



**ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB), AND
EMPLOYEE'S COMPETENCY TO PUBLIC SERVICE QUALITY
(SURVEY AT KANTOR KEMENTERIAN AGAMA KABUPATEN KERINCI, INDONESIA)**

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Abstract

The research is proposed to test the influence of organizational citizenship behavior (OCB), and employee competency on the quality of public services. The population in this study was the Sungai Penuh City community who had received service for the last 1 year at the Office of the Ministry of Religion of Kerinci Regency totaling 250 people. Furthermore, by using the Slovin formula, a sample size of 154 people was chosen with a sampling technique based on Simple Random Sampling. This study uses primary data and secondary data. Data analysis techniques used are path analysis and hypothesis testing using t test with data analysis using SPSS version 20. The results of the study based on showing that partially organizational citizenship behavior (OCB) and employee competence have a positive and significant effect on the quality of public services. The results also show that organizational citizenship behavior (OCB) acts as an intervening variable between employee competence and the quality of public.

Keywords: *Organizational Citizenship Behavior, OCB, Employee Competency, Quality Of Public Services*

INTRODUCTION

The execution of public service which is executed by governmental agencies concerned with the fulfilment of civilian rights and also fundamental needs from the public, is not clearly transparent based on their performances all this time. Nowadays, there are still many complain and report from the public such as, complicated procedures, no transparency and accountability, limited facilities, and lack of facilities and infrastructures for service. Theoretically, regional government can improve public service. This is because all creativity has been given to them to organize the public service in order to give public welfare. However, in practice, there are still too many obstacles to be faced. For example, budget which has been allocated by the government for public service is very limited, *mindset* of agents tends to put them as *the agent* in charge rather than *agent* of service.

Kantor Kementerian Agama Kabupaten Kerinci is one of ministry which is proposed to organize the government system in the matter of religious field. In general, service concerned with religion, which is executed by Kantor Kementerian Agama Kabupaten Kerinci, is pretty good. It is based on the idea that the policy of the service, which is given, has been compatible with vision and missions of Kantor Kementerian Agama Kabupaten Kerinci.

The result of interview with the residents shows their responses about the service done by Kantor Kementerian Agama Kabupaten Kerinci is quite variative, shown by positive and negative responses. Positive response from the residents about the service, especially direct service to them. Such as, the permission to recommend renovating the place for praying, service for waqaf area certificate writing, wedding, counselling for Sakinah family and registration for pilgrimage simulation, guidance and delivering and fetching. Beside that, there are some services that are felt lessly by them: the substitution of Al-quran and religious lecturing, zakat management, infaq, shadaqah, improvement of counselling and guiding quality on preaching institution and socio-religious events, guarantee for Halal foods and products. Meanwhile, negative responses concern with the intensity of service given by Kantor Kementerian Agama Kabupater Kerinci which only deals with significances for followers of particular religion.

This phenomenon is strengthened with the result of initial survey done by the residents who ever had business with Kantor Kementerian Agama Kabupaten Kerinci. Based on the result, there are some problems in Kantor Kementerian Agama Kabupaten Kerinci as follows: (1) The residents are less satisfied with the quality of service in Kantor Kementerian Agama Kabupaten Kerinci. (2) The employee is less reliable in serving the people. (3) The employee comes to the office only to do the daily routines without prioritizing higher reward achievement in working. (4) Job description, which is imposed to the employees, is less compatible with their

knowledge. (5) Experience of the employees is less assistive for their jobs which become their responsibilities. (6) The employees cannot finish the jobs that well because they are not synchronized with skill that they have. (7) The employees are less capable to use their creativity in order to improve performance of the company. (8) The employees are less cooperative among them in executing the job. (9) there is an incompatibility between service to the public and standard of service. The residents as clients in public services are increasing every day. Therefore, the residents, who want to be serviced and be satisfied, also increase in their quantity.

Low quality of services given to the public is assumed because of *Organizational Citizenship Behavior* (OCB) factor and competency of employees in Kementerian Agama Kabupaten Kerinci.

Organizational Citizenship Behavior (OCB) is a behavior which is not a part of formal responsibility for a member but it assists an organisation to be functionally more effective. If the member in the organisation has a pretty good OCB, the member can control his own behavior so he is able to determine the best attitude for his organisation. Many facts show that an organisation, which has members with good OCB, will have better performance than others (Organ et. al in Robbins and Judge, 2008:40). Based on initial observation, which was conducted by the researcher at Kantor Kementerian Agama Kabupaten Kerinci, it is known that employees' OCB in doing their jobs is relatively low. This matter is shown through indication that half of employees have lack of intention to achieve the reward in working in which they go to the office only to do the daily routine without prioritizing high reward achieving in working. For example, they only come and then go home. Low rate of employees' OCB at Kantor Kementerian Agama Kabupaten Kerinci in doing their jobs is surely affected by many factors. In order to achieve the aim of the office, main behaviour and values, which could unite perspectives of each individual in the office, are needed as values and norm which are obeyed by the members of the organisation.

