



The Hidden Link: How Organizational Citizenship Behavior Mediates Competence, Job Satisfaction, and Work Discipline in Boosting Employee Performance

Moh Abdul Rohman^{a,*}, Raden Andi Sularso^a, Sri Wahyu Lelly Hana Setyanti^a

^a Faculty of Economics and Business, University of Jember, Indonesia.

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ABSTRACT

This study aims to analyze the role of OCB on the influence of competence, job satisfaction, work discipline on employee performance through a systematic literature review approach. This study evaluated literature from various scientific databases, such as Google Scholar, published between 2020 and 2024. The search with an empirical focus on the variables studied. This analysis also used VosViewer software. The findings of the thematic analysis show the influence between competence, job satisfaction, work discipline and the mediating influence of OCB on employee performance. In addition to improving performance, OCB fosters an atmosphere that is flexible enough to adjust to organizational developments and conditions. This paper provides a theoretical contribution by compiling a comprehensive conceptual framework and offering practical insights for organizations that want to build strategies to improve employee performance in organizations.

*** Corresponding author:**

Moh Abdul Rohman 
E-mail:
230820101020@mail.unej.ac.id

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1. INTRODUCTION

Employee performance has been often referred to as a topic that is an indicator to describe the ability of an employee in measuring productivity and the quality of tasks and/or services provided to the community. According to [1] described performance as the results of work that had been achieved by someone in carrying out the tasks

assigned based on skills, experience, sincerity and punctuality.

Competence is one of the factors that influences employee performance. Competence is defined as a characteristic that underlies and relates to the effectiveness of an individual's performance in carrying out their work duties. Competence also has an important role, this is because competence

generally concerns a person's basic ability to do a job. With the competence that is possessed, a person will find it easier to complete the work according to the required standards [2].

According to several previous studies by [3–7] it is explained that competence influences employee performance. There are several main components that are important points for a person, including: knowledge, skills and attitudes of a person in carrying out their work duties. In a study by [7], the study was conducted on ASN of the Sinjai Regency Government, South Sulawesi and it was found that there was an influence of competence on employee performance. This shows that competence contributes to an employee's performance.

Another factor that influences employee performance is job satisfaction. Sinambela defines job satisfaction as "a person's feelings towards their work that are produced by their own efforts (internal) and supported by things from outside themselves (external), on work conditions, work results and the work itself" [8]. According to previous research by [6, 9–12], it shows that job satisfaction influences employee performance. Based on research by [6], it was found that employees feel more intrinsically satisfied than extrinsically. This is because there is no need for extrinsic reward-based assessments and long-term improvements in providing quality performance. Each employee will initiate voluntary actions outside of their job duties, have a sense of sacrifice, enjoy helping others and do not hesitate to offer advice to each other.

Furthermore, factors that can contribute to performance are work discipline. According to [13] defines work discipline as the awareness and willingness of an employee to obey the rules and norms set by the organization. It is expected that the implementation of high work discipline can contribute to improving employee performance. This is in line with the results of previous studies by [14–17] which show that work discipline influences employee performance.

The next factor that has an influence on employee performance is Organizational Citizenship Behavior (OCB), which is defined as the actions or behavior of an employee regardless of the

demands and obligations they have [18]. OCB is also defined as Organizational Citizenship Behavior which is referred to as the specific behavior of individuals who contribute to solving management problems. This is in accordance with the results of previous studies by [3, 4, 6, 9, 10, 12, 14, 17–19] and also [20] showing that OCB affects employee performance.

An employee who has high competence, job satisfaction and discipline tends to behave OCB towards his organization, so that indirectly it also has an impact on improving employee performance. The following are some studies that support OCB can mediate the influence of competence, job satisfaction and work discipline on employee performance:

- Previous research by [3, 7] shows that OCB mediates the influence of competence on employee performance.
- Previous research by [9] shows that OCB mediates the influence of job satisfaction on employee performance.
- Previous research by [14] shows that OCB mediates the influence of work discipline on employee performance.

Based on the research results that have been explained previously, several studies can be identified that support the role of OCB in mediating the relationship between competence, job satisfaction and work discipline and employee performance. Based on this, researchers are interested in conducting a literature review related to the role of Organizational Citizenship Behavior in mediating the Influence of Competence, Job Satisfaction, Work Discipline on Employee Performance.

