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**EFFECT OF LEADERSHIP STYLE AND EMPLOYEE COMPETENCE ON  
EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR**



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**Abstract**

The purpose of this study is to determine the effect of leadership style and employee competence on employee performance through organizational citizenship behavior. The research is included in descriptive quantitative research. The population was government employees of Sorong city, West Papua with a total sample of 30 employees. The sample was taken using a simple random sampling technique. The data analysis technique used Partial Least Squares (PLS). The results showed that there was a significant negative effect between leadership style on employee performance, a significant positive effect between leadership style on organizational citizenship behavior, a significant positive effect between employee competence variables on employee performance, a significant positive effect between employee competence on organizational citizenship behavior, a significant negative effect between organizational citizenship behavior on employee performance, a significant positive effect between leadership style on employee performance mediated by organizational citizenship behavior, and significant positive influence between employee competence on employee performance mediated by organizational citizenship behavior.

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

## INTRODUCTION

The organization itself wants employees have a good performance. The performance of employees are not only to work according to written tasks, but doing tasks that are not written in their job descriptions. Breevaart et al., (2016) explained that performance is a comprehensive and complex concept that consists of two fundamentally different aspects, performance in roles mandated by the organization and more spontaneous work behavior is innovative behavior. According to Prawirosentono stating that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization legally, not violating the law, and in accordance with morals and ethics (Bhoir & Suri, 2019). In order to achieve organizational goals in addition to requiring good employee performance, it is also necessary to increase Organizational Citizenship Behavior (OCB).

Increasing employee OCB is very important for organizations, for that it is necessary to know what causes or increases OCB. OCB is influenced by two main factors, factors originating from within the employee (internal) such as commitment, satisfaction, competence, positive attitude and so on, while factors originating from outside the employee (external) such as management system, leadership and corporate culture (organization) (Sani & Maharani Ekowati, 2019).

One of the factors that affect employee performance is leadership style. In achieving goals, every organization is affected by organizational behavior which is a reflection of the behavior and attitudes of the actors in the organization, be it leaders or subordinates. The leader usually has his own characteristics, characteristic of ways and styles so that distinguishes him from others. Leadership style is a way for leaders to affect employees to be able to work better to achieve organizational goals (Veliu et al., 2017).

The role of the leader in all organizational situations is a very strategic factor. Until now, many studies have been carried out by scientists as an effort to increase the efficiency and effectiveness of organizational work. Leaders must be able to convey the vision and mission of the organization persuasively in language that is easy to understand and understand so that their performance increases. According to Jiang et al., (2017), that the success of an organization in achieving goals through efforts to move other people in the

organization or agency cannot be separated from the capacity, role, behavior, and characteristics of a leader.

The next factor that can affect employee performance is employee competence. An employee who has competence in a job will have an impact on his performance. The higher competence possessed by an employee, the better his performance will be. Vice versa, the lower the competence possessed by an employee, the lower the performance. Lack of knowledge and low skills indicate that the competence of employees is still low. Therefore, competency improvement must continue to be carried out so that every employee is able to work in accordance with their duties and responsibilities (Sudja & Yuesti, 2020).

Research by Khalili, (2017) shows that leadership style with work motivation as an intervening variable has a positive and significant effect on employee performance. In research by Khan et al., (2020) explains that competence has an effect on OCB behavior. based on previous research illustrates that the importance of leadership style in affecting the life of every human being, in this case is also associated with employee performance. The better the leadership style and competence of employees, the employees are able to work well, and in the end will also have an impact on improving their performance. Therefore, competence and leadership style play an important role in improving employee performance in an organization. The novelty of this research is the addition of the OCB variable, so this study aims to determine the effect of leadership style and employee competence on employee performance through OCB.

## **LITERATURE REVIEW**

### **Leadership Style**

Adserias et al., (2017) In an organization, the leadership factor plays an important role because leader who will move the organization in achieving its goals. It's not easy being a leader, because have to understand the subordinates. According to Shamir & Howell, (2018) that leader is a person who expected to have the ability to affect, give instructions and also be able to determine individuals to achieve organizational goals. Kim & Beehr, (2018) said "*leadership, may be defined as a way of stimulating and motivating subordinates to accomplish assigned tasks*". Leadership, can be interpreted as a way of uplifting and encouraging subordinates to complete the assigned tasks.

