
**EFFECT OF COMPETENCY AND JOB CHARACTERISTICS ON
PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)
AS MEDIATION (STUDY ON STATE CIVIL APPARATUS (ASN) TEGAL CITY
GOVERNMENT)**



Novika Astriana¹
Universitas STIKUBANK, Semarang, Indonesia
novikaastriana0020@mhs.unisbank.ac.id

Endang Tjahjaningsih²
Universitas STIKUBANK, Semarang, Indonesia
naning@edu.unisbank.ac.id

Abstract

Civil Servants are members of state institutions who have the duty to serve the public in a professional, honest, fair, and impartial manner in carrying out state, government, and development functions. that Civil Servants are regulated by a predetermined law that must be obeyed and carried out according to predetermined regulations. Public Servants are apparatus resources tasked with providing services to the community in an honest, fair, and equitable manner. The regulations that have been determined in accordance with the position or field that has been determined must be carried out in accordance with the policies and rules of law that apply. The purpose of the research conducted was to analyse and describe the effect of competence, job characteristics, and Organizational Citizenship on performance, with competence and job characteristics as mediators. The study population was 3,992 employees, with a sample of 100 employees. The main data was taken from primary data sources with a questionnaire method, and analysed by linear regression analysis. Based on the formulation of the problem and objectives presented in this study, associated with the research findings and discussion, several conclusions can be made several conclusions that competence and job characteristics affect OCB. Competence, job characteristics, and OCB affect employee performance in Tegal City Government. OCB is able to mediate the influence of competence and job characteristics on employee performance in Tegal City Government.

Keywords: Competence, Job Characteristics, Organizational Citizenship Behaviour, Performance

INTRODUCTION

Reform has changed the system of government. One of them is the regional government system established by Law No. 22/1999 and No. 25/1999; Law No. 32/2004 on Regional Government and Law No. 33/2004 on Central and Regional Financial Balance refined it, then further refined by Law No. 1/2022. Therefore, the service paradigm has changed, bringing services closer to the community directly and leaving centralism behind. With the existence of Law of the Republic of Indonesia Number 23 of 2014, which was partially revoked by Law Number 1 of 2022 concerning Regional Government, regulations related to regional government have changed in line with the progress of government policies. One of the impacts of this law is the transfer of authority from the provincial government to the district or city government in a number of regions (Dewi & Kurniawan, 2023).

Changes that occur in the field of human resources have implications for the competencies and abilities of individuals who focus on Human Resource Management. The widespread development of competencies among human resource practitioners confirms that human resource management has a crucial role in achieving organisational success. Competence has now become an important element in management development terminology. Job standards or competency statements have been developed for most positions as the basis for determining training and skill qualifications. Competencies reflect the basic knowledge and performance standards required to successfully complete a task or hold a position. The methods applied to identify competencies aim to support capabilities with a focus on behavioural outcomes (Hidayat, 2021).

There are various opinions expressed by scientists regarding performance or achievement (Azhari & Priyono, 2022). Epistemologically, performance comes from the word performance or means work performance (Loan, 2020). Work achievement is a person's ability to achieve better / more prominent work results towards achieving organisational goals (Kojongian et al., 2021). Performance or work performance is as a result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with his responsibilities given to him within a specified period of time (Mangkunegara, 2020). Based on this opinion, it can be said that performance is a description of the level of achievement of the implementation of an activity/ programme/policy (Siyaphat et al., 2024).

Adequate competence is needed in an effort to improve employee performance. Competence has a very important role, because it is generally related to the basic abilities of individuals in carrying out a job. Competency-based HR development is carried out in order to provide results that are in accordance with the goals and objectives of the organisation with predetermined performance standards (Alhasani, 2021). Many government agencies still lack employees with appropriate competencies, this can be seen from the low performance of employees and the difficulty in measuring their performance (Ira et al., 2023). To achieve optimal and satisfying work results, employee competence in carrying out their duties is very important so that performance can improve. Research conducted by Syauqi (2021), Heldawati (2022), Khoirun et al., (2022), Mardiana et al., (2021), Hakim et al., (2021), show that competence has a positive and significant effect on performance. However, the results of research by Hamdiah et al., (2023) dan Hidayat (2021) show that competence has no significant effect on employee performance.

Performance is also influenced by job characteristics. According to J.R. Hackman in Bangun (2019), the end result of the job characteristics process results in high quality work performance. In job characteristics, it can be seen that employees who value meaning and responsibility and know the results for job enrichment to provide core job characteristics will provide positive work results (performance). The research results from Budiono & Tjahjaningsih (2024), Jalil (2023), Rahmadalena & Asmanita (2020) Bedagama & Tjahjaningsih (2021), Sapitri & Mahayasa (2022) show job characteristics have a positive and significant effect on performance, but different results are shown in research conducted by Akbar (2021), where job characteristics have a positive but insignificant effect on employee performance.

