

## THE EFFECT OF WORK COMPETENCY, WORK MOTIVATION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE AT PT. BINA CERIA BERSAMA IN SURABAYA

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### ABSTRACT

*The purpose of this research is to analyze and interpret the influence of work competencies, work motivation, and organizational citizenship behavior on the organizational commitment and performance of employees of PT. Bina Ceria Bersama in Surabaya. The results in the study suggest that 1) Work competency has a significant effect on the organization's commitment to employees of PT. Bina Ceria Bersama in Surabaya. 2) Work motivation has a significant effect on the organization's commitment to the employees of PT. Bina Ceria Bersama in Surabaya. 3) Organizational Citizenship Behavior has a significant effect on the organization's commitment to employees of PT. Bina Ceria Bersama in Surabaya. 4) Work competency has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya. 5) Work motivation has no significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya. 6) Organizational Citizenship Behavior has no significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya. 7) The organization's commitment has a significant impact on employee performance at PT. Bina Ceria Bersama in Surabaya*

**KEYWORDS** *work competence, work motivation, organizational citizenship behavior, organizational commitment, employee performance*



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**How to cite:**

**E-ISSN:**

**Published by:**

Shientha Noer Iswibiarka Wibowo, I Dewa Ketut Raka Ardiana, Tri Andjarwati (2023). The Effect of Work Competency, Work Motivation, And Organizational Citizenship Behavior (OCB) On Organizational Commitment and Employee Performance at PT. Bina Ceria Bersama In Surabaya. Journal Eduvest. 3 (2): 504-523

2775-3727

<https://greenpublisher.id/>

## INTRODUCTION

According to Sudarmanto (2015: 3) human resources are one of the most determining factors for the success or failure of organizations in achieving goals, both public and private organizations. The performance quality factor is a driving force for every organization to accelerate the development and progress of the organization. Employee performance can affect the success of an organization. Employee performance is still a problem that must be faced by management, so that management, especially HR (Human Resource) management, must know the factors that affect the employee's performance. If in the previous era, employee performance was assessed by how many tasks had been completed according to the job description, then entering the era of the 4.0 industrial revolution today every member of the organization is required to have knowledge, creation, and innovation in supporting organizational progress. In achieving the goals of every organization in the era of the industrial revolution 4.0, the organization must always try to improve employee performance.

In an organization, everyone who works in it is required to have competence. Competence is the ability to do a job or task which is based on skills and knowledge and is supported by the work attitude demanded by the job. Competence can show skills and knowledge proven by professionalism in a certain field as the most important thing or as superior in that field. According to Spencer in Sudarmanto (2015: 46) competence is a basic characteristic and individual behavior related to effective reference criteria and superior performance in a job or situation.

According to Hasibuan (2019: 141) companies not only expect employees to be capable, capable, and skilled, but most importantly they want to work hard and want to achieve maximum work results. The importance of work motivation for employees to achieve goals needs to be considered, when companies provide motivation, employees will be more enthusiastic about working and more motivated to carry out their duties properly so that it will affect the achievement of company performance. Yuliana's research (2017) shows that competence has a significant positive effect on employee performance, while work motivation has no significant positive effect on employee performance.

One of the most important things that can determine the success and success of an organization or company is the human resources it has. Companies that can manage and optimize human resources in a quality manner will certainly achieve high success and productivity. Therefore, HR are very important and valuable assets for the company. One thing that can increase company productivity is behavior which of course leads to positive things or what is known as Organizational Citizenship Behavior (OCB).

Robbins and Judge (2017: 19) suggest that successful organizations need workers who do more than their usual job responsibilities - who will provide performance above expectations. OCB is behavior that is not part of the formal job requirements of workers, but contributes to the psychological and social environment in the workplace. Evidence indicates that organizations with such workers are superior to those who do not.

According to Podsakoff (2000: 513) OCB contributes to the organization in the form of increased productivity of coworkers, increased manager productivity, saves resources owned by management and the organization as a whole, helps maintain group functions, becomes very effective in coordinating work group activities, increasing the ability of the organization to attract and retain the best employees, increase organizational stability, increase the ability of the organization to adapt to environmental changes. OCB contributions are donors that may or may not be profitable in the future. The point is that increasing appreciation to OCB is both indirect and uncertain, compared to formal contributions such as high productivity or good techniques or innovative solutions (Organ & Ryan, 1995). In general, OCB refers to behavior that is not part of a formal employee job description (for example, helping colleagues; being polite to others), or employee behavior that is not formally valued (Jex, 2002).

Robbins and Judge (2017: 47) suggest that organizational commitment is the level at which a worker identifies an organization, its goals and hopes to remain a member. Organizational commitment is needed as an indicator of employee performance. Performance appraisal is an important factor for the success of an organization. Performance appraisal is also important because it reflects directly on the strategic plan of the organization, so the focus of performance appraisal in most companies remains on individual employees.

