

# The Influence of Competence, Quality of Work Life on Performance of Employees of The Financial and Asset Management Agency Jember District Area through Organizational Citizenship Behaviour as an Intervening Variable

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## ABSTRACT

**Objective:** This study aims to test and analyze the effect of competence and quality of work of life on the performance of employees of the financial management and regional assets agency of Jember Regency through organizational citizenship behavior (OCB) as an intervening variable. **Method:** The research involved 80 respondents, and data were collected through questionnaire distribution. The analysis was conducted using inner model analysis and outer model analysis. **Results:** The findings indicate that competence has a significant positive effect on OCB. Quality of Work Life also has a significant positive effect on OCB. Furthermore, competence significantly positively affects employee performance, and Quality of Work Life also significantly positively affects employee performance. Additionally, OCB has a significant positive effect on employee performance. OCB is proven to mediate the effect of competence on employee performance and the influence of Quality of Work Life on employee performance. **Novelty:** This study highlights the mediating role of OCB in the relationship between competence, Quality of Work Life, and employee performance, providing deeper insights into human resource management in the financial management and regional assets agency of Jember Regency.

## INTRODUCTION

The Regional Financial and Asset Management Agency (BPKAD) has a role as a supporter of regional government affairs in managing regional finances and assets. In carrying out its duties, the Jember Regency BPKAD is guided by Jember Regent Regulation Number 25 of 2021 concerning the position, organizational structure, duties and functions and work procedures of the Jember Regency Regional Financial and Asset Management Agency. Where BPKAD carries out financial support functions consisting of 1 (one) secretariat section and 4 (four) fields. These fields include the budget field, accounting field, assets field and treasury field

Based on the number of Jember Regency Government Assets that have certification or already have legal documents compared to all Jember Regency Government assets, Jember Regency has certified almost all of the asset certification targets owned by the Jember Regency Government, which is 99.25%. This is proven by the award from the KPK for the steps to certify all regional assets of the Jember Regency Government in 2022 which was given directly by the Chairman of the KPK RI. In the 2023 target, several certification targets have not been fully met, such as all Paseban Coastline, Kencong District, which is lacking Some of them have not been certified as assets of the Jember Regency Government. There was a decrease in the realization of the comparative indicator target for 2023 and 2022 by 3.00% compared to 2022 due to a decrease in the

performance of employees of the Jember Regency Regional Financial and Asset Management Agency (BPKAD).

Based on the results of a survey conducted by researchers at the Management Agency Finance and Regional Assets (BPKAD) of Jember Regency related to competence shows that overall it is not in accordance with expectations, this is because the competence of each employee is not evenly distributed so that there are still some employees who do not want to learn in finding solutions to existing problems. In working, employees also do not have the enthusiasm to work so that it is likely to cause a decrease in performance levels.

Several empirical studies such as [1], [2], [3], [4], [5] state that competence has a significant influence on Employee Performance. This is in contrast to research conducted by [6], [7] which concluded that competence does not have a significant influence on Employee Performance.

Empirical studies such as [8], [9], [10], [11] state that Quality of Work Life has a significant influence on Employee Performance. This is in contrast to research conducted by [12] which concluded that Quality of Work of Life does not have a significant influence on Employee Performance.

Based on the presentation of empirical theory and research gaps and supported by data obtained by researchers from the Regional Financial and Asset Management Agency of Jember Regency, the title of this research is "The Influence of Competence and Quality of Work of Life on the Performance of Employees of the Financial and Regional Asset Management Agency of Jember Regency through Organizational Citizenship Behavior as an Intervening Variable".

## RESEARCH METHOD

Population is a combination of an element in the form of an event, thing or person who has similar characteristics that are the center of attention of a researcher because it is seen as a research universe [13]. The population in this study was all employees of the Financial and Regional Asset Management Agency of Jember Regency totaling 80 employees.

A sample is a part of its population, which includes some of its population members. In taking the sample, the Saturated Sample/Census Method is applied, namely a technique in determining the sample with all members of the population selected as samples [14].

In this study, the data used are primary data and secondary data. Primary data is data obtained directly from the object being studied. Primary data in this case is the identity of the respondents and the opinion data of all employees of the Financial and Regional Asset Management Agency of Jember Regency, which in this case includes Competence and Quality of Work Life, OCB, Employee Performance. Secondary data is supporting data to complement the primary data obtained indirectly. Secondary data in this study is in the form of a description General All employees of the Regional Financial and Asset Management Agency of Jember Regency.

The procedure for collecting and collecting research data is carried out by distributing questionnaires. The questionnaire is a list of statements to be answered by respondents, namely all employees of the Jember Regency Regional Financial and Asset Management Agency who are classified as millennials. The questionnaire contains statements related to the elements of Competence, Quality of Work Life, OCB, Employee Performance The questionnaire will be given to all employees of the Regional Financial and Asset Management Agency of Jember Regency.