In order to manifest optimal service to the public, the employees must have high competencies. Competencies is one of the individual ability aspects which consists of knowledge, skills, behaviour, values or individual characteristics to allow the employees achieving success and serving the public optimally. Low rate of employees' competency at Kantor Kementerian Agama Kabupaten Kerinci is caused by incompatibility between imposed job description of employees and their knowledge. Their experiences in working cannot assist their job that much as their responsibilities. They cannot finish the job well because there is no compatibility with their skills. They are also lack of creativity in doing their jobs to improve performances of the company. They are less cooperative with each other in finishing the job.

The execution of job in Kantor Kementerian Agama Kabupaten Kerinci all this time shows lack of significant achievement to employees' improvement and ability in general. It is caused by low rate of service quality. This low rate of service quality is assumed as the effect of less OCB rate possessed by the employees and no optimal execution at employees' competency. Based on the background, there are some problems which are formulated as follows: (1) How are the effects of employee's competency to public service quality. (2) How are the effects of *Organizational Citizenship Behaviour (OCB)* to public service quality. (3) How are the effects of competency to *Organizational Citizenship Behaviour (OCB)*? (4) How is the role of *Organizational Citizenship Behaviour (OCB)* as *intervening* variable between competency and public service quality?

METHOD OF THE RESEARCH

The design of the research is causal research which analyses the correlation between one *variable* or more to other variables (Bungin, 2010). In the context of this research, the variables are *Organizational Citizenship Behaviour (OCB)*, competency and public service quality.

The target population of this research is residents of Kabupaten Kerinci. *Simple Random Sampling* technique is used. Sample size was determined based on calculation with Slovin equivalence within tolerated missing level at 5%. By using the equivalence, it was obtained to be 154 respondents from people who ever got service from Kantor Kementerian Agama Kabupaten Kerinci.

The technique of data collection used is questionnaire on likert scale. Before questionnaires were used, Validity and reliability test was conducted first. Technique of data analysis, used in this research, is path analysis. Then, hypothesis was tested by using t-test at significant value $\alpha = 0.05$.

FINDINGS AND DISCUSSION

Before path analysis was conducted, pre-requirement tests were applied; (1) normality test (2) heteroscedasticity test. The result of these tests passed the requirement to conduct path analysis. The results of path analysis can be seen at the figure below:

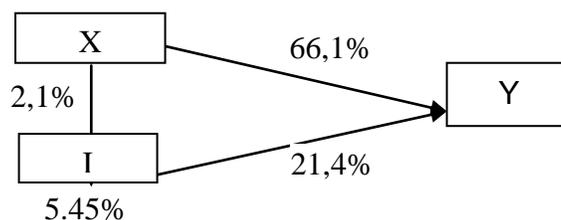


Figure 2 The Result of Path Analysis

The Effect of Employee's competency (X) to Public Service Quality (Y)

If rate of employee's competency variable is seen from the result of VRT, it is 66,12% or categorized as pretty good so it must be upgraded maximally. Meanwhile, the result of hypothesis 1 shows that employee's competency shows positive and significant effects to public service quality at Kantor Kementerian Agama Kabupaten Kerinci. Hence, if the competency of employee is raised so the quality of public service will also increase.

Results of simple linear regression analysis about the effects of competency to public service quality reaches coefficient rate 0.463. This matter shows that competency has effects to public service quality for 0.463 rate and competency has positive and significant effects to service quality so the higher competency rate, possessed by an employee, makes the rate of public service quality also higher. If the competency is increased so the public service quality also increases up to 46,3%.

The result of this research is relevant with another research, conducted by Septian Raharja (2015) entitled "The Effects of employee's competency to public service quality at Cabang Pelayanan Dinas Pendapatan Daerah Provinsi Jawa Barat Wilayah Kabupaten Subang in Kendari City". The result of this research shows that employee's competency (X) has significant effect to service quality (Y) simultaneously at 78,0%. Meanwhile, other variables (ϵ) affect service quality (Y) 22,0%. Partially, the effect of employee's competency (X) which is consist of 3 (three) employee's competency aspects, as follows: knowledge aspect (X_1) has effects to service quality (Y) up to 26,6%. Skills aspect (X_2) has significant effects to service quality (Y) up to 37,4% and behaviour aspect (X_3) has effects to service quality (Y) up to 14,0%. Among those three aspects, skills aspect (X_2) has the dominant effects partially to service quality (Y) at Kantor Dinas Pendapatan Cabang Pelayanan Kabupaten Subang up to 37,4%.

