

**THE INFLUENCE OF COMPETENCE AND SOCIAL SUPPORT ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) MEDIATED BY  
ORGANIZATIONAL CULTURE AT THE DIRECTORATE GENERAL OF  
CORRECTIONS**



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**Abstract**

Human Resource Management (HRM) plays a central role in shaping employee behavior, including Organizational Citizenship Behavior (OCB). Demonstrating high loyalty and commitment to the organization is a trait expected by all superiors or leaders. Based on initial observations and a brief preliminary survey conducted by the researcher, many employees frequently complain, lack motivation, and show indifference toward their work environment and duties at the Directorate General of Corrections, Ministry of Law and Human Rights of the Republic of Indonesia. This study aims to analyze the influence of competence and social support on Organizational Citizenship Behavior (OCB), with organizational culture as a mediating factor. The study sample consists of 219 employees from the Directorate General of Corrections, Ministry of Law and Human Rights of the Republic of Indonesia, collected through questionnaires and analyzed using a quantitative method with descriptive data analysis techniques utilizing SmartPLS version 3. The findings of this study indicate that competence, social support, and organizational culture significantly influence OCB. Competence and social support also have an impact on organizational culture. Furthermore, organizational culture effectively mediates the relationship between competence, social support, and OCB at the Directorate General of Corrections.

**Keywords:** Organizational Citizenship Behavior (OCB), Competence, Social Support, Organizational Culture

## INTRODUCTION

Management is a discipline that organizes the process of optimizing resources, including human resources, to achieve mutually agreed-upon goals. It encompasses key elements such as people, money, methods, machines, markets, and materials, with the primary objectives of efficiency and effectiveness (Supriadi, 2022). In the context of government organizations, human resources (HR) play a crucial role in ensuring success, both in providing public services and supporting the organization's mission. Work motivation, whether intrinsic or extrinsic, is essential in encouraging employees to go beyond their formal duties, a behavior known as Organizational Citizenship Behavior (OCB).

The Directorate General of Corrections (Ditjenpas), as one of the main units within the Ministry of Law and Human Rights, faces various challenges related to organizational culture, competence, social support, and OCB. These challenges include reliance on leadership instructions, mismatches between employee placements and educational backgrounds, as well as low motivation and collaboration among employees. Such conditions affect the performance of government officials, who play a key role in determining the Public Satisfaction Index in public services. To address these challenges, Ditjenpas has developed an integrity zone to achieve the Corruption-Free Zone (WBK) and Clean and Serving Bureaucratic Zone (WBBM) status, focusing on HR development and fostering organizational citizenship behavior.

Previous research has shown that OCB is influenced by internal factors such as commitment and job satisfaction, as well as external factors such as organizational culture and social support (Putu et al., 2018). Social support—whether emotional, instrumental, or informational—has been proven to enhance employees' OCB (Darmanto & Ariyanti, 2021). However, differing research findings have revealed a research gap regarding the impact of organizational culture on OCB. Some studies suggest that organizational culture has a significant influence (Rini et al., 2013), while others find no significant relationship (Brahmacari, 2008).

Based on this background, this study aims to examine the influence of competence and social support on OCB, with organizational culture as a mediating variable at Ditjenpas. This

research is expected to contribute to creating a conducive work environment and improving employees' OCB, ultimately leading to a positive impact on organizational performance.

## **REVIEW OF LITERATURE**

Management is a discipline that focuses on optimizing resources, including human resources, to achieve organizational goals efficiently and effectively (Supriadi, 2022). In the public sector, human resources (HR) play a vital role in ensuring the success of government organizations, both in delivering public services and fulfilling institutional missions. One key factor influencing employee performance is work motivation, which can be intrinsic or extrinsic and significantly contributes to fostering Organizational Citizenship Behavior (OCB)—a behavior where employees voluntarily go beyond their formal responsibilities.

