.113
3.	Employee Performance				
4.	*Organizational Citizenship Behaviour*			0.153	

Predictive Relevance (Q2) is used to assess how much prediction capability is generated overall by looking at the magnitude of *the Q-Square* value. Based on the results of data processing in Table 6, the *Q-Square* value generated from the Employee Performance (KNR) variable of 0.166 and the *Q-Square* value generated from the *Organizational Citizenship Behaviour* (OCB) variable of 0.198 were all declared to have a relevant effect on the variables of Employee Competency (KMP), and Employee Commitment (KMT). The *Q-Square* values shown in Table 6 are as follows:

Table 6
Q-Square *Processing Results*

It	Variable	SSO	SSE	Q2 (=1–SSE/SSO)
1.	Employee Competencies	325.000	325.00	
2.	Employee Commitment	260.000	260.000	
3.	Employee Performance	390.000	325.164	0.166
4.	*Organizational Citizenship Behaviour*	325.000	260.558	0.198

Goodness of Fit Index (GoF) It is used to evaluate how well the prediction of the measurement model and the overall structural model are suitable by looking at the magnitude of the GoF value *Index*. Based on the results of data processing in Table 7, the SRMR and NFI values are generated from the variables Employee Competency (KMP), Employee Commitment (KMT), Employee Performance (KNR) and *Organizational Citizenship Behaviour* (OCB) was declared good and tolerable. The SRMR and NFI values shown in Table 7 are as follows:

Table 7
Results of Fit Model Processing

It	Variable	*Saturated Model*	*Estimated Model*	Information
1.	SRMR	0.121	0.121	Good
2.	d_ULS	3.066	3.066	
3.	d_G	1.771	1.771	
4.	*Chi-Square*	506.264	506.264	
5.	NFI	0.535	0.535	Good

Hypothesis Testing

This study aims to find out whether there is an influence between the independent variables of Employee Competence (X1) and Employee Commitment (X2) on the dependent variable of Employee Performance (Y) and the mediating variable OCB (Z) in hypothesis testing. The bootstrapping results shown in the image are as follows:
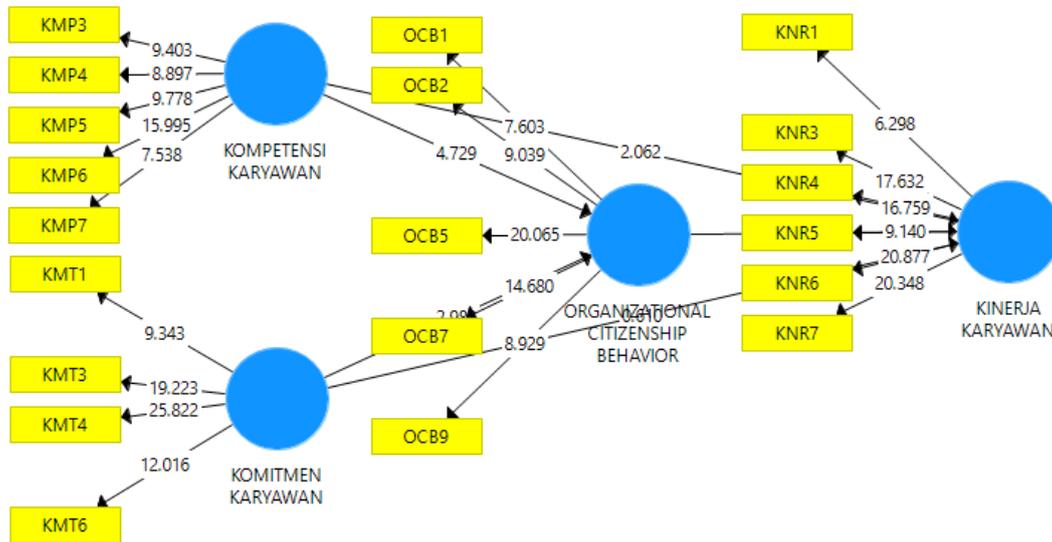