Changes in the organisation that are carried out continuously will cause two types of problems, namely the reduction of routine workers and workers often reject changes (Ranupandojo & Husnan, 2020). This will lead to many new behaviours shown by employees, both positive and negative, one of which is Organizational Citizenship Behavior (OCB). OCB is a voluntary behaviour that is visible and observable, which is based on a dominant motive or value and can also be based on external rewards and punishments given by the company (Arianto & Tjahjaningsih, 2025).

OCB is an extra individual behaviour, which is not directly or explicitly recognisable in a formal work system, and which, in aggregate, is able to increase the effectiveness of an organisation's function so that OCB is very important in organisational survival. This opinion is supported by the results of research by Triandani (2020), Bustomi et al. (2020), Fauziah (2024), Ferdinal (2024), Selviandry (2024), Dirga (2024), and Ansar (2024), which states that OCB has a positive and significant effect on performance. Different results were found in the research of Putri & Utami (2019), Lukito (2020), which proved that organizational citizenship behaviour has no effect on performance. Research with different results was found in the research of Faiza et al. (2022), which proves that organizational citizenship behaviour has a negative and insignificant effect on employee performance.

Civil Servants are members of state institutions who have the duty to serve the public in a professional, honest, fair and impartial manner in carrying out the functions of the state, government and development in Article 1 of Law No. 20 of 2023 concerning State Civil Apparatus which reads Civil Servants are every citizen of the Republic of Indonesia who has fulfilled certain requirements, appointed permanently by the civil service officials to occupy government positions and assigned duties in a government position or assigned other state duties and provided with income based on statutory regulations (Kasmawati & Nujum, 2020).

Based on the above, public servants are regulated by the Law that has been established, which must be obeyed and carried out according to predetermined regulations. Public Servants are apparatus resources tasked with providing services to the community honestly, fairly, and equitably. The regulations that have been determined in accordance with the position or field that has been determined must be carried out with the applicable policies and laws (Yulianto, 2020).

In order to determine the OCB behaviour of the State Civil Apparatus (ASN) in Tegal City, a pre-survey was conducted with 20 ASNs as initial respondents. This pre-survey aims to obtain an initial picture of the extent to which ASNs in Tegal City demonstrate voluntary work behaviour beyond their main duties, such as helping colleagues, maintaining a conducive work environment, and making positive contributions to the organisation.

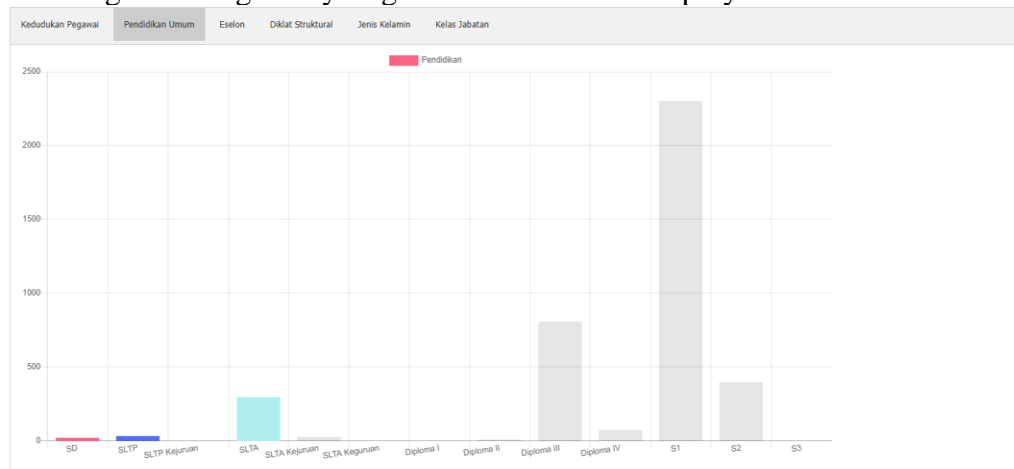
Tegal City Regional Government, in carrying out its main duties and functions, is supported by Apparatus Resources of 3992 ASN with the following details:

Table 1. Tegal City Local Government Employee Data in 2025

Formation	Number of employees	Percentage
ASN	2.250	56,4%
PPPK	1.742	43.6%
Jumlah	3.992	100%