Several studies have explored the factors influencing OCB, highlighting both internal and external determinants. Internal factors such as commitment and job satisfaction have been found to positively impact OCB (Putu et al., 2018). Similarly, external factors, including organizational culture and social support, also contribute to enhancing OCB. Social support, whether emotional, instrumental, or informational, has been shown to strengthen employees' engagement and willingness to contribute beyond their formal job roles (Darmanto & Ariyanti, 2021).

Despite the general consensus on the significance of organizational culture, previous studies have presented mixed findings regarding its direct effect on OCB. While some researchers argue that organizational culture plays a crucial role in shaping OCB (Rini et al., 2013), others suggest that its influence is insignificant (Brahmacari, 2008). This discrepancy highlights a research gap that warrants further investigation.

In the context of the Directorate General of Corrections (Ditjenpas), various challenges related to organizational culture, competence, social support, and OCB have been observed. These challenges include over-reliance on leadership directives, misalignment between employee placements and educational backgrounds, and low motivation and collaboration among staff. Given that these factors impact public service performance and the Public Satisfaction Index, Ditjenpas has initiated reforms by establishing an integrity zone to achieve the Corruption-Free Zone (WBK) and Clean and Serving Bureaucratic Zone

(WBBM) status. A key focus of these reforms is the enhancement of human resources and the promotion of OCB among employees.

Building upon previous research and addressing the identified gaps, this study aims to analyze the influence of competence and social support on OCB, with organizational culture as a mediating variable at Ditjenpas. The findings of this study are expected to provide valuable insights into improving the work environment and fostering positive employee behaviors, ultimately enhancing overall organizational performance.

## **RESEARCH METHOD**

### **Narrative Explanation**

In this study, the operational definition serves as a fundamental guideline to ensure a uniform understanding of key concepts among researchers and respondents. The research focuses on four primary variables: Organizational Citizenship Behavior (OCB), Competence, Social Support, and Organizational Culture. Organizational Citizenship Behavior (OCB) is assessed through five key indicators: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue, which collectively measure the extent to which employees voluntarily contribute beyond their formal job responsibilities.

Competence is another critical variable, evaluated through three dimensions: Knowledge, Skills, and Attitude. These components reflect an individual's capability to perform tasks effectively and contribute to organizational success.

Social Support, an essential factor influencing workplace behavior, is categorized into four types: Emotional Support, Instrumental Support, Informational Support, and Friendship Support. These aspects illustrate how social interactions and relationships impact employees' performance and well-being.

Finally, Organizational Culture is measured using six indicators: Implementation of Norms, Implementation of Values, Beliefs, Implementation of the Code of Ethics, Ceremonial Practices, and Organizational History. These elements collectively shape the work environment and influence employees' behavior within the organization. By defining and measuring these variables systematically, this study aims to provide a comprehensive

analysis of how competence and social support influence OCB, with organizational culture serving as a mediating factor.

The measurement of variables in this study is conducted based on predefined indicators to ensure accuracy and consistency in data collection. These variables are categorized into three types: independent variables (Social Support and Competence), the dependent variable (Organizational Citizenship Behavior), and the mediating variable (Organizational Culture).

To quantify these variables, the study employs a Likert scale, which allows respondents to express the degree to which they agree or disagree with various statements. The scale consists of:

- Organizational Citizenship Behavior (Y) with 5 indicators,
- Competence (X1) with 3 indicators,
- Social Support (X2) with 4 indicators, and
- Organizational Culture (Z) with 6 indicators.

Furthermore, based on the framework proposed by Organ, Podsakoff, and MacKenzie (as cited in Qomariah, 2020:118), five key indicators are used to measure Organizational Citizenship Behavior. These indicators serve as the primary reference points in assessing employees' voluntary behaviors that contribute to organizational effectiveness. The details of these indicators are systematically outlined in Table 1 to provide a comprehensive overview of the measurement process.

**Table 1.**  
**Measurement of Organizational Citizenship Behavior (Y) Variables**

Variable	Indicator	Measurement Scale
Organizational Citizenship Behavior	Altruism	Likert
	Conscientiousness	
	Sportmanship	
	Courtesy	
	Civic Virtue	

The indicators for Employee Competence, which serve as measurement tools according to (Khaeruman, 2021:118), can be seen in Table 2.