Data analysis method is a method used to process research results in order to obtain a conclusion. By looking at the theoretical framework, the data analysis technique used in this study is path analysis using the SEM (Structural Equation Modeling) model or Structural Equation Model with the Warp PLS 7.0 program. SEM is a collection of statistical techniques that allow testing a series of relatively complex relationships simultaneously. This complex relationship can be interpreted as a series of relationships built between one or more dependent variables (endogenous) with one or more independent variables (exogenous), and these variables are in the form of factors or constructs built from several indicators that are observed or measured directly [15].

According to [15] SEM is described as an analysis that combines the approaches of factor analysis, structural models, and path analysis. SEM is a combination of separate statistical methods, namely factor analysis and simultaneous equation modeling.

## RESULTS AND DISCUSSION

**Table 1.** Reliability Test Result.

Research Variable	Cronbach's Alpha if item deleted	Reliability Standard	Information
Competence (X1)	0,651	0,60	Reliable
Quality Of Work Life (X2)	0,624	0,60	Reliable
OCB (Z)	0,694	0,60	Reliable
Employee Performance (Y)	0,658	0,60	Reliable

Shows the results of reliability testing on the Competence variable instruments (X1), Quality Work of Life (X2), OCB (Z), and Employee Performance (Y) with Cronbach's Alpha or  $r$  alpha values above 0.60. This proves that the research instrument in the form of a questionnaire is reliable because the  $r$  alpha has a greater value.

### Normality Test

According to Prayitno, the normality test is used to determine whether the data population is normally distributed or not. The normality test needs to be carried out to detect possible deviations in the drawing of research samples. This test is carried out using the Kolmogorov-Smirnov test by setting a confidence level of 5%. The results of the normality test are as follows:

Research Variable	Kolmogorov Smirnov Values	Information
Competence (X1)	0,185	Normally Distributed
Quality Of Work Life (X2)	0,134	Normally Distributed
OCB (Z)	0,124	Normally Distributed
Employee Performance (Y)	0,200	Normally Distributed

**Figure 1.** Comparison of success rate of items in the experimental and control class.

### Path Analysis

Track	Beta	Sig	a	Information
X1 → Z	0,552	0,003	0,05	Significant
X2 → Z	0,430	0,000	0,05	Significant
X1 → Y	0,525	0,005	0,05	Significant
X2 → Y	0,336	0,000	0,05	Significant
Z → Y	0,299	0,002	0,05	Significant

**Figure 2.** Clear line drawings are essential.

To analyze the first path, it can be explained that between Competence (X1) and OCB (Z) has a significant influence. This can be seen from the results of the significant value, which is 0.003, which is smaller than  $\dot{y} = 0.05$ . The second path between Quality Work of Life (X2) and OCB (Z) has a significant influence, which is 0.000, which is smaller than  $\dot{y} = 0.05$ . The third path between Competence (X1) and Employee Performance (Y) has a significant influence of 0.005, which is smaller than  $\dot{y} = 0.05$ . The fourth path between Quality Work of Life (X2) and Employee Performance (Y) has a significant influence of 0.000, which is smaller than  $\dot{y} = 0.05$ . The fifth path between OCB (Z) and Employee performance (Y) has a significant influence of 0.002, which is smaller than  $\dot{y} = 0.05$ .

From the results of the study, it can be seen that Competence has a significant positive influence on employee performance, Quality Work of Life has a significant positive influence on employee performance. OCB has a significant positive influence on employee performance. This proves that the existence of Competence, Quality Work of Life, OCB that are appropriate (good), will cause employee performance to increase, and vice versa that the absence of Competence, Quality Work Of Life, OCB that are appropriate (good), will cause employee performance to decrease, so it can be seen if the variables Competence, Quality Work Of Life, OCB are able to influence the performance of employees of the Financial Management Agency and Regional Assets of Jember Regency.

### The Influence of Competence on Employee Performance

The results of the path analysis on the t-test on the fourth hypothesis (H4) show that Competence has an effect on Employee Performance by looking at the significance level of 0.005. indicated by the regression coefficient is positive at 0.525 or 52.5% meaning that the better the Competence, the more Employee Performance will increase (H43 is accepted). Based on the descriptive analysis, it shows that the majority of respondents answered in agreement with the competency variable, meaning that the competency of

the Jember Regency Regional Financial and Asset Management Agency is good and appropriate.

### **The Influence of Quality of Work of Life on Employee Performance**

The results of the path analysis on the t-test on the fifth hypothesis (H5) show that Quality Work of Life has an effect on Employee Performance by looking at the significance level of 0.000. The effect indicated by the regression coefficient is positive at 0.336 or 33.6%, meaning that the higher the Competence, the higher the Employee Performance will be (H5 is accepted). Based on the descriptive analysis, it shows that the majority of respondents answered in agreement with the Quality Work of Life variable, meaning that the Quality Work of Life of the Regional Financial and Asset Management Agency of Jember Regency is good and appropriate.