Thus, if Kantor Kementerian Agama Kabupaten Kerinci wants to improve public service quality, employee's competency must be improved because if there is no improvement so public service quality will decrease. Good competency possessed by the employee tends to increase public service quality and so vice versa.

The Effect of Organizational Citizenship Behaviour (OCB) (I) to Public Service Quality (Y)

If rate of Organizational Citizenship Behaviour variable is seen from the result of TCR, it is 65,67% or categorized as pretty good so it must be upgraded maximally. Meanwhile, the result of hypothesis 2 shows that Organizational Citizenship Behaviour (OCB) shows positive and significant effects to public service quality at Kantor Kementerian Agama Kabupaten Kerinci. Hence, if the Organizational Citizenship Behaviour (OCB) is raised so the quality of public service will also increase.

Results of simple linear regression analysis about the effects of OCB to public service quality reaches coefficient rate 0.813. This matter shows that OCB has effects to public service quality for 0.813 rate and individual characteristic has positive and significant effects to service quality so the higher OCB rate, possessed by an employee, makes the rate of public service quality also higher. If OCB is increased so the public service quality also increases up to 81,3%.

Result of the research is relevant with the research conducted by Rudyanto. 2012 entitled "The Effect of *Organizational Citizen Behaviour* to Service Quality, Satisfaction about The Service and Performances". The result of this research shows that *organizational citizen behaviour* also has positive and significant effects to service quality. Another research was also conducted by Joko Suyono (2015) entitled "The Effect of Organizational Citizenship Behavior on Performance within Service Quality, Satisfaction and Behavior Intention as Antecedent". Based on the results by using Structural Equation Modelling method of analysis, it is concluded that OCB has positive effect to consumer's perception about service quality. Second, OCB gives no effect to consumer's satisfaction. Third, OCB has no effect to consumer's behaviour intention. Fourth, OCB has positive effects on organisation performance. Last, service quality has positive effects on organisational performance.

Thus, if Kantor Kementerian Agama Kabupaten Kerinci wants to improve public service quality, OCB of the employees must be improved because if there is no improvement so public service quality will decrease. Good OCB possessed by the employee tends to increase public service quality and so vice versa.

The Effect of Employee's Competency (X) to Organizational Citizenship Behaviour (OCB) (I)

Results of simple linear regression analysis about the effects of competency to OCB reaches coefficient rate 0.051. This matter shows that competency has effects to OCB for 0,145 rate and the competency has positive and significant effects to OCB so the higher competency rate, possessed by an employee, makes the rate of OCB also higher. If the competency is increased so OCB also increases up to 14,5%.

The result of this research is relevant with another research, conducted by I Putu Trisnawan (2016) from Management major, Faculty of Economics, Universitas Mahasaraswati Denpasar entitled "The Effects of Organisational Culture and Competency to *Organizational Citizenship Behavior (OCB)* at Badan Keluarga Berencana dan Pemberdayaan Masyarakat Kota Denpasar". The result of this research shows that both organizational culture and competency partially have positive and significant effects to OCB and organizational culture has stronger effect rather than competency which is indicated with β values = 0,551 rather than competency which is only 0,331.

Thus, if Kementerian Agama Kabupaten Kerinci wants to improve OCB, competency of the employees must be improved because if there is no improvement so OCB will decrease. Good competency possessed by the employee tends to increase OCB rate and so vice versa.

The Effect of Organizational Citizenship Behaviour (OCB) as *Intervening Variable* between Competency and Public Service Quality

The result of path analysis shows that competency may affect service quality directly and also indirectly through *Organizational Citizenship Behaviour (OCB)* which belongs to *intervening variable* between the competency to service quality.

The rate of direct effect from the competency to service quality is 66,1% which means that if the given competency increases 66,1% so the service quality will also increase to 66,1%. The rate of OCB effect to public service quality is 21,4% which means that if the given OCB increase to 21,4% so the public service quality rate will increase to 21,4%. The effect of competency to public service quality has the biggest effect rather than OCB to public service quality. Therefore, Kantor Urusan Agama Kabupaten Kerinci must improve employee competency more to improve the quality of employee's service.

Indirect effect rate of competency to public service quality through OCB is at 5,45%. It means that the higher competency rate will cause higher OCB rate and then will cause higher public service quality and so vice versa. A lower competency rate will cause lower OCB rate and then will cause lower public service quality.