**Table 2.**  
**Measurement of Competence (X1) Variables**

Variable	Indicator	Measurement Scale
Employee Competence	Knowledge	Likert
	Skill	
	Attitude	

The measurement of the social support variable in this study is obtained through respondents' answers using related indicator instruments, as shown in Table 3.

**Table 3.**  
**Measurement of Social Support (X2) Variables**

Variable	Indicator	Measurement Scale
Social Support	Emotional Support	Likert
	Instrumental Support	
	Informational Support	
	Friendship Support	

The measurement of the organizational culture variable in this study is obtained through respondents' answers using instruments with indicators related to organizational culture as follows:

**Table 4.**  
**Measurement of Organizational Culture (Z) Variables**

Variable	Indicator	Measurement Scale
Organizational Culture	Implementation of Norms	Likert
	Implementation of Values	
	Beliefs	
	Implementation of Code of Ethics	
	Implementation of Ceremonies	
	Organizational History	

The Likert scale used in this study is useful for measuring variables. This scale will generate variable indications that will be used to compile the research form. Each item of the instrument has responses ranging from very positive to very negative on the Likert scale. The Likert scale used in this investigation is justified and can be seen in Table 5.

**Table 5.**  
**Likert Scale**

Question	Definition	Score
STS	Strongly Disagree	1
TS	Disagree	2
RG	Neutral	3
STS	Agree	4
SS	Strongly Agree	5

**Population and Sample**

Based on the previous criteria, the employees who make up the population for this study are 480 employees of the Directorate General of Corrections, as shown in Table 6.

**Table 6.**  
**Employee Data of the Directorate General of Corrections**

Position	Number
Director General of Corrections	1
Secretary of the Directorate General of Corrections	1
Director in the Technical Directorate	6
Senior Community Development Counselor	8
Head of Section	4
Head of Subsection of Administration	7
Work Program Chair	26
Responsible for the Field	101
JFU / JFT	286
<b>TOTAL</b>	<b>480</b>

According to Sugiyono in (Pasaribu et al., 2022), a sample is a part or subset of the population itself. In this study, the Slovin formula will be used as follows:

$$n = \frac{N}{1+(N \times d^2)} \dots\dots\dots(1) \quad n = \frac{480}{1+(480 \times 0,05^2)}$$

where,

$$n = \frac{480}{1+(0,3)}$$

N = Population

$$n = \frac{480}{2,2}$$

n = Sampel

e = Precision Value (95%) our 0,05

n = 218,8 rounded to 219 respondents

## Data Collection Technique

### Type of Data

The type of data used in this study is quantitative data, which is data in the form of numbers or figures, where this data is measurable and its value is clear (Pasaribu et al., 2022). The collection of this quantitative data uses the questionnaire data collection technique, which is an instrument where respondents fill out the questions provided by the researcher (Sugiyono, 2013). In this study, the researcher provides the questionnaire via Google Forms.

### Data Sources

This study uses two types of data sources, namely primary data and secondary data. Primary data refers to data obtained directly from the source, through methods such as measurement, direct questionnaire administration, observation, interviews, etc. Secondary data, on the other hand, is data obtained indirectly from the source, typically gathered from written government documents or libraries (Hardani, Helmina, Jumari, 2020).

### Data Collection

In this study, two methods are used for data collection: the questionnaire and literature review. A questionnaire is a data collection technique that involves providing respondents with a set of written questions to answer. In this research, the questions are tailored to the variables under study, such as employee performance, self-efficacy, employee competence, and organizational citizenship behavior (Sugiyono, 2016:230). The literature review used in this study is based on previous research and conclusions drawn from earlier descriptions.