### **The Influence of Competence on OCB**

The results of the path analysis on the t-test on the first hypothesis (H1) show that Competence has an effect on OCB by looking at the significance level, which is 0.003. The effect indicated by the regression coefficient is positive of 0.552 or 55.2% means that the better the Competence, the more OCB will increase (H1 is accepted). Based on the descriptive analysis, it shows that the majority of respondents answered in agreement with the competency variable, meaning that the competency of the Regional Financial and Asset Management Agency is good and appropriate. The training development indicator shows that there is training development and technical guidance so that it can support employees in working optimally and working beyond their main duties.

### **The influence of Quality of Work of Life on OCB**

The results of the path analysis on the t-test on the second hypothesis (H2) show that Quality of Work of Life influences the influence of OCB by looking at the level of significance which is 0.000. The relationship indicated by the regression coefficient is positive at 0.430 or 43%, meaning that the higher the Competence, the more OCB will increase (H2 is accepted). Based on the descriptive analysis, it shows that the majority of respondents answered in agreement with the Quality Work of Life variable, meaning that the Quality Work of Life of employees of the Regional Financial and Asset Management Agency of Jember Regency is high and in accordance with what the company has determined.

### **The Influence of OCB on Employee Performance**

The results of the path analysis on the t-test on the seventh hypothesis (H7) show that OCB has an effect on Employee Performance by looking at its significance level of 0.002. The effect indicated by the regression coefficient is positive at 0.299 or 29.9%, meaning that the higher the OCB, the higher the Employee Performance will be (H7 is accepted). Based on the descriptive analysis, it shows that the majority of respondents answered in agreement with the OCB variable, meaning that the OCB of the employees of the Jember Regency Regional Financial and Asset Management Agency is good and high.

### **The Influence of OCB Mediates the Influence of Competence on Employee Performance**

The results of the path analysis on the eighth hypothesis (H8) show that OCB mediates the influence of Competence on Employee Performance by 0.165 or 16.5%. The influence indicated by the regression coefficient is positive, meaning that the higher the OCB, the greater the influence of Competence on Employee Performance (H8 is accepted). Based on the results of the study, it shows that OCB mediates the influence of Competence on Employee Performance. This is because when employees of the Financial and Regional Asset Management Agency of Jember Regency have high OCB, they tend to be more easily adjusted to Competence so that they are able to produce high performance.

### **The Influence of OCB Mediates the Influence of Quality of Work of Life on Performance Employee**

The results of the path analysis on the ninth hypothesis (H9) show that OCB mediates the influence of Quality Work of Life on Employee Performance by 0.128 or 12.8%. The influence indicated by the regression coefficient is positive This means that the higher the OCB, the greater the influence of Quality of Work of Life on Employee Performance (H9 is accepted). Based on the results of the study, it shows that OCB mediates the influence of Quality Work of Life on Employee Performance. This is because the high Quality Work Of Life of employees of the Financial and Regional Asset Management Agency of Jember Regency is able to grow OCB so that employees work harder at work and are able to achieve the given targets.

## **CONCLUSION**

**Fundamental Finding :** Based on the description of the research results and discussion, the following conclusions can be drawn from the research: (1) Competence has a significant positive influence on Employee Performance (2) Quality of Work Of Life has a significant positive effect on Employee Performance Employees (3) Competence has a significant positive effect on OCB (4) Quality WorkOf Life has a significant positive effect on OCB (5) OCB has a significant positive effect on Employee Performance (6) The results of the path test show that OCB is proven to mediate the effect of Competence on Employee Performance (7) The results of the path test show that OCB is proven to mediate the effect of Quality of Work Of Life on Employee Performance. **Implication :** Based on the research results, discussions and conclusions obtained in this research, the suggestions submitted to the Regional Financial and Asset Management Agency of Jember Regency include: (1) The results of this research can be used as consideration in compiling strategies and policies to improve the performance of employees of the Regional Financial and Asset Management Agency of Jember Regency. (2) Improving Employee Performance such as providing soft skill training so as to improve the personal abilities of employees of the Financial Management Agency and Regional Assets of Jember Regency. **Limitation :** The limitation in this study is that the collection of questionnaire data is still relatively long because of the many agendas of the employees

of the Financial Management and Regional Asset Agency of Jember Regency so that the employees of the Financial Management and Regional Asset Agency of Jember Regency cannot immediately fill out the questionnaire that has been given. In addition, the researcher cannot fully control the answers given by the respondents, because it is possible that the respondents are not honest in filling out the questionnaire. **Future Research :** The suggestions submitted for further research include: (1) Sampling as a basis for the accuracy of measuring the influence between variables as a determination of whether or not variables have an influence, then it needs to be added again so that it becomes a differentiator between current researchers and subsequent researchers and sampling techniques can be more varied with sampling theories according to the needs of researchers. (2) Further researchers should be able to develop this research by adding variables or indicators that already exist in this research so that there is an increase in research and the results of this research can be used as a basis, and become a means to train scientific thinking based on the scientific disciplines obtained during lectures, especially those related to HR management. (3) Further researchers should accompany respondents in filling out the questionnaire so that they can explain the meaning of the statements in the questionnaire so that researchers get complete questionnaire answers for each statement so that the questionnaire can be filled out completely.

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