Source: Tegal City Human Resources Development Agency, 2025

Figure 1. Tegal City Regional Government Employee Data for 2025



Source: Tegal City Human Resources Development Agency, 2025

From Graph 1. above shows that the education of employees in Tegal City Government the majority have a bachelor's degree (S2 / S1 / D4) with a total of 2776 employees and Diploma (D1 / D2 / D3) 820 employees, the rest (SMA, SMK, SMP, SD) a total of 382 However, the quality of education possessed by Tegal City Government employees has not been matched by the ability and willingness of employees to perform OCB in the work environment. Where the ability shows the potential of people to carry out their duties / work (Gibson, 2020). In addition, many ASNs must carry out tasks outside their main duties and functions (tupoksi). ASN not only carries out responsibilities in accordance with the mandated position, but also takes over additional tasks that should be outside the scope of work. This situation reflects the high dedication of the employees, but also shows that there is a lack of sufficient human resources to carry out government tasks effectively. Many ASNs work beyond the established working hours. Although this shows a high commitment to maintaining the quality of public services, the practice also has the potential to cause fatigue and decreased competence. The following is the OCB index and employee performance of ASN Tegal City Government in the period 2019 to 2023.

Table 2. OCB Index and ASN Employee Performance of Tegal City Government Period 2019 to 2023

Year	Number of active civil servants	Number of ASNs with High OCB	Index OCB (%)	ASN Performance

				Exceeding Its Duties (%)
2019	2.500	1.200	48	60
2020	2.450	1.250	51	62
2021	2.400	1.300	54	65
2022	2.350	1.350	57	68
2023	2.300	1.400	61	70

Source: Tegal City Government Internal Survey.

Initial survey results regarding OCB and additional performance indicate that, despite an increase in OCB behavior, this is driven by a shortage of human resources that forces civil servants to exceed their formal responsibilities. The following graph shows the trend of increasing OCB indexes and civil servant performance that exceeds their duties. The number of active ASNs in 2019 was 2,500 employees. however, over time, this number decreases gradually each year. In 2020, the number of active ASNs dropped to 2,450, then to 2,400 in 2021, 2,350 in 2022, and finally 2,300 employees in 2023. This decrease in the number of active ASNs may be due to several factors, such as retirement, resignation, or the lack of acceptance of new ASNs that are unable to cover the number of outgoing ASNs.

Organizational Citizenship Behaviour (OCB) refers to voluntary employee behaviour that goes beyond the employee's formal duties, such as helping colleagues or taking additional initiatives. In 2019, there were 1,200 ASNs with high OCB. This number increases every year, where in 2020 the number rises to 1,250, in 2021 to 1,300, in 2022 to 1,350, and reaches 1,400 ASN in 2023. The increase in the number of ASNs with high OCB indicates that more and more employees are willing to contribute more than expected in the formal duties of employees.

The OCB index is the percentage of ASNs who demonstrate high OCB behaviour compared to the total number of active ASNs. In 2019, 48% of total ASNs demonstrated high OCB. This percentage continues to increase each year: 51% in 2020, 54% in 2021, 57% in 2022, and reaching 61% in 2023. This increase in the OCB index reflects a greater awareness among employees to contribute more, despite an overall decrease in the number of active employees.

These phenomena indicate the importance of conducting an in-depth study of the Effect of Competencies and Job Characteristics on OCB and its Impact on the Performance of Tegal City Government Employees, which is a form of extra contribution from employees outside the formal role. This study is expected to provide a more comprehensive insight into how to improve employee welfare and organisational effectiveness, especially amid the challenges of limited human resources.

REVIEW OF LITERATURE

Competence

Competence according to is a basic characteristic possessed by an individual that is causally related to fulfilling the criteria required in occupying a position (Spencer & Spencer, 2020). Sedarmayanti (2020) states that competence is an organisational resource that can be developed. Meanwhile, Moehariono (2020) states that competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards. Government Regulation Number 11 of 2017

concerning Civil Servant Management, that competence is the ability and characteristics possessed by an ASN in the form of knowledge, skills and behavioural attitudes required in carrying out the duties of his/her position.

Spencer and Spencer (2020) explained that competence consists of 5 (Five) Characteristics, namely 1) motives, which drive, direct and select behaviour towards certain actions or goals and away from others; 2) traits, is a character that makes people to behave or how someone responds to something in a certain way; 3) self concept, is the attitude and values that a person has; 4) knowledge, is the information that a person has for a particular field; 5) skill, the ability to carry out a particular task both physically and mentally.

Job Characteristics

The term job characteristics according to Hackman and Oldham (1975) Job characteristics are the variety of skills, task identity, task specificity, autonomy and feedback performed by workers / employees in performing their duties which can affect the level of job satisfaction (J. L. Gibson et al., 2020). Job characteristics are the process of making work more meaningful, interesting and challenging so that it can prevent someone from boredom from monotonous work activities (Wijanarko & Tjahjaningsih, 2022). According to Robbins & Judge (2020), job characteristics are efforts to identify the task characteristics of the job, how these characteristics are combined to form different jobs and their relationship with motivation, job satisfaction and employee performance. Meanwhile, according to Rahmadalena & Asmanita (2020) the definition of job characteristics is aspects specific to a job, such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed that are important causes of employee health”.