### Data Analysis Technique

In this study, Structural Equation Modeling (SEM) and Partial Least Squares (PLS) are used. Additionally, the SMART software is used to evaluate the components that contribute to an event, as explained by Setiaman (2020). This research uses employee performance, self-efficacy, employee competence, and organizational citizenship behavior as data for descriptive statistical testing. Inferential analysis is also conducted, which is a quantitative

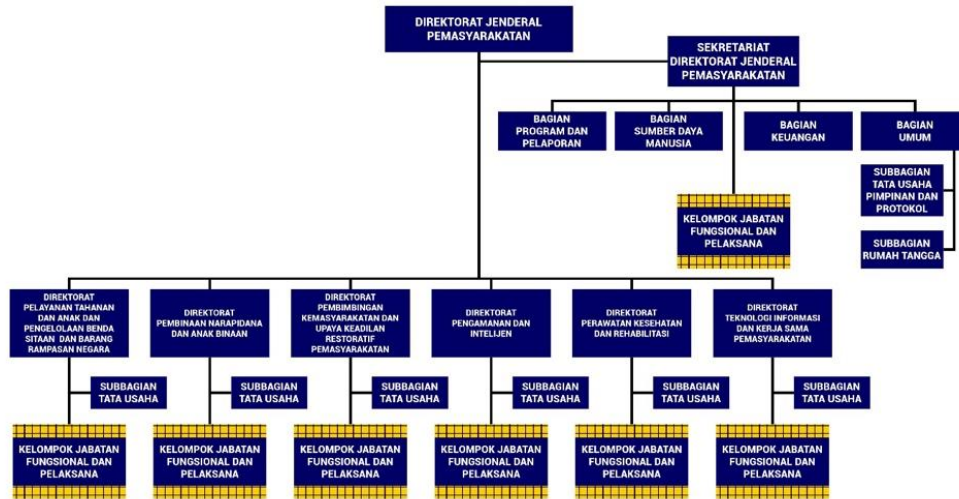
data analysis technique that uses statistical formulas to obtain calculations used as a basis for drawing conclusions that can be generalized (Sidik Priadana, Denok Sunarsi, 2021).

The data analysis technique involves both the outer model and the inner model. The outer model is a measurement model that uses reflective indicators assessed for composite reliability for indicator blocks, as well as convergent and discriminant validity. This includes validity testing, which is divided into Convergent Validity and Discriminant Validity, and reliability testing (Ghozali, 2014). The inner model is obtained from the significance of the t-statistics for each path, used to determine the significance of path coefficients for independent variables and the R-square (R<sup>2</sup>) for dependent variables, as well as to evaluate the structural model.

## **RESULTS AND DISCUSSION**

### **Description of the Research Object**

The Directorate General of Corrections (Ditjen PAS) is an implementing unit under the Ministry of Law and Human Rights of the Republic of Indonesia, responsible for formulating and implementing policies in the field of corrections. The main tasks of Ditjen PAS include formulating and implementing policies related to services, rehabilitation, management of seized assets and state property, security, monitoring, correctional intelligence, as well as information technology and correctional cooperation. Additionally, Ditjen PAS provides technical guidance and supervision, as well as conducting monitoring and evaluation. The organizational structure of Ditjen PAS consists of several directorates, including the Secretariat of Ditjen PAS, Directorate of Detention and Juvenile Services, Directorate of Inmate and Juvenile Rehabilitation, Directorate of Community Guidance, Directorate of Security and Intelligence, Directorate of Health and Rehabilitation Care, and Directorate of Information Technology and Correctional Cooperation.



**Figure 1.**  
**Organizational Structure of the Directorate General of Corrections**

Source: Directorate General of Corrections

### Descriptive Data Analysis

This analysis is based on the respondents' workplace, specifically within the Directorate General of Corrections, with a total of 219 respondents. The descriptive data of the respondents were categorized by gender, age, and job field. In terms of gender, 155 respondents were male, and 44 respondents were female. Regarding the age of the respondents, 68 were aged 15-25 years, 94 were aged 26-35 years, 34 were aged 36-45 years, and 23 were aged over 45 years. As for their job fields, 20 respondents worked in the Directorate of Correctional Services for Prisoners and Juvenile Delinquents, 36 in the Directorate of Security and Intelligence, 60 in the Directorate of Health Care and Rehabilitation, 19 in the Directorate of PK & UKRP, 22 in the Directorate of Information Technology and Corrections Cooperation, 23 in the Directorate of Yantah Anak Lola Basan Baran, 37 in the Secretariat of the Directorate General of Corrections, and 2 others in unspecified positions.