Performance is the result of work in quality and quantity achieved by a person in carrying out the tasks assigned to him in accordance with predetermined standards or criteria. Etymologically, performance is a word which in Indonesian comes from the root word "work" which translates the word from a foreign language achievement, it can also mean the result of work. Gibson (2003: 355) states that job performance is the result of work related to organizational goals, efficiency and other performance effectiveness.

Previous research on the influence of OCB on organizational commitment is rarely found, including research conducted by Idayanti Nursyamsi (2013) entitled "Organizational Citizenship Behavior and Empowerment on Organizational Commitment and Its Impact on Employee Performance". Researchers found that there is an influence of OCB and empowerment on organizational commitment at Bank Sulselbar in Makassar, organizational commitment has a direct effect on employee performance, there is an influence of OCB and empowerment has a direct effect on employee performance, and proves the existence of OCB and empowerment has an indirect effect on employee performance through organizational commitment. However, previous research on the effect of OCB on corporate organizational commitment has not been found.

The presence of the 4.0 industrial revolution as a milestone for technological and information change requires all components to adapt as soon as possible to the changes that continue to occur. The trend of technological evolution has become a challenge that needs serious attention from company management. Every business entity is required to always make a transformation in facing various business dynamics and challenges. Transformation is needed because the business world is running very dynamically, especially in the current era of disruption where the old

business landscape is threatened with becoming obsolete with the presence of various technological instruments resulting from the 4.0 industrial revolution.

The growing development of this industrial revolution requires all business entities to always improve the quality of their human resources in facing the emergence of new competitors in the business world. That is what drives PT. Bina Ceria Bersama to continue to innovate with the hope of surviving in the competition in the world of trade.

PT. Bina Ceria Bersama is the official distributor for Pertamina's products, especially SPBU (General Fuel Filling Stations) and lubricant products. PT. Bina Ceria Bersama has collaborated with Pertamina UPPDN V, which at that time was still located at Jalan Veteran No. 6-8 Surabaya and starting from 2000 its address at Jalan Jagir Wonokromo No. 88 Surabaya, which is now PT. Pertamina Lubricants. PT. Bina Ceria Bersama to date has collaborated with more than 500 large and medium scale companies for industry, shipping and transportation, including: PT. Tanto Intim Line, PT. Meratus Line, PT. Pelayaran Gurita Lintas Samudera, PT. Swadaya Graha (Semen Tuban Group), PT. PAL Indonesia, PT. Dharma Satya Nusantara, PT. Wonosari Jaya, PT. Indomulti Jaya Steel, PT. Ekamas Fortuna, PT. Sidomakmur Putra, PT. Grogol Sarana Transjaya, PT. Sopanusa Tissue, PT. Usda Seroja Jaya, and many others covering the territory of the Republic of Indonesia.

Departing from the background facing the industrial revolution 4.0 and the lack of research on the influence of OCB on company organizational commitment, researchers are interested in carrying out research with the title Effect of Work Competence, Work Motivation, and Organizational Citizenship Behavior (OCB) on Organizational Commitment and Employee Performance of PT. Bina Ceria Bersama in Surabaya.

### **Organizational behavior**

According to Robbins (2017: 6) organizational behavior is a field of study that invests the influence of individuals, groups and structures on behavior within organizations for the purpose of applying knowledge to increase organizational effectiveness. Furthermore, Thoha (2014: 5) argues that Organizational Behavior is a study concerning aspects of human behavior in an organization or a certain group.

### **Job competence**

Mathis & Jackson (2006: 241) explains that job competence is a basic characteristic that can be linked to an increase in the performance of individual employees or teams. Meanwhile, according to Wibowo (2016: 86), competence is defined as the ability to carry out or perform a job or task which is based on the skills and knowledge required by the job.

### **Work motivation**

Robbins (2017: 156) states motivation as a process that causes individual intensity, direction and persistence towards achieving goals. Intensity shows how hard a person is trying. But high intensity is unlikely to lead to good performance results, unless the effort is made in a direction that benefits the organization. Therefore, it must be considered the quality of the business and its intensity. Motivation has a dimension of continuous effort. Motivation is a measure of how long a person can keep their business. Motivated individuals will carry out tasks long enough to achieve their goals

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

According to Organ (in Titisari, 2014: 6) "Organizational Citizenship Behavior is the behavior of company employees aimed at increasing the effectiveness of company performance without neglecting individual employee productivity goals". The focus of this concept is to identify employee behavior which is often measured using traditional employee performance measurement tools.

### **Organizational Commitment**

Kreitner and Kinicki (2014: 165) define commitment as the degree to which a person recognizes an organization and is bound to its goals. This is an important work attitude because committed people are expected to demonstrate a willingness to work harder to achieve organizational goals and have a greater desire to stay with a company. Meanwhile Mathins and Jackson (2012: 122) suggest that commitment is the level to which an employee believes and accepts organizational goals and wishes to stay with the organization.