Figure 3
Bootstrapping Output *Results*

Path Coefficients are used to show how much influence or significance the independent variable has on the dependent variable, as well as to show the direction of the relationship between the variables, whether the hypothesis is positive or negative. Based on the results of data processing in Table 8, the value *of path coefficients* from H2 was generated by the Employee Commitment (KMT) variable which was declared to have a negative effect. In addition, the value *of path coefficients* from H1, H3, H4, H5, H6 and H7 was produced by the variables Employee Competency (KMP), Employee Commitment (KMT) and *Organizational Citizenship Behaviour* (OCB) which were declared to have a positive effect. The value of *path coefficients* shown in Table 8 is as follows:

Table 8
Path Coefficients *Processing Results*

Hypothesis		Original Sample	Information
Direct Influence			
H1.	Employee Competencies → Employee Performance	0,278	Positive
H2.	Employee Commitment → Employee Performance	-0,108	Negative
H3.	*Organizational Citizenship Behavior* → Employee Performance	0,408	Positive
H4.	Employee Competencies → *Organizational Citizenship Behavior*	0,466	Positive
H5.	Employee Commitment → *Organizational Citizenship Behavior*	0,279	Positive
Indirect Influence			

| H6. | Employee Competencies → *Organizational Citizenship Behavior* → Employee Performance | 0,190 | Positive |
| H7. | Employee Commitment → *Organizational Citizenship Behavior* → Employee Performance | 0,114 | Positive |

T-Statistic and **P-Values** are used to show how much influence or significance the independent variable has on the dependent variable, as well as to show the direction of the relationship between the variables, whether the hypothesis is acceptable or rejected. Based on the results of data processing in Table 9, the *T-Statistic* and *P-Values* of H2 generated from the Employee Commitment (KMT) variable were declared to have an insignificant effect. Meanwhile, the *T-Statistic* and *P-Values* of H1, H3, H4, H5, H6 and H7 resulting from the variables of Employee Competency (KMP), Employee Commitment (KMT) and *Organizational Citizenship Behaviour* (OCB) were declared to have a significant effect. The *T-Statistic* and *P-Values* values shown in Table 9 are as follows:

Table 9
Results of *T-Statistic* and *P-Values Processing*

	Hypothesis	T Statistic	P Values	Information
Direct Influence				
H1.	Employee Competencies → Employee Performance	2.062	0,020	Significant
H2.	Employee Commitment → Employee Performance	0,610	0,271	Insignificant
H3.	*Organizational Citizenship Behavior* → Employee Performance	2.841	0,002	Significant
H4.	Employee Competencies → *Organizational Citizenship Behavior*	4.729	0,000	Significant
H5.	Employee Commitment → *Organizational Citizenship Behavior*	2.982	0,002	Significant
Indirect Influence				
H6.	Employee Competencies → *Organizational Citizenship Behavior* → Employee Performance	2.554	0,005	Significant
H7.	Employee Commitment → *Organizational Citizenship Behavior* → Employee Performance	1.704	0,045	Significant

Discussion of Hypothesis Results

The discussion of the hypothesis results in this study is to explain the correlation of the indicators or instruments used in the research, namely Employee Competence (X1), Employee Commitment (X2), Employee Performance (Y) and OCB (Z) which are related to previous theories and research. The discussion of the hypothesis results in this study is:

The Effect of Employee Competence on Employee Performance

The value *of path coefficients* generated from the employee competency variable to the employee performance variable is 0.278 greater than the significance value, the value generated from the employee competency variable to the employee performance variable is for the *T-Statistic* value of 2.062 and the P-Values value is 0.020, where *the*

T-Statistic is greater and *the P-Values are greater than the value of the* smaller than the significance value, the value is declared to have a significant effect. The bootstrapping value shows that there is a significant positive influence between employee competency variables on employee performance at PT CSS, based on the test results, it is stated that **H1 is accepted.**

The Effect of Employee Commitment on Employee Performance

The value *of path coefficients* generated from the variable of employee commitment to the employee performance variable of -0.108 is less than the significance value, the value generated from the variable of employee commitment to the employee performance variable for the T-Statistic value of 0.610 and the P-Values value of 0.271, where the T-Statistic is smaller and the P-Values are greater than the significance value, then the value is declared to have an insignificant effect. The bootstrapping value shows that there is an insignificant negative influence between the variables of employee commitment to employee performance in PT CSS, based on the test results, it is stated that **H2 is rejected.**