According to Hackman and Oldham (1980), there are five dimensions of job characteristics namely Skill Variety, Task Identity, Task Significance, Autonomy, Feed back. The five dimensions of job characteristics create a person's level of psychological reaction about the meaning, responsibility and knowledge generated from the job which ultimately has an impact on employee motivation, performance, and job satisfaction as well as the level of absenteeism and employee turnover. The relationship between indicators of job characteristics, psychological reactions, and work outcomes (Tuurmaida, 2022).

Organizational Citizenship Behavior (OCB)

OCB is a worker's contribution beyond the formal job description and involves several behaviours, including helping others, volunteering for extra tasks, complying with rules and procedures in the workplace (Rijanti et al., 2023). Robbins & Judge (2020) states that OCB is behaviour that is not part of the tasks that have been formally required for an employee but overall encourages the effective functioning of the organisation. Whereas Luthans (2020) defines OCB as extra individual behaviour, which is not directly or explicitly identifiable in a formal work system, and which in aggregate is able to increase the effectiveness of organisational functions.

OCB involves several behaviours, including helping others, volunteering for extra tasks, complying with workplace rules and procedures. These behaviours illustrate "employee value-added" and are a form of prosocial behaviour, which is positive, constructive, and meaningful helping social behaviour. Organ & Konovsky (1989) categorise OCB into altruism and behaviours that are obedient, respectful, take the initiative to help others indiscriminately, do not waste work time, can work better without having to

be supervised by leaders, are able to provide ideas or advice for improvement to colleagues (Vigoda-Gadot & Angert, 2020)

The term OCB was first proposed by Organ & Konovsky (1989), who proposed five primary dimensions of OCB, namely 1) Altruism, is the behaviour of employees in helping their colleagues who are experiencing difficulties in the situation being faced either regarding tasks in the organisation. This dimension leads to giving help that is not an obligation that is borne; 2) Courtesy, is a behaviour that describes the form of employee loyalty to the company with involvement in organisational functions; 3) Civic virtue, behaviour that indicates responsibility for organisational life; 4) Conscientiousness, behaviour that exceeds the minimum prerequisites such as attendance, compliance with rules, and so on and 5) Sportsmanship, which indicates sportive behaviour, does not like to protest, has good behaviour, for example working without complaining.

Employee Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2020). Performance is the result of work that can be achieved by a person or group of people in an organisation in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organisation concerned legally, not against the law and in accordance with morals and ethics (Sedarmayanti, 2020). The definition of performance is basically the activities and results that can be achieved or continued by a person or group of people in carrying out tasks, work well, meaning that it reaches the targets or work standards that have been set before and or can even exceed the standards set by the company in a certain period (Wibowo, 2019).

According to Campbell performance is a behaviour / action that is relevant to organisational goals, where the specifications of this assessment represent an assessment decision made by experts (Sutrisno, 2019). Performance appraisal activities can improve personnel decisions and provide feedback to employees about their performance (Rivai, 2021). Performance has an important meaning for employees, because the existence of performance appraisals means that employees get attention from their superiors, besides that it will increase employee morale, because with this performance appraisal outstanding employees are promoted, developed and rewarded for these achievements, on the other hand employees who do not perform will be demoted (Sinambela, 2020).

Government Regulation of the Republic of Indonesia Number 30 of 2019 indicates that ASN work performance assessment is carried out based on the principles of: objective, measurable, accountable, participatory and transparent. ASN work performance assessment consists of elements: SKP and work behaviour. Employee work targets, hereinafter abbreviated as SKP, are employee work plans that are prepared based on the agency's annual work plan and targets to be achieved from each performance of position duties by an ASN. The work plan and target are prepared at the beginning of each year by the employee, and must be approved by the immediate supervisor/assessing official. Sanctions for employees who do not prepare SKP are regulated in PP No. 94 of 2021 concerning Disciplinary Penalties for Employees (Budiarti, 2024).

RESEARCH METHOD

The type of research used is quantitative research. Information collection was carried out by distributing to respondents, namely Tegal City Government employees using purposive sampling with ASN criteria with a minimum of 2 years to ensure they have sufficient understanding and experience related to competencies and job characteristics; ASN with permanent employment status, not contract or honorer, to ensure stability in work and the relevance of the data obtained and ASN with a minimum education level of Diploma to ensure the ability to understand the concepts measured in the study and obtained a sample of 120 respondents. Data analysis was carried out using multiple regression analysis and Sobel test with the help of the SPSS version 26 application.