### **Employee performance**

Employee performance is the result or overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed. Mangkunegara (2016: 67) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Another opinion from (Edison, 2016: 190), employee performance is the result of a process that refers and is measured over a certain period of time based on predetermined terms or agreements.

## **RESEARCH METHOD**

The population in this study were all employees of PT. Bina Ceria Bersama, which consists of admin staff, marketing, warehouse, managers, IT, OB, supervisors, administrators, technicians and operators. Based on the consideration and the number of existing population, in this study the researchers took 100% of the total population. Location in this research took place at PT. Bina Ceria with Surabaya. The research time was carried out from 29 May 2020 to 20 June 2020. The data analysis technique in this study uses Structural Equation Modeling (SEM).

## **RESULT AND DISCUSSION**

PT. Bina Ceria Bersama is the Authorized Distributor for Pertamina Lubricants Sales in Region V, which serves the Surabaya and East Java areas in general. The company has served the automotive, industrial and marine sectors since 1988, and over the years the company has built a great reputation as a reliable Authorized Distributor, especially in the East Java region. PT. Bina Ceria Bersama sells Pertamina lubricants, automotive lubricants, industrial lubricants and marine

lubricant products. The company also has a dedicated service system for the industrial and marine sector available online to assist customers in obtaining professional advice in assisting in the selection of the right lubricant to protect customer investment.

The company's business scope combines the upstream and downstream sectors. The upstream sector includes the exploration and production of oil, gas and geothermal both domestically and abroad. These activities are pursued through the company's own operations and through partnerships in the form of joint operations with JOBs (Joint Operating Bodies), TACs (Technical Assistance Contracts) and JOCs (Joint Operating Contracts), while the downstream sector includes processing, marketing, trading and shipping. The commodities produced are petroleum and non-fuel oil, LPG, LNG, and petrochemicals to Lube Base oil. The company's product portfolio includes General Fuel Filling Stations (SPBU Pertamina), lubricants for automotive, industrial engine lubricants and lubricants for the shipbuilding industry. Retail networks are spread across strategic locations in the East Java region which aims to provide convenience and convenience to customers. As an Authorized Distributor of Pertamina Lubricants in East Java, PT. Bina Ceria Bersama offers more than just product sales, the company also provides solutions for lubricating oil needs for companies in the transportation, industrial and logistics fields.

### Analysis of Structural Equation Modeling (SEM)

#### SEM Assumption Testing

##### Multivariate Normality

Multivariate normality refers to the detection of the shape of the data distribution on the variable in a multivariate manner and its correspondence to the normal distribution. In SEM, testing multivariate normality done with the critical ratio (cr) in the multivariate kurtosis section, this cr value is also called the Z-value. If the Z-value is greater than the critical value, the data distribution is not normal, on the contrary, if the Z-value is smaller than the critical value, the data distribution is normal. The critical value can be determined based on the significance level of 0.05 (5%) which is equal to  $\pm 1.96$ .

**Table 1 Test Results Multivariate Normality**

Testing	Kurtosis	cr multivariate	Conclusion
Multivariate normality	11.6	1,785	cr is in the $\pm 1.96$ range, so the data is in <i>multivariate</i> normally distributed

The results of the normality test show that the cr multivariate is 1.785 which is in the range -1.96 to +1.96 at the 5% significance level, so it can be concluded that the data is multivariate normally distributed, so the assumptions are met and the analysis can be continued to the next stage.

##### Univariate Outlier

Outlier are observations or observations with unique characteristics that can be identified differently from other observations (Hair et al., 2014: 62). Univariate outlier detection can be done by calculating the Z-score value of each indicator. In

a sample of 80 or less, outliers are defined as observations with a Z-score outside the range of  $\pm 2.50$ , while in samples  $> 80$ , outliers are defined as observations with a Z-score outside the range of  $\pm 3$  (Hair et al., 2014: 65 ). The following is the result of univariate outlier detection with the Z-score statistic:

**Table 2 Test Results Univariate Outlier**

Variable	Indicator	Z-score		Terms	Information
		Min.	Max.		
Job Competence (X1)	X1.1	-2,759	1,705	-3 <Z-score <3	<i>non outlier</i>
	X1.2	-2,039	1,845	-3 <Z-score <3	<i>non outlier</i>
	X1.3	-2,514	1,324	-3 <Z-score <3	<i>non outlier</i>
	X1.4	-1,945	1,767	-3 <Z-score <3	<i>non outlier</i>
	X1.5	-2,502	1,926	-3 <Z-score <3	<i>non outlier</i>
	X1.6	-2,966	1,583	-3 <Z-score <3	<i>non outlier</i>
Work Motivation (X2)	X2.1	-1,769	1,994	-3 <Z-score <3	<i>non outlier</i>
	X2.2	-2,936	1,624	-3 <Z-score <3	<i>non outlier</i>
	X2.3	-1,792	2,312	-3 <Z-score <3	<i>non outlier</i>
Organizational Citizenship Behavior (X3)	X3.1	-1,971	1,932	-3 <Z-score <3	<i>non outlier</i>
	X3.2	-1,974	1,648	-3 <Z-score <3	<i>non outlier</i>
	X3.3	-2,083	1,718	-3 <Z-score <3	<i>non outlier</i>
	X3.4	-2,187	2,045	-3 <Z-score <3	<i>non outlier</i>
	X3.5	-2,473	1,912	-3 <Z-score <3	<i>non outlier</i>
	X3.6	-2,576	2,059	-3 <Z-score <3	<i>non outlier</i>
	X3.7	-2,301	1,778	-3 <Z-score <3	<i>non outlier</i>
Organizational Commitment (Z)	Z.1	-2,071	2,040	-3 <Z-score <3	<i>non outlier</i>
	Z.2	-2,435	2,275	-3 <Z-score <3	<i>non outlier</i>
	Z.3	-2,237	2,075	-3 <Z-score <3	<i>non outlier</i>
Employee Performance (Y)	Y.1	-2,187	1,701	-3 <Z-score <3	<i>non outlier</i>
	Y.2	-2,015	2,154	-3 <Z-score <3	<i>non outlier</i>
	Y.3	-2,026	1,840	-3 <Z-score <3	<i>non outlier</i>
	Y.4	-1,728	1,457	-3 <Z-score <3	<i>non outlier</i>
	Y.5	-1,622	1,638	-3 <Z-score <3	<i>non outlier</i>
	Y.6	-2,800	2,141	-3 <Z-score <3	<i>non outlier</i>

Table 2 shows the Z-score value for each indicator on the variable work competence, work motivation, organizational citizenship behavior, organizational commitment, and employee performance, all of which show the Z-Score value is in the  $\pm 3$  range, so univariably it can be concluded that all observations in the study none of them are defined as outliers.

#### Multivariate Outlier

Detection outliers multivariate can be done using Mahalanobis Distance (Mahalanobis d-Squared), the principle is that Mahalanobis d-Squared is a measure

to evaluate the position of each observation compared to the center of all observations on a set of variables (Hair et al., 2014: 67). If there are observations that result in the Mahalanobis d-Squared value greater than the chi-square value at  $df = \text{number of indicators}$  and a significance level of 0.001, then the observation is defined as multivariate outliers. The result of the calculation of the chi-square table with 25 degrees of freedom ( $\text{number of indicators} = 25$ ) is 52.62

**Table 3 Test Results Multivariate Outlier**

Observation number	Mahalanobis d-squared
15	41,194
21	37,526
42	36,852
17	36,805
93	36,478
4	35,209
58	32,703
33	32,113
39	31,397
46	31,015
96	30,927
78	30,053
67	30,031
59	30,009
88	29,355
28	29,185
54	28,951
11	28,507
35	27,659
18	11,441
14	9,058
45	8,741

The results of the detection of multivariate outliers based on Table 3 show that the observation that has the largest d-squared mahalonobis value is respondent number 15, which is 41.19, this value is still smaller than the maximum limit of the chi-square table of 52.62. Thus, none of the observations (respondents) were defined as outliers, so that all observations could be used for analysis.

#### Singularity and Collinearity

Collinearity or more commonly called multicollinearity is the level of relationship between independent variables. Too high a relationship between the independent variables will lead to redundancy of the influence, so that the influence of the independent variables which should be significant, can be insignificant. (Hair et al., 2014: 156).

Singularity detectable by value determinant covariance matrix. A very small determinant value (close to zero) is an indication of a collinearity or singularity



problem, while pdetectioncollinearity could using Variance Inflation Factor (VIF), which can also be used to measure the level of multicollinearity between independent variables with a limit of  $VIF < 10$  for the condition that multicollinearity does not occur (Hair et al. 2014: 157). The results of the singularity and collinearity evaluation are presented in the following table:

<b>Independent Variable</b>	<b>Variance Inflation Factor (VIF)</b>
Job Competence (X1)	1,137
Work Motivation (X2)	1,055
<i>Organizational Citizenship Behavior (X3)</i>	1,217
Organizational Commitment (Z)	1,401
<i>Determinant of sample covariance matrix = 9,515</i>	

Table 4 above shows that each independent variable produces a VIF value less than 10, so it can be concluded that there is no collinearity or multicollinearity between the independent variables, so that the assumption of no collinearity in the research model can be fulfilled. Furthermore, the value of the determinant of sample covariance matrix is 9.515, this value is far from zero, so it can be concluded that the assumption of no singularity in the research model can also be fulfilled.