2. LITERATURE REVIEW

2.1 Competence

Competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in their work. Therefore, individual performance in an organization is a way to increase the productivity of an organization [3]. Furthermore, [21] defines competence as an individual's ability to carry out a task properly and obtain benefits from information, skills, and attitudes. Competence is also defined by [22] as the ability, knowledge, skills, attitudes, values, behavior, and

characteristics of a person needed to carry out a particular job with optimal success.

2.2 Job Satisfaction

Job satisfaction is defined as "a set of employee feelings about whether or not their work is enjoyable". Based on the opinions of experts, Sinambela concluded the definition of job satisfaction as "a person's feelings towards work that is produced by his own efforts (internal) and supported by things from outside himself (external), on work conditions, work results and the work itself" [8]. Furthermore, [23] explains job satisfaction as a positive feeling about one's work and work conditions. According to [24], job satisfaction describes how happy, comfortable, or satisfied a person is with his work.

2.3 Work Discipline

Work discipline is defined by [25] as the ability and attitude to control oneself in order to obey a regulation set by an organization in order to achieve goals. Furthermore, [13] also defines work discipline as a person's awareness and willingness to obey all organizational regulations and applicable norms.

2.4 Organizational Citizenship Behavior

Organizational Citizenship Behavior is defined as an individual's behavioral actions of an employee, but this behavior is actually not carried out according to demands or obligations [18]. OCB is also known as a specific behavior of individuals in an organization that can make a major contribution to solving work problems in the field of management.

2.5 Employee Performance

Employee performance is one of the factors that influences the level of success of an organization. Employee performance is defined by [13] as the work results that have been achieved in carrying out the tasks that have been assigned to him based on skills, experience, sincerity, and punctuality. According to [15], employee performance is also defined as the extent to which a person achieves his goals and responsibilities in the context of work.

3. METHODS

This study uses a systematic literature review approach to analyze the relationship between competence, job satisfaction, work discipline, OCB and employee performance. This study uses secondary data based on literature. Literature searches were conducted through scientific databases such as Google Scholar, using the main keywords: competence, job satisfaction, work discipline, OCB and employee performance.

The selected studies include relevant quantitative and qualitative studies in the context of OCB and employee performance, with the final publication of 5 years between 2020 and 2024. The included literature meets the inclusion criteria, namely research that has an empirical focus on the variables discussed and provides significant data to support theoretical analysis. Once selected, the collected data was analyzed using a thematic approach to identify patterns, gaps, and relationships between key variables.

This study also utilizes meta-synthesis analysis to integrate findings from various sources, thus providing a holistic perspective on the topic discussed. To ensure that the literature studied and the research objectives are relevant, the coding process is carried out manually. This method seeks to provide a comprehensive and theoretically understandable framework. The relationship between employee performance with competence, job satisfaction, work discipline and OCB.

4. RESULTS AND DISCUSSION

4.1 Literature Review Analysis

The literature analysis table is in Table 1 as follows. Then the analysis overview using VosViewer in Fig. 1 as follows.

OCB is at the center as the main design, connecting various relevant elements in the context of management, job satisfaction, work discipline and performance. The connecting lines show the direct relationship between concepts, for example, organizational performance is closely related to job satisfaction and organizational citizenship behavior, while work discipline is connected to organizational performance. This figure shows that OCB not only

has an impact on the development aspect, but also on job satisfaction, work discipline, organizational performance, and organizational

behavior. For successful implementation, all elements need to be managed in an integrated manner.

Table 1. Literature Analysis.