### Descriptive Analysis of Variables

The descriptive analysis conducted in this study is based on the results obtained from the SmartPLS 3.0 output. All variables were previously explained with several indicators, which were calculated using a Likert scale from 1 to 5. Based on the questionnaires distributed to 219 respondents, and after the data was converted into intervals, the responses

to each statement on Organizational Citizenship Behavior in the Directorate General of Corrections are as follows:

The statement with the highest average score is "The Directorate General of Corrections implements greetings when meeting colleagues" (4.315), categorized as strongly agree. This reflects respect and appreciation among employees, fostering a good working relationship. Meanwhile, the statement with the lowest average score is "Colleagues help each other in completing tasks" (4.123), categorized as agree, showing a culture of mutual assistance in the workplace. The overall average for the Organizational Citizenship Behavior variable is 4.243, which is categorized as strongly agree.

For the responses on the Competence variable in the Directorate General of Corrections, the highest average score is for the statement "Work attitudes that encourage performance must be demonstrated by all employees" (4.384), categorized as strongly agree, reflecting professionalism and competitiveness in employees striving for optimal performance. The lowest average score is for the statement "Every employee needs sufficient knowledge and skills to manage tasks" (4.288), also categorized as strongly agree, indicating the need for skill and knowledge improvement to be ready for new tasks. The overall average for the Competence variable is 4.339, categorized as strongly agree.

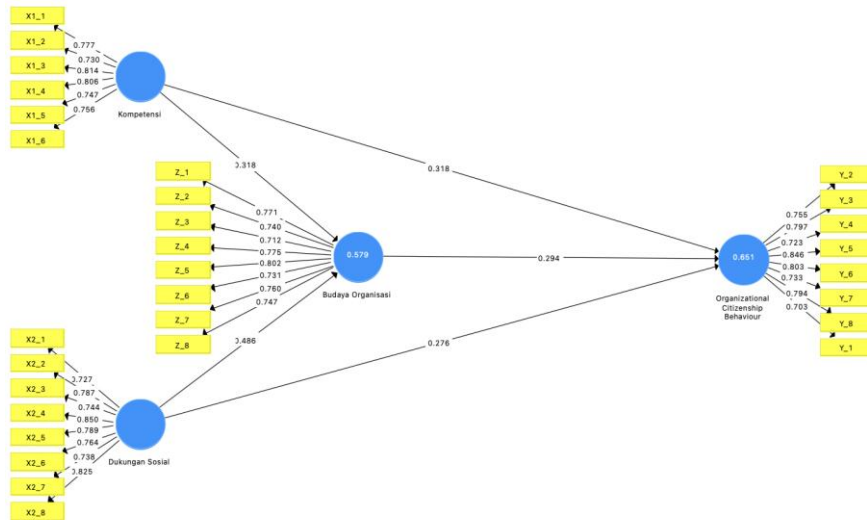
Next, for the Social Support variable, the statement with the highest average score is "Regular information support is provided by the organization" (4.388), categorized as strongly agree, indicating the importance of clear and regular information to facilitate employees' work. The lowest average score is for the statement "Friendship is needed by employees to ease their tasks" (4.324), also categorized as strongly agree, reflecting the importance of good relationships among employees to support task execution. The overall average for the Social Support variable is 4.373, categorized as strongly agree.

For the Organizational Culture variable, the statement with the highest average score is "The code of ethics must be adhered to by all employees in the organization" (4.498), categorized as strongly agree, emphasizing the importance of compliance with the code of ethics to maintain organizational culture. The lowest average score is for the statement "Religious values are practiced together in the course of duties" (4.228), also categorized as strongly agree, showing that the practice of religious values is collectively carried out by

employees, supported by the majority's shared religious background. The overall average for the Organizational Culture variable is 4.366, categorized as strongly agree.