Leadership role to support employee performance according to Gençer & Samur, (2016) can be done in several ways, such as; Define important rules and provide significant resources such as team leader and employee training, lead all management processes including the process of setting all organizational rules, process of building relationships with customers, suppliers, and between internal department functions, process of supporting empowerment staff employees and leaders in supporting their functions, as well as the process of assessing and improving systems that can support empowerment, delegate authority to middle managers and be a positive example for them as a coach and empowerment leader, not as a traditional manager who just rule and control.

**Table 1**  
**Leadership Indicators**

<b>Variable</b>	<b>Definition</b>	<b>Indicator</b>
<b>Leadership Role</b>	Decision making ability	Leaders are able to make decisions
		Leaders can be responsible for the decisions taken
	Ability to motivated	Leaders can motivate employees
	Ability to communicate	Leaders who can communicate clearly with employees
		Leader communicates about company regulations
	Ability to control subordinates	Leaders can be responsible for employees
		Can act decisively when employees do not comply with regulations
	Responsibility	Leaders can be responsible for employees
		Leaders are able to take responsibility for work.
	Ability to control emotion	Leaders are able to control emotions in every condition

Source: (Jabbar & Hussein, 2017)

**EMPLOYEE COMPETENCE**

The term “Competence” in English is called “Competencies” or “Competence”. The English-Indonesian dictionary defines competence as an ability or skill (Flores et al., 2020).

In subsequent developments, the term competence began to be used by many people in various uses with different perceptions, including use in the field of human resource management. Basically the individual's ability want to be more advanced and develop comes from the individual's willingness and desire to learn a lot, explore all the potential that exists within oneself and above all is self-development through increasing knowledge. Because all of that is very supportive in improving performance as a form of embodiment that can be clearly seen in a person's ability to do a job (Kelchevskaya et al., 2019).

Aspects that must be done to realize competence, hard work and a great desire to want to learn and continue to learn without thinking about the things that limit us to retreat and do not want to develop, because the knowledge and skills possessed will lead us to success. As a form of work responsibility in advancing, crafts, loyalty and creativity should be continuously improved by always thinking positively and eliminating all bad habits such as: procrastinating work, lazy to enter the office but should have a willingness to continue to grow (Garcia-Perez et al., 2019). If we often procrastinate, lazy to going the office and do not have willingness to develop, it will greatly affect our performance. Therefore, by thinking positively for the sake of improving performance, craft, loyalty, and creativity can improve performance.

**Table 2**  
**Employee Competence Indicators**

Variable	Dimension	Indicator
Employee Competence	Motives	a) Encouragement to improve work performance b) Encouragement to complete tasks on time c) Encouragement to have a positive role in work results.
	Traits	d) Being kind to fellow employees e) Take the initiative in work f) Physical characteristics
	Self-Concept	g) The attitude that a person has h) Values that a person has.
	Knowledge	i) Understand the science of financial accounting j) Knowledge of work standards k) Knowledge of work procedures l) Knowledge of qualitative financial statements.

	1. Skills	a) Ability to perform tasks physically b) Ability to carry out tasks mentally
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Source: (Garcia-Perez et al., 2019)

### EMPLOYEE PERFORMANCE

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria that have been determined in advance and have been mutually agreed upon (Wushe & Shenje, 2019). Performance is a multi-dimensional concept includes three aspects, namely: attitude, ability and accomplishment (Pelealu, 2022).

According to Atatsi et al., (2019) argues that employee performance is defined as the ability of employees to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee’s ability to carry out the tasks assigned to him is. According to Gravina et al., (2021), employee performance is the degree to which employees achieve job requirements. According to Diamantidis & Chatzoglou, (2019) Performance is the degree to which the tasks that govern one’s work are arranged.

So that it can be interpreted that performance is the result in quantity and quality achieved by an employee in carrying out his work duties in accordance with the responsibilities given to him. Employee performance is not just information for promotion or salary determination for the company. But, how the company can motivate employees and develop a plan to remedy the slump can be avoided. Performance can be measured from the dimensions and indicators below:

**Table 3**  
**Employee Performance Indicators**

Variable	Dimention	Indicator
Employee performance (Hendri, 2019)	Work quality	a) Ability b) Skill c) Work result
	Work quantity	d) Working time e) Achievement of target
	Work together	f) Weave collaboration g) Compactness
	Responsibility	h) Work result

		i) Making decision
	Initiative	1. Independence

Source: (Employee performance (Hendri, 2019))