The Effect of OCB on Employee Performance

The value of path coefficients generated from the employee competency variable to the employee performance variable is 0.408 greater than the significance value, the value generated from the OCB variable to the employee performance variable is for the T-Statistic value of 2.841 and the P-Values value 0.002, where the T-Statistic is greater and the P-Values are greater than the value of the smaller than the significance value, the value is declared to have a significant effect. The bootstrapping value shows that there is a significant positive influence between OCB variables on employee performance at PT CSS, based on the test results, it is stated that **H3 is accepted.**

The Effect of Employee Competence on OCB

The value *of path coefficients* generated from the employee competency variable to the employee performance variable is 0.446 greater than the significance value, the value generated from the employee competency variable to the OCB variable is for *the T-Statistic* value of 4.729 and *the P-Values* value is 0.000, where *the T-Statistic* is greater and *the P-Values are greater than the value of the* smaller than the significance value, the value is declared to have a significant effect. The bootstrapping value shows that there is a significant positive influence between employee competency variables on OCB at PT CSS, based on the test results, it is stated that **H4 is accepted.**

The Effect of Employee Commitment on OCB

The value *of path coefficients* generated from the employee competency variable to the employee performance variable is 0.279 greater than the significance value, the value generated from the variable of employee commitment to the OCB variable is for *the T-Statistic* value of 2.982 and *the P-Values* value is 0.002, where *the T-Statistic* is greater and *the P-Values are greater than the value of the* smaller than the significance value, the value is declared to have a significant effect. The bootstrapping value shows that there is a significant positive influence between the variables of employee commitment to OCB in PT CSS, based on the test results, it is stated that **H5 is accepted.**

The Effect of Employee Competence on Employee Performance through OCB

The value *of path coefficients* generated from employee competency variables to employee performance variables is 0.190 greater than the significance value, the value generated from employee competency variables to employee performance variables is for *T-Statistic* values of 2.554 and *P-Values* 0.005, where *T-Statistic* is greater and *P-Values* are greater thansmaller than the significance value, the value is declared to have a

significant effect. The bootstrapping value shows that there is a significant positive influence between employee competency variables on employee performance through OCB in PT CSS, based on the test results, it is stated that **H6 is accepted.**

The Effect of Employee Commitment on Employee Performance through OCB

The value *of path coefficients* generated from the variable of employee competence to the variable of employee performance is 0.114 greater than the value of significance, the value generated from the variable of employee commitment to the variable of employee performance is for *the T-Statistic value* of 1.704 and the value *of P-Values* is 0.045, where *the T-Statistic* is greater and *the P-Values are greater than the value of P-Values* smaller than the significance value, the value is declared to have a significant effect. The bootstrapping value shows that there is a significant positive influence between the variables of employee commitment to employee performance through OCB at PT CSS, based on the test results, it is stated that **H7 is accepted.**

CONCLUSION

The conclusion in this study shows that in PT CSS, employee competence has a significant positive influence on employee performance. The strongest factor that improves employee performance is a diligent attitude towards work, while the weakest factor is a disciplined attitude towards time. Meanwhile, employee commitment has a negative and insignificant influence on employee performance at PT CSS. The most powerful factor that improves employee performance is feeling difficult in life when leaving the company, while the weakest factor for employees is feeling happy when working. Meanwhile, OCB has a significant positive influence on employee performance at PT CSS. The strongest factor in improving employee performance is the behavior of adapting to the work environment, while the weakest factor is the behavior of caring for the condition of colleagues.

Furthermore, employee competence also has a significant positive influence on OCB at PT CSS. The strongest factor that increases OCB is a diligent attitude towards work, while the weakest factor is a disciplined attitude towards time. Employee commitment also has a significant positive influence on OCB at PT CSS. The most powerful factor that increases OCB is feeling difficult in life when leaving the company, while the weakest factor is feeling happy when working.

In addition, employee competence also has a significant positive influence on employee performance through OCB at PT CSS. The strongest factor in improving employee performance is a diligent attitude towards work influenced by behavior to adapt to the work environment, while the weakest factor is a disciplined attitude towards time influenced by caring behavior towards the condition of colleagues. On the other hand, employee commitment has a significant positive influence on employee performance through OCB at PT CSS. The strongest factor that improves employee performance is feeling that life difficulties when leaving the company are influenced by behavior to adapt to the work environment, while the weakest factor is feeling happy when working is influenced by behavior that cares about the condition of colleagues.

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