**Validity Test**

The validity test is conducted to determine the ability of the research instrument to measure what it is supposed to measure. This test evaluates whether the items in the instrument represent the concept being measured (Abdillah and Jogiyanto, 2015). There are two types of validity tests: convergent validity and discriminant validity. Convergent validity aims to show the relationship between indicators and their latent variables (Abdillah & Jogiyanto, 2015). In this study, the results of the convergent validity test for each indicator in every variable are declared valid, as all indicators have a loading factor value greater than 0.7 and an AVE value greater than 0.5. Therefore, the indicators in each variable play an important role. The following are the results of the outer model processed using SmartPLS 3, as shown in Figure 2 below:



Source: SmartPLS 3

**Figure 2.**  
**Outer Model Output**

The discriminant validity test is evaluated based on the Fornell-Larcker Criterion, which compares the square root of AVE with the correlation between constructs, as well as the cross-loading between measurements and their constructs. The cross-loading value for discriminant validity should be  $> 0.7$  within a variable. The following shows the results of the Fornell-Larcker Criterion values:

**Table 7.**  
**Results of the Fornell-Larcker Criterion Test**

	<b>Organizational Culture</b>	<b>Social Support</b>	<b>Competence</b>	<b>Organizational Citizenship Behavior</b>
Organizational Culture	0,755			
Social Support	0,734	0,779		
Competence	0,697	0,781	0,772	
Organizational Citizenship Behaviour	0,719	0,740	0,739	0,771

Source: Data processing results using SmartPLS 3

Based on the table above, the values from the Fornell-Larcker criterion in this study indicate that the results meet the requirements. All correlation values between each variable and itself are greater than the correlation values between variables. No issues were found with the Fornell-Larcker criterion in the data, and it can be used for subsequent analysis.

**Table 8.**  
**Cross-Loading Test Results**

	<b>Organizational Culture</b>	<b>Social Support</b>	<b>Competence</b>	<b>Organizational Citizenship Behaviour</b>
X1_1	0,520	0,598	0,777	0,595
X1_2	0,490	0,522	0,730	0,561
X1_3	0,549	0,633	0,814	0,576
X1_4	0,591	0,616	0,806	0,561
X1_5	0,542	0,597	0,747	0,557
X1_6	0,536	0,649	0,756	0,574
X2_1	0,575	0,727	0,629	0,536
X2_2	0,559	0,787	0,616	0,562
X2_3	0,491	0,744	0,517	0,543
X2_4	0,581	0,850	0,641	0,633
X2_5	0,569	0,789	0,633	0,562
X2_6	0,580	0,764	0,597	0,548
X2_7	0,550	0,738	0,579	0,560
X2_8	0,655	0,825	0,646	0,655
Y_1	0,444	0,488	0,469	0,703
Y_2	0,586	0,556	0,623	0,755
Y_3	0,572	0,498	0,510	0,797
Y_4	0,564	0,507	0,442	0,723

	<b>Organizational Culture</b>	<b>Social Support</b>	<b>Competence</b>	<b>Organizational Citizenship Behaviour</b>
Y_5	0,564	0,637	0,641	0,846
Y_6	0,537	0,568	0,504	0,803
Y_7	0,572	0,630	0,660	0,733
Y_8	0,572	0,641	0,645	0,794
Z_1	0,771	0,658	0,628	0,600
Z_2	0,740	0,532	0,492	0,502
Z_3	0,712	0,490	0,442	0,534
Z_4	0,775	0,538	0,536	0,588
Z_5	0,802	0,604	0,587	0,526
Z_6	0,731	0,579	0,502	0,588
Z_7	0,760	0,523	0,526	0,489
Z_8	0,747	0,485	0,474	0,530

Source: Data processing results using SmartPLS 3

The cross-loading values show good discriminant validity, with all indicators for each variable having values greater than 0.7 and being higher than the indicators of other variables. The construct correlations, such as competence, social support, organizational culture, and organizational citizenship behavior, with their respective indicators, are also stronger compared to other constructs. This indicates that the latent constructs predict their indicator blocks more effectively.