## OCB

*Organizational Citizenship Behavior* (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. OCB is an extra role performance that is separate from in-role performance or performance according to the job description. The second approach is to view OCB from a political principle or philosophy. This approach identifies the behavior of organizational members with citizenship behavior (Organ, 2018). The existence of OCB is the impact of the beliefs and perceptions of individuals in the organization on the fulfillment of psychological agreements and contracts. This behavior arises because the individual feels as a member of the organization who has a sense of satisfaction when he can do something more than the organization. Dimensions in measurement *Organizational Citizenship Behavior* (OCB) according to Organ (1988) which was later developed by Podsakoff dan Mackenzie (dalam (Carpini & Parker, 2017)) such as:

**Table 4**  
**OCB Indicators**

<b>Dimention</b>	<b>Indicator</b>
<b>Courtesy</b>	a) Employees work together
	b) Employees care and respect
	c) Employees obey the rules
<b>Altruism</b>	d) Employees help colleagues who are unable to work
	e) Employees help colleagues at work
<b>Civic Virtue</b>	f) Employees build image
	g) Employees attend and participate in meetings
	h) Employees keep up with changes
<b>Conscient Iousness</b>	i) Employees don't take long to eat
	j) Employees are always on time
	k) Employees tend to be creative
	l) Employees don't complain much

## RESEARCH METHOD

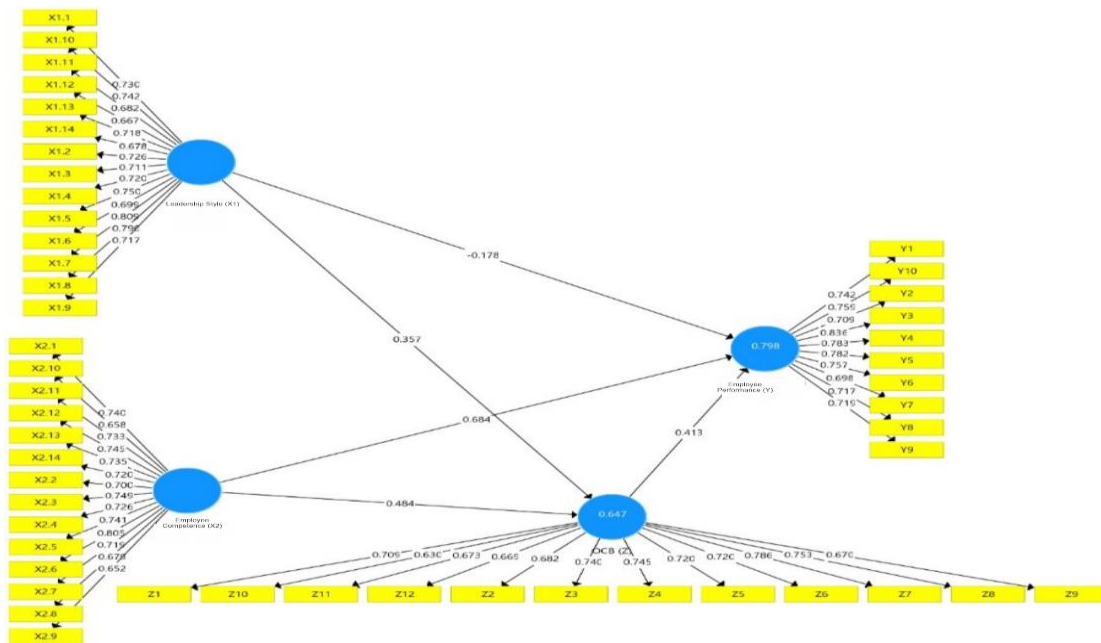
This research is included in descriptive quantitative research. Apuke, (2017) said that, research methods are basically scientific characteristics to obtain data with certain

goals and uses. The population in this study were government employees of the Sorong city, West Papua with a total sample of 30 employees. The sample was taken using a simple random sampling technique. According to Yannis & Nikolaos, (2018) said that descriptive research is research that uses observations, interviews or questionnaires about the current state of the subject that we are researching. Through questionnaires and so on we collect data to test for hypotension or answer a question. Through this descriptive research, the researcher will explain what actually happened regarding the current situation being studied.