Result of the research is relevant with the research conducted by Puja Sulistyawan (2017) entitled "*Organizational Citizen Behaviour (OCB)* as mediator on the effect of competency and psychological capital to the performances (research at Badan Pusat Statistik Provinsi Jawa Tengah)". The result of this research shows that *Organizational Citizen Behaviour (OCB)* mediates fully the effect of competency to employees' performance at Badan Pusat Statistik so it can be comprehended that the effect of competency to performances is more effective through OCB mediation.

Thus, if competency is improved, OCB rate will also be increased so public service quality of Kabupaten Kerinci will also be increased. Good competency possessed by the employee tends to increase OCB rate and then will increase public service quality and so vice versa. If the competency is low, OCB rate will also be decreased and then will decrease public service quality.

CONCLUSION

Based on the findings which have been explained on the previous chapter, there are some conclusions which can be stated, as follows: (1) Competency of employees in Kantor Kementerian Agama Kabupaten Kerinci is categorized as pretty good category by the people with 66,12% on respondent achievement level (TCR). This matter indicates that competency is in pretty good category. Therefore, it can be said that people feel quite satisfied with competency of Employee in Kantor Kementerian Agama Kabupaten Kerinci. (2) Organizational Citizenship Behaviour (OCB) at Kantor Kementerian Agama Kabupaten Kerinci is categorized into pretty good category by the people with 66,12% on respondent achievement level (TCR). This matter indicates that OCB is in pretty good category. Therefore, it can be said that people evaluate OCB of employees in Kantor Kementerian Agama Kabupaten Kerinci as quite good. (3) Quality of public service at Kantor Kementerian Agama Kabupaten Kerinci is categorized into pretty good category by the people with 68,02% on respondent achievement level (TCR). This matter indicates that OCB is in pretty good category. Therefore, it can be said that people evaluate public service quality of employees in Kantor Kementerian Agama Kabupaten Kerinci as quite good. (4) There is a positive and significant effect of employee's competency variable to the quality of public service which is proven with coefficient value at 0,463 within $t_{hitung} > t_{tabel}$ ($2,631 > 1,98698$). It means that better employee competency will make better public service quality at Kantor Kementerian Agama Kabupaten Kerinci. Therefore, first hypothesis is accepted. (5) There is a positive and significant effect of Organizational Citizenship Behaviour (OCB) variable to the quality of public service which is proven with coefficient value at 0,813 within $t_{hitung} > t_{tabel}$ ($15,170 > 1,97569$). It means that better OCB will make better public service quality at Kantor Kementerian Agama Kabupaten Kerinci. Therefore, second hypothesis is accepted. (6) There is a positive and significant effect of competency variable to Organizational Citizenship Behaviour (OCB) which is proven with coefficient value at 0,145 within $t_{hitung} > t_{tabel}$ ($15,170 > 1,97569$). It means that better competency of employees will make better public service quality at Kantor Kementerian Agama Kabupaten Kerinci. Therefore, third hypothesis is accepted. (7) The rate of direct effect from the competency to public service quality will increase up to 66,1%. It means that if the rate of competency increases to 66,1%, service quality will also increase to 66,1%. The rate of OCB to public service quality is 21,4%. It means that if the rate of OCB increases 21,4%, public service quality will also increase 21,4%. The effect of competency to the service quality becomes the strongest effect rather than OCB to service quality. Therefore, Kantor Kementerian Agama Kabupaten Kerinci must improve competency of employees more than OCB to increase the service quality. (8) The indirect effect rate of competency to public service quality through OCB is 5,45%. It

means that if the competency rate is higher, OCB will also high and then will cause high rate of public service quality and so vice versa. If the rate of competency is lower, OCB will also low and then will cause low rate of public service quality.

SUGGESTIONS

Based on the analysis and discussion which have been mentioned before, there are some suggestions which are addressed to Kantor Urusan Agama Kecamatan Sungai Penuh, as follows: (1) Due to the improvement on public service quality, tangible indicator can be improved by creating clean rooms and by shaping reliable employees in Kantor Kementerian Agama Kabupaten Kerinci. (2) Improving employees' competency such as, improving working knowledge in which their knowledge should be compatible with the standard of Kantor Kementerian Agama Kabupaten Kerinci. (3) In order to improve Organizational Citizenship Behaviour (OCB), improvement on altruism indicator can be done where the employees voluntary themselves to work without being asked. (4) The effect of competency to service quality has the strongest effect rather than OCB. Therefore, Kantor Kementerian Agama Kabupaten Kerinci should improve employee's competency rather than OCB to increase service quality of the employee.

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