### Reliability Test

The reliability test aims to measure the consistency, accuracy, and precision of the measurement tool (Abdillah & Jogiyanto, 2015). Below is Table 9, which shows the results of the reliability test calculation.

**Table 9.**  
**Reliability Test Results**

<b>Variable</b>	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>	<b>Criteria</b>
Organizational Citizenship Behaviour	0,921	0,902	Reliable
Competence	0,898	0,864	Reliabel
Social Support	0,925	0,907	Reliabel
Organizational Culture	0,914	0,892	Reliabel

Source: Data processing results using SmartPLS 3

Based on the table above, the measurement instruments in this study have passed the consistency test because all the composite reliability and Cronbach’s alpha values for each variable have met the required reliable criteria, which is  $> 0.6$ . Therefore, it can be concluded that each of these variables is reliable.

**Structural Model Evaluation (Inner Model)**

The inner model is a structural model that aims to predict the causal relationship between latent variables (Abdillah & Jogiyanto, 2015). The structural model in PLS is evaluated using R-square (R2) for endogenous constructs, which aims to determine the extent of the influence of all exogenous variables on the endogenous variable, and path coefficients (t-values) for hypothesis testing. The R2 value is used to measure the level of variation in the change of exogenous variables on endogenous variables. The criteria for R2 values are 0.67 (substantial), 0.33 (moderate), and 0.19 (weak).

**Table 9.**  
**R-square (R2) Test Results**

<b>Variable</b>	<b>R-Square</b>	<b>Criteria</b>
Organizational Culture	0,579	Moderate
Organizational Citizenship Behaviour	0,651	Moderate

Source: Data processing results using SmartPLS 3

Based on the table above, the R2 value for the organizational culture variable is 0.579, which means that the competence and social support variables can explain 57.9% of the organizational culture, with the remaining 42.1% being explained by other variables not studied in this research. The organizational citizenship behavior variable has an R2 value of 0.651, meaning that the organizational citizenship behavior is influenced by competence and social support by 65.1%, and the remaining 34.9% is influenced by other variables not studied in this research.

The hypothesis testing in this study was conducted using t-tests with bootstrapping procedures in SmartPLS 3 software. The basis for the hypothesis testing results is the values found in the output path coefficients. The original sample (O) value indicates the direction of the relationship between each latent variable, and the path coefficient scores derived from the t-statistics show the level of significance in hypothesis testing. The hypothesis is accepted

if the t-statistic value > 1.96 for a two-tailed hypothesis (Abdillah & Jogiyanto, 2015). Below is the table showing the results from the output path coefficients:

**Table 10.**  
**Results of Path Coefficients Test**

Hypothesis	Original Sample (O)	T Statistic ( O/STEDV )	P-Values	Conclusion
Competence → Organizational Citizenship Behaviour	0,318	3,087	0,002	Significant
Social Support → Organizational Citizenship Behaviour	0,276	2,327	0,020	Significant
Competence → Organizational Culture	0,318	3,140	0,002	Significant
Social Support → Organizational Culture	0,486	4,760	0,000	Significant
Organizational Culture → Organizational Citizenship Behaviour	0,294	2,992	0,003	Significant
Competence → Organizational Culture → Organizational Citizenship Behaviour	0,094	2,603	0,040	Significant
Social Support → Organizational Culture → Organizational Citizenship Behaviour	0,143	2,525	0,012	Significant

Source: Data processed using SmartPLS 3

### Discussion

The results of the data analysis show that all research variables meet the criteria for validity, reliability, and other measurements. From the structural model testing, seven research hypotheses were found to have an influence, both directly and indirectly.

### **The Effect of Competence on Organizational Citizenship Behaviour**

Competence has a significant effect on OCB with a t-statistic value of  $3.087 > 1.96$  (5% significance), a p-value of  $0.002 < 0.05$ , and an original sample (O) value of 0.318. High competence is reflected in the professional work attitudes of employees, with the highest average score on the statement "Work attitudes that encourage performance must be shown by all employees" (4.384). Competence is an essential element for improving employee performance and organizational effectiveness.