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Regression analysis is basically the study of the dependence of the dependent variable (bound) with one or more independent variables (explanatory / free variables).

Table.3

Summary of Multiple Linear Regression Test

NO	Regression Model	Model Testing			Regression Test		Information
		Adjusted R ²	Uji F		B	Sig	
			F _{count}	sig			
I	Regression Model I The effect of competence and job characteristics on OCB $Y_1 = 1,065 X_1 + 0,909 X_2$	0,730	137,862	0,000			
	Competence on OCB				0,456	0,000	H ₁ accepted
	Job characteristics on OCB				0,476	0,000	H ₂ accepted
II	Regression Model II The effect of competence, job characteristics and OCB on employee performance $Y_2 = 0,403X_1+0,265X_2+0,457Y_1$	0,808	142,946	0,000			
	Competence on employee performance				0,226	0,007	H ₃ accepted
	Job characteristics on employee performance				0,182	0,019	H ₄ accepted
	OCB on employee performance				0,600	0,000	H ₅ accepted

Source: Primary data, processed in 2025

The following is an explanation of the table above. In the calculation of multiple regression analysis, model I can be entered into the regression equation as follows:

$$Y_1 = 0,456 X_1 + 0,476 X_2$$

Based on the regression equation above, it can be seen that:

1. The results of the regression analysis of model I show that competence affects OCB seen from the positive coefficient value of 0.456 and a significance value of 0.000 less than 0.05 means that competence has a positive and significant effect on OCB, the higher the

competence of employees, the OCB of employees in the Tegal City Government will increase.

2. The results of the regression analysis of model I show that Job Characteristics affect OCB seen from the positive coefficient value of 0.476 with a significance value of 0.000 less than 0.05 so it can be concluded that Job Characteristics have a positive and significant effect on OCB, the better the Job Characteristics, the OCB of employees in the Tegal City Government will increase..
3. The competency variable has a more dominant influence on OCB compared to job characteristics because it has a greater β value..

In the calculation of multiple regression analysis model II can be entered into the regression equation as follows:

$$Y_2 = 0,226X_1 + 0,182X_2 + 0,600Y_1$$

Based on the regression equation above, it can be seen that:

1. The results of model II regression analysis show that competence affects employee performance seen from the positive coefficient value of 0.226 with a significance value of 0.007 smaller than 0.05 so it can be concluded that competence has a significant effect on employee performance, the higher the competence of employees, the performance of employees in the Tegal City Government will increase..
2. The results of the regression analysis of model II show that job characteristics affect employee performance as seen from the positive coefficient value of 0.182 with a significance value of 0.019 less than 0.05 so it can be concluded that job characteristics have a positive and significant effect on employee performance, the better job characteristics, the performance of employees in the Tegal City Government will increase.
3. The results of the regression analysis of model II showed that OCB had an effect on employee performance seen from the positive coefficient value of 0.600 with a significant value of 0.000 less than 0.05 so it can be concluded that OCB has a positive and significant effect on employee performance, the higher OCB, the performance of employees in the Tegal City Government will increase..
4. OCB variable has a more dominant influence on employee performance compared to competence and job characteristics because it has a greater β value..

Model Testing

Coefficient of Determination

Based on the results of regression analysis, it can be seen that the Adjusted R2 value is 0.730, which means that OCB can be explained through competency variables and job characteristics by 73%. While the rest (27%) is explained by other variables that are not included in the model. The Adjusted R2 value is 0.808, which means that employee performance can be explained through competency variables, job characteristics and OCB by 80.8%. While the rest (19.2%) is explained by other variables that are not included in the model.

Model Significance Test (F Statistic Test)

Based on the results of regression analysis, it is known that Significance of 0.000 < 0.05. So it can be concluded that the research H0 is rejected and Ha is accepted. In other words, the regression coefficient has a significant effect in the model. This indicates that the model

can be used to linearly predict Y1 or it can also be said that competence and job characteristics affect OCB linearly and it is said that the research model is fit.

Based on the results of the regression analysis, it is known that the Significance value is $0.000 < 0.05$, it can be concluded that the research H0 is rejected and Ha is accepted. In other words, the regression coefficient has a significant effect in the model. This indicates that the model can be used to linearly predict Y2 or it can also be said that work life, job characteristics and OCB affect employee performance linearly and it is said that the research model is fit.

Mediation Effect Test

The test was conducted to determine the mediating effect of OCB variables. Testing the mediation hypothesis can be done with a procedure developed by Sobel (1982) and known as the Sobel test. The Sobel test is conducted by testing the strength of the indirect effect of the independent variable (X) on the dependent variable (Y2) through the intervening variable (Y1)..