The data analysis technique in this study uses Partial Least Square (PLS). PLS is an Structural Equation Modeling (SEM) with an approach based on variance or componentbased structural equation modeling. According to (Zedadra & Guerrieri, 2019), the goals of PLS-SEM is to develop a theory or build a theory (prediction orientation). SEM method is used to explain whether there is a relationship between latent variables (prediction). The SEM method is a powerful analytical method because it does not assume current data with a certain scale measurement, the number of samples is small (Juliandi, 2018).

## RESULTS AND DISCUSSION

**Figure 1**  
**Analysis Outer Model**



### Validity Test

Validity test is used to measure the validity of a questionnaire. In this research, validity test is carried out using convergent validity and AVE. The instrument is declared valid if the AVE value is  $> 0.05$  and the outer loading value is  $(> 0.6)$ .

**Table 5**  
**Validity Test Result**

Variable	Indicator	AVE	Outer Loading	Validity
Leadership Style (X1)	X1.1	0.526	0.730	Valid
	X1.10		0.742	Valid
	X1.11		0.682	Valid
	X1.12		0.667	Valid
	X1.13		0.718	Valid
	X1.14		0.678	Valid
	X1.2		0.726	Valid
	X1.3		0.711	Valid
	X1.4		0.720	Valid
	X1.5		0.750	Valid
	X1.6		0.699	Valid
	X1.7		0.809	Valid
	X1.8		0.790	Valid
	X1.9		0.717	Valid
Employee Competence (X2)	X2.1	0.522	0.740	Valid
	X2.10		0.658	Valid
	X2.11		0.733	Valid
	X2.12		0.745	Valid
	X2.13		0.735	Valid
	X2.14		0.720	Valid
	X2.2		0.700	Valid
	X2.3		0.749	Valid
	X2.4		0.726	Valid
	X2.5		0.741	Valid
	X2.6		0.805	Valid
	X2.7		0.719	Valid
	X2.8		0.679	Valid
	X2.9		0.652	Valid
Employee Performance (Y)	Y1	0.565	0.742	Valid
	Y10		0.759	Valid
	Y2		0.709	Valid
	Y3		0.836	Valid
	Y4		0.783	Valid
	Y5		0.782	Valid

	<b>Y6</b>		<b>0.757</b>	Valid
	<b>Y7</b>		<b>0.698</b>	Valid
	<b>Y8</b>		<b>0.717</b>	Valid
	<b>Y9</b>		<b>0.719</b>	Valid
<b>OCB (Z)</b>	<b>Z1</b>	<b>0.503</b>	<b>0.709</b>	Valid
	<b>Z10</b>		<b>0.630</b>	Valid
	<b>Z11</b>		<b>0.673</b>	Valid
	<b>Z12</b>		<b>0.669</b>	Valid
	<b>Z2</b>		<b>0.682</b>	Valid
	<b>Z3</b>		<b>0.740</b>	Valid
	<b>Z4</b>		<b>0.745</b>	Valid
	<b>Z5</b>		<b>0.720</b>	Valid
	<b>Z6</b>		<b>0.720</b>	Valid
	<b>Z7</b>		<b>0.786</b>	Valid
	<b>Z8</b>		<b>0.753</b>	Valid
	<b>Z9</b>		<b>0.670</b>	Valid

### Realibility Test

Researchers used 2 types of reliability tests, they are the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is declared good if the data has a Cronbach alpha value > 0.7. Meanwhile, composite reliability measures the actual reliability value of a variable. The data is declared to have high reliability if it has a composite reliability score > 0.7.

**Table 6**  
**Realibility Test**

	Cronbach's Alpha	rho_A	Composite Reliability
Leadership Style (X1)	<b>0.930</b>	<b>0.933</b>	<b>0.939</b>
Employee Performance (Y)	<b>0.914</b>	<b>0.917</b>	<b>0.928</b>
Employee Competence (X2)	<b>0.929</b>	<b>0.933</b>	<b>0.938</b>
OCB (Z)	<b>0.910</b>	<b>0.910</b>	<b>0.924</b>

### R-Square Test

The R-Square Coefficient determination (R-Square) test is used in the measurement to measure how much the endogenous variable is influenced by other variables. Based on

the data analysis through the use of the smartPLS program, the R-Square value is obtained as shown in the following table:

**Table 7**  
**R-Square Test**

	R Square	R Square Adjusted
Employee Performance (Y)	0.798	0.792
OCB (Z)	0.647	0.640

Based on the test results, the r-square score for employee performance is 0.798, which means that employee performance is affected by leadership style, employee competence and organizational citizenship behavior by 79.8% and 20.2% others are affected by variables that have not been explained in this study. The r-square score for Organizational citizenship behavior is 0.647, which means that leadership style and employee competence affect Organizational Citizenship Behavior by 64.7% and 35.3% others are influenced by variables that have not been explained in this study.