### **The Effect of Social Support on Organizational Citizenship Behaviour**

Social support significantly affects OCB with a t-statistic value of  $2.327 > 1.96$ , a p-value of  $0.020 < 0.05$ , and an original sample (O) value of 0.276. Regular information support has the highest score (4.388), highlighting the importance of clear information in supporting employees' tasks. Social support creates a healthy work environment, boosts motivation, and facilitates collaboration among employees.

### **The Effect of Competence on Organizational Culture**

Competence has a significant effect on organizational culture with a t-statistic value of  $3.140 > 1.96$ , a p-value of  $0.002 < 0.05$ , and an original sample (O) value of 0.318. Competent employees are better able to adapt to the existing organizational culture, thereby enhancing productivity and the achievement of organizational goals.

### **The Effect of Social Support on Organizational Culture**

Social support significantly affects organizational culture with a t-statistic value of  $4.760 > 1.96$ , a p-value of  $0.000 < 0.05$ , and an original sample (O) value of 0.486. Social support enhances employees' sense of being valued, strengthens motivation, and encourages the application of organizational cultural values.

### **The Effect of Organizational Culture on Organizational Citizenship Behaviour**

Organizational culture has a significant effect on OCB with a t-statistic value of  $2.992 > 1.96$ , a p-value of  $0.003 < 0.05$ , and an original sample (O) value of 0.294. Employees who understand the organization's goals are more willing to help their colleagues voluntarily, highlighting the importance of implementing a strong organizational culture.

### **The Effect of Competence on Organizational Citizenship Behaviour Through Organizational Culture**

Competence through organizational culture significantly affects OCB with a t-statistic value of  $2.603 > 1.96$ , a p-value of  $0.040 < 0.05$ , and an original sample (O) value of 0.094. High competence facilitates the formation of a strong organizational culture, which encourages voluntary behavior among employees within the organization.

### **The Effect of Social Support on Organizational Citizenship Behaviour Through Organizational Culture**

Social support through organizational culture significantly affects OCB with a t-statistic value of  $2.525 > 1.96$ , a p-value of  $0.012 < 0.05$ , and an original sample (O) value of 0.143. Social support strengthens organizational culture, increases employee motivation and loyalty, and encourages greater contribution to the organization.

## **CONCLUSION**

This study concludes that competence and social support have a significant influence on Organizational Citizenship Behaviour (OCB), both directly and through the mediation of organizational culture. High competence supports the completion of tasks according to organizational standards, enhances work effectiveness, and contributes to the success of the organization. Social support creates a healthy work environment, increases motivation, and fosters employee enthusiasm. Competence also influences organizational culture, where appreciation of organizational values further supports the achievement of organizational goals. Likewise, social support strengthens a positive work culture, enhances job satisfaction, and motivates employees to become more engaged in the organization. A strong organizational culture encourages employees to help their colleagues voluntarily and exhibit proactive work behavior, which ultimately improves OCB.

However, this study has limitations. First, the research only used four main variables: competence, social support, OCB, and organizational culture, while other relevant variables have not been explored. Second, the time constraints of the study, coinciding with the researcher's work duties, posed challenges in exploring every aspect of the research in depth. For future research, it is recommended to add or replace research variables to obtain more

comprehensive results. The efficiency of the research timeline should also be improved through careful planning and a deeper understanding of relevant literature. The development of the questionnaire instrument needs to be conducted to ensure that the answers are more relevant and accurate. From a practical perspective, the Directorate General of Corrections should enhance employee training, particularly for males aged 26-30, to improve their competence. Structured social support should also be provided to create a sense of comfort and strengthen employees' work motivation. Furthermore, it is important to socialize the values of organizational culture so that employees better understand, appreciate, and apply these values in their daily work activities. With these steps, it is hoped that employees can work more disciplinely, productively, and contribute maximally to the organization.

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