#### **Measurement Model Analysis**

Measurement model analysis is also called the confirmatory factor analysis (CFA) test. CFA serves to identify whether the indicators are constructs of the research variables or in other words, these indicators are one unit or have undimensionality in reflecting the construct. The CFA test is carried out with three objectives, namely testing construct validity, construct reliability, and measurement model fit. Construct validity shows a test to determine the extent to which indicators measure constructs. In SEM, the construct validity test is done through convergent validity, with the rule of thumb, a construct is said to meet convergent validity if the indicator in the construct has a standardized regression weight (factor loading) value above 0.50 and the Average Variance Extracted (AVE) is also greater than 0.50. Furthermore, the construct reliability test is checked using the construct reliability number, a construct is said to be reliable if the construct reliability value is large than 0.70 (Hair et al., 2014: 605).

In this study, the CFA test will analyzed using AMOS 24.0 software which was carried out on each variable of work competence, work motivation, organizational citizenship behavior, organizational commitment, and employee performance. The results of the CFA test on each variable using AMOS 24 software are as follows:

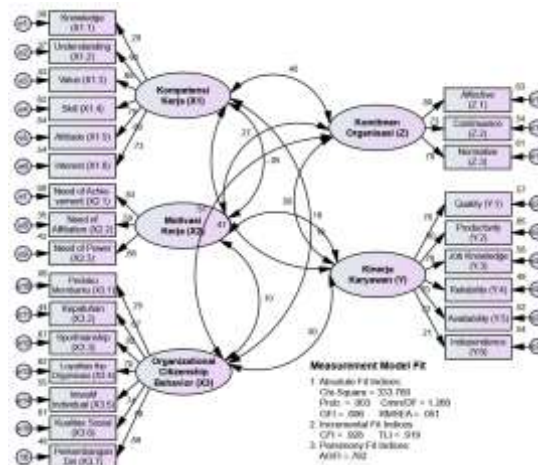


Figure 1 Results of Confirmatory Factor Analysis (CFA) Stage 1

The results of the CFA test above indicate that there are three indicators that have a factor loading value below 0.50, namely X1.1, X3.1, and Y.6, so that the three indicators are invalid in measuring variables and are subsequently excluded from the model. The CFA test will be recalculated (stage 2) without including invalid indicators. The results of the CFA stage 2 test on each variable using the AMOS 24 software are as follows:

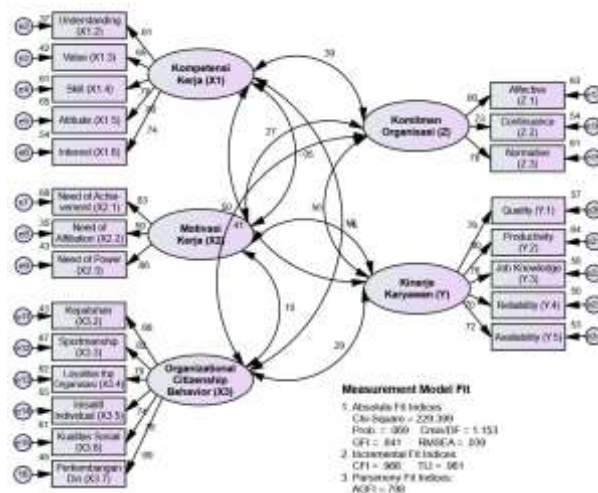


Figure 2 Results of Confirmatory Factor Analysis (CFA) Stage 2

Testing of measurement model fit uses GFI and CFI measures. Hair et al. (2014: 587) states that testing the fit of the model in the measurement model and in the structural model is to use at least one absolute fit indices and one incremental fit indices. The absolute index used is GFI, while the incremental index used is CFI, because this index is insensitive to the impact of the complexity of the model so it is most widely used (Hair et al., 2014: 580). Figure 2 shows the evaluation of the suitability of the measurement model resulting in a GFI value of 0.841 (marginal fit) and a CFI value of 0.966 (good fit), these two criteria conclude that the measurement model is fit with the data.

After the measurement model is fit, the next step is to test the construct validity and construct reliability, which test results can be seen in Table 5.17 below:

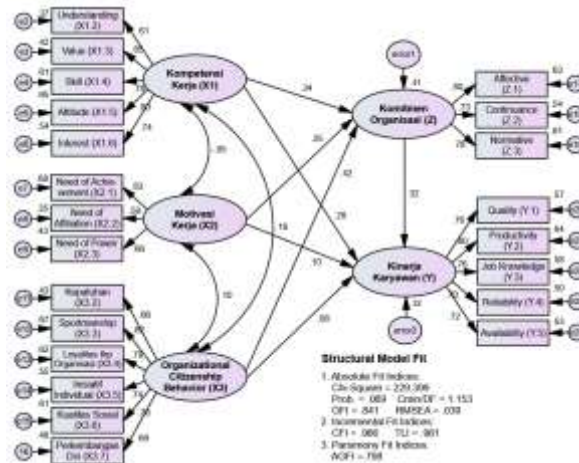
**Table 5 Results of Construct Validity and Reliability**