Table 4
Mediation Test Results Using the Sobel Test

Mediation Test	Zcount	Sig	Information
Competence and employee performance through OCB	7,601	0,000	Significant
Job Characteristics on Employee Performance through OCB	7,551	0,000	Significant

1. Indirect effect of competence on employee performance through OCB
Based on the results of the analysis, it can be seen that the indirect effect of competence on employee performance (Y2) through OCB (Y1) which is the result of multiplying the coefficient between b (MX) and b (YM.X), obtaining a Zhitung value of $7.601 > Z_{table}$ of 1.96 with a significance value of 0.000 less than 5% so it can be concluded that the OCB variable plays a role in mediating competence on employee performance.
2. Indirect effect of job characteristics on employee performance through OCB
Based on the results of the analysis, it can be seen that the results of calculating the indirect effect of Job Characteristics on employee performance (Y2) through OCB (Y1) which is the result of multiplying the coefficient between b (MX) and b (YM.X), obtained a Zcount value of $7.551 > Z_{table}$ of 1.96 with a significance value of 0.000 less than 5% so it can be concluded that the OCB variable plays a role in mediating Job Characteristics on employee performance.

CONCLUSION

Based on the formulation of the problem and objectives presented in this study, then associated with the research findings and discussion, it can be made several conclusions that competence and job characteristics affect OCB. Competence, job characteristics and OCB affect employee performance in Tegal City Government. OCB is able to mediate the influence of competence and job characteristics on employee performance in Tegal City Government.

REFERENCES

- Akbar, M. Al. (2021). Pengaruh Karakteristik Pekerjaan, Organisasi Dan Individu Terhadap Kinerja Karyawan (Studi kasus pada resto MR.M4T Kota Malang). *E – Jurnal Riset Manajemen PRODI MANAJEMEN*, 55–63.
- Ansar, N. A. (2024). Pengaruh Organizational Citizenship Behavior (Ocb) Dan Burnout Terhadap Kinerja Karyawan Dinas Pekerjaan Umum Bina Marga Provinsi Jawa Timur. *Jurnal Ilmu Dan Riset Manajemen*, 13(7), 1–14.
- Arianto, A., & Tjahjaningsih, E. (2025). Pengaruh Kualitas Kehidupan Kerja dan Kepemimpinan yang Melayani Terhadap Kinerja dengan Organizational citizenship Behavior(OCB) Sebagai Mediasi. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 7(5), 1762–1779. <https://doi.org/10.47467/alkharaj.v7i5.7315>
- Azhari, M. I., & Priyono, B. S. (2022). Knowledge Sharing Dan Kompetensi Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behavior (OCB). *Jurnal E-Bis (Ekonomi-Bisnis)*, 6(1), 243–255. <https://doi.org/10.37339/e-bis.v6i1.863>
- Bangun, W. (2019). *Manajemen Sumber Daya Manusia*. Erlangga.
- Bedagama, F. M. H., & Tjahjaningsih, E. (2021). Bagaimana Komitmen Organisasional Memediasi Pengaruh Karakteristik Pekerjaan dan Employee Engagement terhadap Kinerja. *Telaah Bisnis*, 22(1), 19–28. <https://doi.org/10.35917/tb.v22i1.209>
- Budiarti, R. (2024). Kinerja Pegawai Aparatur Sipil Negara (ASN) Pada Kantor Kecamatan Bana Lawas Kabupaten Tabalong. *Jurnal Administrasi Negara*, 6(1), 182–188.
- Budiono, S., & Tjahjaningsih, E. (2024). Pengaruh Quality of Work Life dan Karakteristik Pekerjaan Terhadap Kinerja dengan Komitmen Organisasional Sebagai Variabel Mediasipada Dinas Kesehatan Kota Semarang. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(12), 8233–8242. <https://doi.org/10.47467/alkharaj.v6i12.4687>
- Bustomi, A., Sanusi, I., & Herman. (2020). Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja Pegawai Kementerian Agama Kota Bandung. *Tadbir Jurnal Manajemen Dakwah*, 5(1), 1–16. <https://doi.org/10.15575/tadbir.v5i1.2002>
- Dewi, S. S., & Kurniawan, I. S. (2023). Pengaruh Otonomi dan Beban Kerja Pada Kinerja Pegawai dengan Kepuasan sebagai Pemediasi. *Jurnal Orientasi Bisnis Dan Entrepreneurship*, 4(2), 129–143. <https://doi.org/10.33476/jobs.v4i2.4153>
- Dirga, V. A. K. (2024). Peran Organizational Citizenship Behavior Dalam Meningkatkan Pengaruh Pelatihan Dan Budaya Organisasi Terhadap Kinerja Karyawan. *Edunomika*, 08(01), 1–7.
- Faiza, G., Manalu, F. M., & Aziz, D. A. (2022). Pengaruh Kompetensi, Kompensasi, Motivasi Kerja Dan Organizational Citizenship Behaviour (OCB) Terhadap Kinerja Karyawan PT Techmicron. *Postgraduate Management Journal*, 2(1), 24–39. <https://doi.org/10.36352/pmj.v2i1.350>
- Fauziah, N. (2024). Pengaruh Organizational Citizenship Behavior terhadap Kinerja Karyawan (Studi pada PT Karya Marga Intinusa Probolinggo. *Jurnal Strategi Bisnis (JSB)*, 12(1), 8–17.
- Ferdinal, A. (2024). Pengaruh Talent Management, Dan Organization Citizenship Behavior (OCB) Terhadap Kinerja Karyawan Pada PT. Dharmasraya Sawit Lestari. *INNOVATIVE: Journal Of Social Science Research*, 4(4), 3385–3397.
- Gibson, J. (2020). *Organisasi dan Manajemen, Perilaku, Struktur, Prose*. Erlangga.

- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (2020). *Organisasi: Perilaku, Struktur dan Proses*. Erlangga.
- Hakim, M., Kamase, J., Serang, S., & Arfah, A. (2021). Pengaruh Kepemimpinan, Kompetensi dan Kompensasi Terhadap Kinerja Guru Melalui Disiplin Kerja. *Journal of Management & Business*, 4(1), 8–115. <https://doi.org/10.37531/sejaman.v4i1.970>
- Hamdiah, Firman, A., & Sultan, M. S. (2023). Pengaruh Kompetensi, Penempatan Dan Kepuasan Kerja Terhadap Kinerja Pegawai Di Pemerintahan Kecamatan Lembang Kabupaten Pinrang. *Urnal Aplikasi Manajemen & Kewirausahaan MASSARO*, 5(1), 1–13. <https://doi.org/10.37476/massaro.v5i1.3417>
- Heldawati, F. A. dan G. W. (2022). Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Perawat. *Jurnal Keperawatan*, 14(3), 575–582.
- Hidayat, R. (2021). Pengaruh Motivasi, Kompetensi Dan Disiplin Kerja Terhadap Kinerja. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 5(1), 16–23. <https://doi.org/10.31294/widyacipta.v5i1.8838>
- Ira, Djalante, A., & Asniwati. (2023). Pengaruh Pengawasan, Disiplin Kerja, Kompetensi Terhadap Kinerja Aparatur Sipil Negara Pada Badan Kesatuan Bangsa Dan Politik Kabupaten Kepulauan Selayar. *Cendekia Akademika Indonesia*, 2(1), 1–14.
- Jalil, M. (2023). Karakteristik Individu, Karakteristik Pekerjaan dan Karakteristik Organisasi Pengaruhnya Terhadap Kepuasan Kerja. *Konsentrasi: Jurnal Manajemen Dan Bisnis*, 5(1), 92–103.
- Kasmawati, & Nujum, S. (2020). Pengaruh Kejelasan Peran Dan Motivasi Kerja Terhadap Kinerja Aparatur Sipil Negara Bidang Pengelolaan Barang Milik Daerah. *Tata Kelola*, 7(1), 213–225.
- Khoyrun, H., Sutanto, A., & Hidayat, A. C. (2022). Pengaruh Kompetensi, Motivasi, dan Lingkungan Kerja terhadap Kinerja Dosen Perguruan Tinggi Swasta Daerah Istimewa Yogyakarta. *Jurnal Ilmiah Global Masa Kini*, 11(1), 1–18. <https://doi.org/10.36982/jiegmk.v11i1.1059>
- Kojongian, V. V., Lengkong, V., & Raintung, M. C. (2021). Pengaruh Kompetensi, Komitmen Organisasi, Dan Kerjasama Tim Terhadap Kinerja Pegawai Di Rumah Sakit Bhayangkara Tingkat Iii Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 9(3), 1108–1117.
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Lukito, R. (2020). Pengaruh Organizational Citizenship Behavior Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Produksi PVC Di UD. Untung Jaya Sidoarjo. *AGORA*, 8(2), 1–9.
- Luthans, F. (2020). *Perilaku Organisasi*. Penerbit Andi.
- Mangkunegara, A. P. (2020). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mardiana, I., Kasmir, K., & Safuan, S. (2021). Pengaruh Kompetensi, Kompensasi terhadap Kinerja melalui Motivasi Karyawan SIMPro PT. Solusi Inti Multiteknik. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(1), 588–605.
- Moehersono. (2020). *Pengukuran Kinerja Berbasis Kompetensi*. PT Raja Grafindo Persada.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of

- organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157–164. <https://doi.org/10.1037/0021-9010.74.1.157>
- Putri, Y. D., & Utami, H. N. (2019). Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja (Studi Pada Tenaga Perawat Ruang Rawat Inap Rumah Sakit Baptis Batu). *Jurnal Administrasi Bisnis*, 46(1).
- Rahmadalena, T., & Asmanita, A. (2020). Pengaruh Employee Engagement, Karakteristik Pekerjaan Terhadap Kinerja Karyawan Pada PT. Bukit Asam, TBK Unit Dermaga Kertapati Palembang. *Jurnal Ilmiah Bina Manajemen*, 3(2), 68–76. <https://doi.org/10.33557/jibm.v3i2.1094>
- Ranupandojo, H., & Husnan, S. (2020). *Manajemen Personalia*. BPFE.
- Rijanti, T., Liana, L., Priyono, B. S., & Nadiroh, L. K. A. (2023). Peran moderasi organizational citizenship behavior (OCB) pada pengaruh kompetensi dan knowledge sharing terhadap kinerja. *JPPi (Jurnal Penelitian Pendidikan Indonesia)*, 9(4), 215–221. <https://doi.org/10.29210/0202312347>
- Rivai, V. (2021). *Manajemen Sumber Daya Manusia*. Rajawali Pers.
- Robbins, S. P., & Judge, T. A. (2020). *Perilaku Organisasi*. Salemba Empat.
- Sapitri, N. P. D. E., & Mahayasa, I. G. A. (2022). Pengaruh Kompetensi Dan Karakteristik Pekerjaan Terhadap Kinerja Pegawai. *Warmadewa Management and Business Journal (WMBJ)*, 4(1), 1–12.
- Sedarmayanti. (2020). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Mandar Maju.
- Selviandry, Y. (2024). Pengaruh Organizational Citizenship Behavior Dan Motivasi Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Bank Sumsel Babel Cabang Pagaralam. *Jurnal Ilmiah Ekonomi Dan Bisnis Universitas Multi Data Palembang*, 14(1), 324–330.
- Sinambela, L. P. (2020). *Kinerja Pegawai; Teori, Pengukuran dan Implikasi*. Graha Ilmu.
- Siyaphat, S., Kajornatthapol, P., Amornrat, Y., & Thumtheang, S. (2024). Investigation the Influence of Job Satisfaction as a Mediating Factor in the Relationship Between Transformational Leadership, Knowledge, Knowledge Management, Work Environment and Employee Performance. *Revista De Gestão Social E Ambiental*, 18(10), 1–15. <https://doi.org/10.24857/rgsa.v18n10-225>
- Spencer, L. M., & Spencer, S. M. (2020). *Competence at Work Models for Superior Performance*. Wiley India.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia (Keenam)*. Pranada Media Group.
- Syauqi, A. (2021). Pengaruh Kepemimpinan Dan Kompetensi Terhadap Kinerja Aparatur Sipil Negara Pada Direktorat Jenderal Pembangunan Dan Pemberdayaan Masyarakat Desa Kementerian Desa, Pembangunan Daerah Tertinggal Dan Transmigrasi. *Jurnal Adhikari*, 1(1), 1–15.
- Tiurmaida, T. I. (2022). Hubungan Antara Job Characteristics Dengan Employee Engagement Pada Karyawan PT X. *Character: Jurnal Penelitian Psikologi*, 9(4), 108–118.
- Triandani, S. (2020). Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja Karyawan Pada Pt. Inti Kharisma Mandiri Riau Pekanbaru. *Jurnal Al Iqtishad*, 10(1), 1–15.
- Vigoda-Gadot, E., & Angert, L. (2020). Goal Setting Theory, Job Feedback, and OCB:

- Lessons From a Longitudinal Study. *Basic and Applied Social Psychology*, 29(2), 119–128.
- Wibowo. (2019). *Manajemen Kinerja*. PT Raja Grafindo Persada.
- Wijanarko, N., & Tjahjaningsih, E. (2022). Pengaruh Leader Member Exchange (LMX), dan Karakteristik Pekerjaan terhadap Organizational Citizenship Behaviour (OCB) dengan Modal Sosial sebagai Variabel Moderat. *Jurnal Ekonomi Dan Bisnis*, 25(02), 160–170.
- Yulianto. (2020). Meningkatkan Kompetensi Aparatur Sipil Negara Dalam Pelayanan Publik Menuju Era New Normal. *Prosiding Seminar Stiarni*, 7(2), 36–45.