**Table 8**  
**Hypothesis Test**

Hypothesis	Original Sample (O)	T Statistics ( O/STDEV)	P Values
Leadership Style (X1) -> Employee Performance (Y)	-0.178	1.608	<b>0.108</b>
Leadership Style (X1) -> OCB (Z)	0.357	2.707	<b>0.007</b>
Employee Competence (X2) -> Employee Performance (Y)	0.684	7.830	<b>0.000</b>
Employee Competence (X2) -> OCB (Z)	0.484	3.781	<b>0.000</b>
OCB (Z) -> Employee Performance (Y)	0.413	4.886	<b>0.000</b>
Leadership Style (X1) -> OCB (Z) -> Employee Performance (Y)	0.147	2.289	<b>0.023</b>
Employee Competence (X2) -> OCB (Z) -> Employee Performance (Y)	0.200	2.958	<b>0.003</b>

**The Effect of Leadership Style (X1) on Employee Performance (Y)**

The results of hypothesis test of the leadership style on employee performance obtained a positive beta score ( $p = -0.178$ ) with p values 0.108 ( $p < 0.05$ ) with t statistic of 1.608 ( $p > 1.96$ ) indicating that there is a significant negative effect between leadership

style on employee performance. Baig et al., (2021) argues that leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. This indicates that the leadership style cannot affect the performance of its employees. The existence of a democratic leadership style, like openness to suggestions, criticisms and opinions from subordinates so that leaders are able to produce decisions that can improve the quality of employee work. The results of this study are in line with previous research by (Fonseca Da Costa Guterresa et al., 2020; Yusuf-Habeeb & Ibrahim, 2017) where leadership has a positive and significant effect on employee performance. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it.

#### **Leadership Style (X1) -> Ocb (Z)**

The results of hypothesis test of the leadership style on organizational citizenship behavior obtained a positive beta score ( $p = 0.357$ ) with  $p$  values of  $0.007$  ( $p < 0.05$ ) with  $t$  statistic of  $2.707$  ( $p > 1.96$ ) indicating that there is a significant positive effect between leadership style on organizational citizenship behavior. This indicates that the better the leadership style possessed by the boss, the better the organizational citizenship behavior of its employees will be. The benefits of having a leadership style in an organization can make strategic planning well, can develop and sell products, get competent employees in their fields. whether a person's leadership style is good or not depends on the emotional intelligence possessed by the leader, emotional intelligence can be defined as the ability to assess and express the emotions of oneself and others as a way to facilitate thinking, knowledge and emotional and intellectual growth according to research that has been done by Khan et al., (2020). This is in line with research by Arar & Abu Nasra, (2019).

#### **Employee Cimpetence (X2) -> Employee Performance (Y)**

The results of hypothesis test of employee competence on employee performance obtained a positive beta score ( $p = 0.684$ ) with  $p$  values of  $0.000$  ( $p < 0.05$ ) with  $t$  statistic of  $7,830$  ( $p > 1.96$ ) indicating that there is a significant positive effect between employee competence variables on employee performance. Good performance from employees is a hope for every organization. By having employees who have good performance, an organization can easily achieve the goals that have been set. Optimal performance of a function within the company is largely determined by the characteristics and quality of

human resources involved in it. It also depends on the characteristics of the organization. Thus the characteristics of the organization, the characteristics of human resources and the performance of the implementation of organizational functions are interrelated things. (Nguyen et al., 2020) state that one of the factors that affect a person's performance is the ability consisting of potential abilities and reality abilities (knowledge and skills). According to Parashakti et al., (2020), competencies and their various constituent components will interact in such a way which will then produce specific performance. This is in line with the research by Yang et al., (2016).