Variable	Indicator	Construct Validity		Reliability of the construct	
		<i>Factor Loadings</i>	Inf.	<i>Construct Reliability</i>	Inf.
Job Competence (X1)	X1.2	0.608	Valid	0.842	Reliable
	X1.3	0.651	Valid		
	X1.4	0.782	Valid		
	X1.5	0.803	Valid		
	X1.6	0.736	Valid		
Work Motivation (X2)	X2.1	0.827	Valid	0.770	Reliable
	X2.2	0.689	Valid		
	X2.3	0.658	Valid		
<i>Organizational Citizenship Behavior</i> (X3)	X3.2	0.656	Valid	0.884	Reliable
	X3.3	0.820	Valid		
	X3.4	0.786	Valid		
	X3.5	0.744	Valid		
	X3.6	0.784	Valid		
Organizational Commitment (Z)	X3.7	0.695	Valid	0.814	Reliable
	Z.1	0.796	Valid		
	Z.2	0.732	Valid		
Employee Performance (Y)	Z.3	0.782	Valid	0.865	Reliable
	Y.1	0.757	Valid		
	Y.2	0.800	Valid		
	Y.3	0.759	Valid		
	Y.4	0.705	Valid		
	Y.5	0.725	Valid		
	Terms	$\geq 0.50$		$\geq 0.70$	

Table 5 shows that each indicator on the variable work competence, work motivation, organizational citizenship behavior, organizational commitment, and employee performance, all of which have a factor loading value greater than 0.50, so that these indicators are valid in forming constructs and can be used to building models. Table 5.17 also shows that all constructs produce a construct reliability value greater than 0.70, so it can be concluded that these indicators are also reliable in reflecting the constructs of work competence, work motivation, organizational citizenship behavior, organizational commitment, and employee performance.

**Structural Model Analysis  
 Evaluation of Structural Model Fit**

After the measurement model analysis stage is met, the next step is structural model analysis. The structural model stage begins with an evaluation of the structural model fit (goodness of fit) which functions to ensure that the model developed is in accordance with the data (fit). The estimation results of the structural model and the value of the goodness of fit criteria are presented in Figure 3 below:



**Figure 3 Estimation Results Structural Equation Modeling**

The results of the calculation of the goodness of fit index values generated by the structural model of the SEM base model are as follows:

**Table 6 Criteria Goodness of Fit On Base Model SEM**

Goodness of Fit criteria	Model Test Results	Critical Value	Conclusion	
<i>Absolute Fit Indices</i>	Chi-square probability	0.069	≥ 0.05	<i>Good fit</i>
	Cmin / DF	1,153	≤ 2.00	<i>Good fit</i>
	GFI	0.841	≥ 0.90	<i>Marginal fit</i>
	RMSEA	0.039	≤ 0.08	<i>Good fit</i>
<i>Incremental Fit Indices</i>	TLI	0.961	≥ 0.95	<i>Good fit</i>
	CFI	0.966	≥ 0.95	<i>Good fit</i>
<i>Parsimony Fit Indices</i>	AGFI	0.798	≥ 0.90	<i>Poor fit</i>

Hair et al. (2014: 587) states that testing the suitability of the model on the structural model uses at least one criterion for absolute fit indices and one criterion on incremental fit indices. Hair et al. (2014: 580) also explained that the parsimony fit indices criterion is only useful for comparing the suitability of two models, one model is more complex than the other, with the aim of getting the best model, so this criterion is useless when assessing the suitability of a single model. In this study, the model suitability test was only carried out on a single model, so that the

criteria for the suitability of the model to be used were absolute fit indices and incremental fit indices.

The results of the structural model suitability test show all the model suitability criteria absolute fit indices and incremental fit indices have met the requirements (marginal fit or good fit), so that the estimation of the SEM model is good and acceptable. Additional detection to determine the suitability of the model is by standardized residual covariances. The value of standardized residual covariances generated from the structural model (Appendix 9) gives the lowest value (min) of -2.211 and the largest value (max) is 1.717, all the values of standardized residual covariances are within the range of  $\pm 2.58$ . Thus, because the size of the suitability criteria in the structural model is fit, and the value of standardized residual covariances is within the range of  $\pm 2.58$ , it can be concluded that the structural model is acceptable and can be continued to the next analysis.

#### Coefficient of Determination

Similar to regression analysis, SEM also issues output coefficient of determination (R<sup>2</sup>). Hair et al. (2014: 152) states that the coefficient of determination measures the proportion of the diversity of the dependent variable that can be explained by the independent variable. The results of the calculation of coefficient of determination (R<sup>2</sup>) the effect between variables in this study are presented in Table 7. below:

**Table 7 Coefficient of Determination (R<sup>2</sup>)**

Influence Between Variables	R <sup>2</sup>
Effect of X1, X2, and X3 on Z	R <sub>12</sub> = 0.411
Effect of X1, X2, X3, and Z on Y	R <sub>22</sub> = 0.317

Table 7 shows that R<sub>12</sub> is 0.411, meaning that the percentage of influence of work competence, work motivation, and organizational citizenship behavior on organizational commitment is 41.1%, while the remaining 58.9% is influenced by other variables. Furthermore, R<sub>22</sub> is 0.317, meaning that the percentage of influence of work competence, work motivation, organizational citizenship behavior, and organizational commitment to employee performance is 31.7%, while the remaining 68.3% is influenced by other variables.

#### Testing Structural Relationships

The next stage of structural model analysis is the testing of structural relationships, which is the examination of the estimated relationship parameters between variables that represent each theoretical hypothesis. The hypothesis can be accepted if the path parameters are statistically significant with the direction of influence as predicted, meaning that the path parameters must be greater than zero for the positive direction and less than zero for the negative direction (Hair et al., 2014: 589).

In testing structural relationships, a hypothesis is tested to test the significance of the influence between variables, using the critical ratio (CR) and probability values (p-value). If the CR value is  $\geq 1.96$  or the p-value is  $\leq 5\%$  significant, then it is decided that there is a significant influence between these variables, on the contrary, if the CR value is  $< 1.96$  or the p-value  $>$  level 5% real,

then it was decided that there was an insignificant influence between these variables. Following are the results of testing structural relationships in order to test each research hypothesis based on the SEM output:

**Table 8 Testing of Structural Relationships Between Variables**

Hip.	Structural Relations		<i>Std. Estimate</i>	CR	<i>P value</i>	Ket.
H1	Job Competence (X1)	→ Organizational Commitment (Z)	0.338	2,893	0.004	s
H2	Work Motivation (X2)	→ Organizational Commitment (Z)	0.250	2,093	0.036	s
H3	<i>Organizational Citizenship Behavior (X3)</i>	→ Organizational Commitment (Z)	0.421	3,607	0,000	S
H4	Job Competence (X1)	→ Employee Performance (Y)	0.280	2,221	0.026	S
H5	Work Motivation (X2)	→ Employee Performance (Y)	0.095	0.786	0.432	Ts
H6	<i>Organizational Citizenship Behavior (X3)</i>	→ Employee Performance (Y)	0.077	0.629	0.529	Ts
H7	Organizational Commitment (Z)	→ Employee Performance (Y)	0.325	2,061	0.039	S

Information: s (significant); ts (not significant)

Based on Table 8 above, it can be explained as follows:

**Effect of Work Competence on Organizational Commitment**

The results of testing the coefficient of the influence of work competence on organizational commitment show a significant effect, because  $CR \geq 1.96$  and the p-value  $\leq 5\%$ . The resulting coefficient of influence is 0.338 (positive), meaning that the higher the employee's work competence, the stronger the organizational commitment. Thus, the first hypothesis which states that job competence has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya, acceptable (H1 accepted).

SEM analysis results show that job competence has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya, so the higher the employee's work competency, the stronger the organizational commitment. The results of this test are consistent with the results of [Suhardi's \(2019\)](#) research which states that high employee competence will further strengthen their organizational commitment. The results of this study are also in line with [Putri, Hakim, and Makmur \(2015\)](#), [Nurlaely & Riani \(2016\)](#), [Afrilyan](#)

(2017), and Andriani and Djamil (2017), Yamali (2017), who in their research stated that work competence affects commitment. organization

### **Effect of Work Motivation on Organizational Commitment**

The results of testing the coefficient of the influence of work motivation on organizational commitment show a significant effect, because  $CR \geq 1.96$  and the p-value  $\leq 5\%$ . The resulting coefficient of influence is 0.250 (positive), meaning that the higher the employee's work motivation, the stronger the organizational commitment. Thus, the third hypothesis which states that work motivation has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya, acceptable (H2 accepted).

SEM analysis results show that job competence has a significant effect on the performance of employees of PT. Bina Ceria Bersama in Surabaya, so that the higher the employee's work competency, the higher the performance. The results of this test are consistent with the results of Suhardi's (2019) research which states that competence affects performance. The results of this study are also in line with Putri, Hakim, and Makmur (2015), Murgianto, Sulasmi, and Suhermin (2016), Yuliana (2017), Basori, Prahiawan, and Daenulhay (2017), Pramularso (2018), who in their research stated that that high employee competence will further improve their performance

### **The Effect of Organizational Citizenship Behavior on Organizational Commitment**

The results of testing the coefficient of the influence of organizational citizenship behavior on organizational commitment showed a significant effect, because  $CR \geq 1.96$  and the p-value  $\leq 5\%$ . The resulting coefficient of influence is 0.421 (positive), meaning that the higher the organizational citizenship behavior of employees, the stronger the organizational commitment. Thus, the fifth hypothesis which states that organizational citizenship behavior has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya, acceptable (H3 accepted).

SEM analysis results show that work motivation has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya, so the higher the employee's work motivation, the stronger the organizational commitment. The results of this test are consistent with the results of research by Putri, Hakim, and Makmur (2015) which state that work motivation can affect organizational commitment. The results of this study are also in line with Nurlaely & Riani (2016) and Andriani and Djamil (2017), Pramukti (2019), who in their research stated that work motivation affects organizational commitment.