### **Employee Competence (X2) -> Ocb (Z)**

The results of hypothesis test of employee competence on organizational citizenship behavior obtained a positive beta score ( $p = 0.484$ ) with p values of 0.000 ( $p < 0.05$ ) with t statistic of 3.781 ( $p > 1.96$ ) indicating that there is a significant positive effect between employee competence on organizational citizenship behavior. The better competence of employees, it will also improve the organizational citizenship behavior of employees. The results of this study do not support the theory by Kasekende et al., (2016) which states that an ability to carry out or perform a job or task based on skills and knowledge as well as support by the work attitude required by the job. According to Saragih et al., (2017) good performance requires employees not only to do the main work (in-role) but also work outside the employee's main job (extra-role). This extra-role behavior is also known as Organizational Citizenship Behavior (OCB). According to Jiang et al., 2017), The fact show that the organization that have a OCB in employee will have the better performance.

### **OCB (Z) -> Employee Performance (Y)**

The results of hypothesis test of organizational citizenship behavior on employee performance obtained a positive beta score ( $p = 0.413$ ) with p values 0.000 ( $p < 0.05$ ) with t statistic of 4.886 ( $p > 1.96$ ) indicating that there is a significant negative effect between organizational citizenship behavior on employee performance. This indicates that organizational citizenship behavior can affect employee performance. Successful organizations need employees who will do more than just their formal duties and want to deliver performance that exceeds expectations. Organizations needs employees who want to perform tasks not listed in their job descriptions (Basu et al., 2017). Deery et al., (2017) put forward facts that show organizations that have employees who have good OCB

(Organizational Citizenship Behavior) will have better performance than other organizations. Positive employee behavior will be able to support individual performance and organizational performance for better organizational development.

### **Leadership Style (X1) -> Ocb (Z) -> Employee Performance (Y)**

The results of hypothesis test of leadership style on employee performance mediated by organizational citizenship behavior obtained a positive beta score ( $p = 0.147$ ) with  $p$  values of 0.023 ( $p < 0.05$ ) with  $t$  statistic of 2.289 ( $p > 1.96$ ) indicating that there is a significant positive influence between leadership styles on employee performance mediated by organizational citizenship behavior. This implies that the better performance of good employees is affected by the better leadership and organizational citizenship behavior of the employees. Factors that affect performance are a combination of three important factors, are the ability and interest of a worker, the ability and acceptance of the explanation delegation of tasks and roles as well as the level of work motivation. If the performance of each individual or employee is good, it is expected that organizational performance will be good too. These three things are related to the leadership style and motivation that occurs in a company or agency, if the leadership is good and the motivation given is good too, it will have an impact on improving performance. The results of this study are in line with research by Jiang et al., (2017) shows that leadership and motivation have an effect on employee performance.

### **Employee Competence (X2) -> Ocb (Z) -> Employee Performance (Y)**

The results of hypothesis test of employee competence on employee performance mediated by organizational citizenship behavior obtained a positive beta score ( $p = 0.200$ ) with  $p$  values of 0.003 ( $p < 0.05$ ) with  $t$  statistic of 2.958 ( $p > 1.96$ ) indicating that there is a significant positive influence between employee competencies on employee performance mediated by organizational citizenship behavior. This indicates that the better the employee competence, the better employee performance, and strengthened by the variable organizational citizenship behavior.. Employees who have high organizational commitment, meaning that the employee will have full responsibility for his work and can perform his work functions without asking for help from others. Employees with high commitment are able to show optimal performance, so that they are able to make a meaningful contribution to the organization. The employee will continue to be a member of

the organization because he feels he has to be in the organization. Helping behavior shown by employees will contribute to improving employee performance. For example, existing employees assisting new employees in training and conducting job orientation will help the organization reduce costs for these purposes. In addition, it can also help new employees to quickly achieve the performance targets that have been set by the Organization. This is in line with research by Taamneh et al., (2018).

## CONCLUSION

Based on the research and discussion that has been done, it can be concluded that there is a significant negative effect between leadership style on employee performance, there is a significant positive effect between leadership style on organizational citizenship behavior, there is a significant positive effect between employee competence variables on employee performance, there is a significant positive effect between employee competence variables on employee performance. There is a significant positive effect between employee competence on organizational citizenship behavior, there is a significant negative effect between organizational citizenship behavior on employee performance, there is a significant positive effect between leadership style on employee performance mediated by organizational citizenship behavior, there is a significant positive effect between employee competence on employee performance mediated by organizational citizenship behavior. For further researchers, they can develop this research by examining other factors that are considered to have more effect and make a major contribution to employee performance.

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