### **The Effect of Job Competence on Employee Performance**

The results of testing the coefficient of the influence of work competence on employee performance showed a significant effect, because  $CR \geq 1.96$  and the p-value  $\leq 5\%$ . The resulting coefficient of influence is 0.280 (positive), meaning that the higher the employee's work competence, the higher the performance. Thus, the second hypothesis which states that job competence has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya, also acceptable (H4 accepted).

SEM analysis results show that work motivation has no significant effect on the performance of employees of PT. Bina Ceria Bersama in Surabaya, so that the higher the work motivation of the employees is not able to have a real impact on improving employee performance. The results of this test are inconsistent with the results of [Suhardi's \(2019\)](#) research which states that motivation affects performance. The results of this study are also inconsistent with [Putri, Hakim, and Makmur \(2015\)](#), [Murgianto, Sulasmi, and Suhermin \(2016\)](#), [Hidayahti \(2019\)](#), [Nurnangsih and Wahyono \(2017\)](#), and [Prabowo \(2018\)](#) who in their research also stated motivation affect performance. However, the results of this study are consistent with the results of [Yuliana's \(2017\)](#) study which also show that the effect of work motivation on performance is not significant.

#### **The Effect of Work Motivation on Employee Performance**

The results of testing the coefficient of the influence of work motivation on employee performance showed an insignificant effect, because  $CR < 1.96$  and the  $p\text{-value} > 5\%$ . The resulting coefficient of influence is only 0.095, meaning that the higher the work motivation of the employees is not able to have a big impact on improving performance. Thus, the fourth hypothesis which states that work motivation has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya, unacceptable (H5 rejected).

SEM analysis results show organizational citizenship behavior has no significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya, so that the direction of the relationship that shows the higher organizational citizenship behavior of employees, the stronger the organizational commitment has no meaning at all. The results of this test are inconsistent with the results of research by [Nursyamsi \(2013\)](#) which states that organizational citizenship behavior has a strong relationship with organizational commitment. The results of this study are also inconsistent with [Hasani, Boroujerdi, and Sheikhesmaeili \(2013\)](#), [Sumiati et al. \(2018\)](#) and [Bone \(2018\)](#), which in their research stated that organizational citizenship behavior is closely related to organizational commitment

#### **Effect of Organizational Citizenship Behavior on Employee Performance**

The results of testing the coefficient of the effect of organizational citizenship behavior on employee performance showed an insignificant effect, because  $CR < 1.96$  and the  $p\text{-value} > 5\%$ . The resulting effect coefficient is only 0.077, meaning that the higher organizational citizenship behavior of employees is not able to have a real impact on improving performance. Thus, the sixth hypothesis which states that organizational citizenship behavior has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya, not acceptable (H6 rejected).

SEM analysis results show organizational citizenship behavior has no significant effect on the performance of employees of PT. Bina Ceria Bersama in Surabaya, so that the higher organizational citizenship behavior of employees is not able to have a real impact on improving employee performance. The results of this test are not consistent with the results of [Lestari and Ghaby's \(2018\)](#) research which states that organizational citizenship behavior affects employee performance. The results of this study are also inconsistent with [Pratama, Sriathi,](#)



and Mujiati (2016) and Triandi (2017), which in their research stated that the OCB variables consisting of obedience, loyalty and participation have a very significant effect on employee performance.

### **The Effect of Organizational Commitment on Employee Performance**

The results of testing the coefficient of the influence of organizational commitment on employee performance show a significant effect, because  $CR \geq 1.96$  and the  $p\text{-value} \leq 5\%$ . The resulting coefficient of influence is 0.325 (positive), meaning that the stronger the employee's organizational commitment, the higher the performance. Thus, the seventh hypothesis which states that organizational commitment has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya, acceptable (H7 accepted).

SEM analysis results show that organizational commitment has a significant effect on the performance of employees of PT. Bina Ceria Bersama in Surabaya, so that the stronger the employee's organizational commitment, the higher the performance. The results of this test are consistent with the results of Hidayah's (2019) research which states that organizational commitment affects performance. The results of this study are also in line with Supiyanto (2015), Nurnangsih and Wahyono (2017) and Pratama, Sriathi, and Mujiati (2016), Murgianto, Sulasmi, and Suhermin (2016), Yamali (2017), who in their research also stated that commitment strong organization will further improve performance

## **CONCLUSION**

Based on the analysis that has been done, the following conclusions can be drawn job competence has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya.

Work motivation has a significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya.

Organizational Citizenship Behavior significant effect on organizational commitment to employees of PT. Bina Ceria Bersama in Surabaya.

Job competence has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya.

Work motivation has no significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya.

Organizational Citizenship Behavior has no significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya.

Organizational commitment has a significant effect on employee performance at PT. Bina Ceria Bersama in Surabaya.

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