Reference	Findings
Alhasani et al. [3]	Competence influences OCB Competence influences employee performance OCB influences employee performance OCB mediates the influence of competence on employee performance
Nurhafni et al. [4]	Competence has a significant positive effect on OCB Competence has a positive and significant effect on employee performance OCB has a positive and significant effect on employee performance
Putra [5]	Competence has a significant positive effect on employee performance Competence has a significant positive effect on OCB
Rejeki and Widigdo [6]	Job satisfaction has a significant partial effect on employee performance OCB has a significant partial effect on employee performance Competence has a significant partial effect on employee performance
Yusuf et al. [7]	Competence has a positive and significant effect on OCB OCB mediates the effect of competence on employee performance
Fitri and Endratno [9]	OCB has a negative effect on employee performance Job satisfaction has a negative effect on employee performance Job satisfaction has a positive effect on OCB OCB mediates job satisfaction on employee performance
Herawati et al. [10]	Competence has a significant effect on employee performance OCB has a significant effect on employee performance
Anshori et al. [11]	Job satisfaction affects employee performance
Rinaldi and Riyanto [12]	Job satisfaction affects OCB OCB affects employee performance Job satisfaction affects employee performance
Amal [14]	Work discipline influences employee performance Work discipline influences OCB OCB influences employee performance OCB mediates the influence of work discipline on employee performance
Rahayu and Nasution [16]	Work discipline has a negative and significant effect on employee performance Work discipline has a negative and significant effect on OCB
Saputri et al. [17]	Work discipline has a significant effect on employee performance OCB has a partial effect on employee performance
Kuswardaningrum and Rozak [18]	OCB influences employee performance Work discipline influences employee performance
Berdiyana et al. [19]	Job satisfaction has a positive effect on OCB OCB has a positive effect on employee performance.
Tsai [27]	Competence has a positive and significant effect on OCB OCB has a positive and significant effect on employee performance



Fig. 1. Analysis of using VosViewer.

4.2 Competency Analysis

According to [26], employee competency measurement is measured based on five dimensions, including: self-competence, cooperation competency, change competency, communication competency, and ethical competency. The competency indicators in Fig. 2 as follows.



Fig. 2. Competency Indicators.

According to [21], there are three main components of competency which are explained as follows:

- Knowledge: is information that a person has. Knowledge is the main component of competency that is easy to obtain and identify.
- Skills: employee skill variables also play a role in the success of achieving organizational goals. Employees who have high work skills will achieve organizational goals faster, and vice versa. A person's ability to complete an activity or job is called skill.
- Attitude: if employees have characteristics that support the achievement of organizational goals, then all tasks assigned to them will automatically be carried out as well as possible.

4.3 Job Satisfaction Analysis

The job satisfaction indicators in Fig. 3 as follows. According to [27] mentions several indicators used to describe an employee's job satisfaction which can be measured through five dimensions, namely: perception of salary, perception of work, perception of career certainty, perception of supervision, and perception of co-workers



Fig. 3. Job Satisfaction Indicators.

4.4 Work Discipline Analysis

According to [28] conveys several indicators used in measuring an employee's work discipline, namely: obeying time rules, obeying agency regulations, obeying work behavior regulations and obeying other regulations. According to [13], several indicators that can influence the level of employee discipline in an organization include: goals and abilities, leadership examples, justice, inherent supervision, assertiveness. The work discipline indicators in Fig. 4 as follows.



Fig. 4. Work Discipline Indicators.

Furthermore, [13] puts forward the following indicators of work discipline: Coming to work on time, Using time effectively, Never being absent/not working and Complying with all organizational or company regulations.

4.5 Organizational Citizenship Behavior Analysis

According to [29], several measurement indicators for Organizational Citizenship Behavior are explained, namely: Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue. The OCB indicators in Fig. 5 as follows.



Fig. 5. OCB Indicators.

Furthermore, these indicators/dimensions are explained by [30] as follows:

- Altruism, this behavior is shown by the act of helping each other towards co-workers who are having difficulties in work or personal matters. This dimension leads to providing assistance that is not the responsibility or obligation of an individual.
- Conscientiousness, this behavior is demonstrated by efforts to provide results beyond those expected by the organization or beyond the main tasks given. This dimension is seen in efforts that are higher than the standards set and looking further than those that have been set.
- Sportsmanship, this behavior is demonstrated by tolerance of less than ideal conditions in the organization. This dimension leads to the formation of a positive climate among employees, thus creating a pleasant work environment and creating harmony in the organization.
- Courtesy, this behavior is demonstrated by maintaining relationships with coworkers in order to avoid interpersonal problems. This

dimension can be observed in the attitude of mutual respect and care between employees in an organization.

- Civic Virtue, this behavior is shown by a responsible attitude towards the organization in terms of: adaptation, initiative and innovation, and maintaining the resources owned by the organization. This dimension refers to the responsibility given by the organization to an individual in order to improve the quality of productivity / performance produced.

4.6 Employee Performance Analysis

The employee performance indicators in Fig. 6 as follows.



Fig. 6. Employee Performance Indicators.

According to [31], several indicators are used to measure employee performance, including: work quality, work quantity, punctuality, effectiveness and independence. [32] put forward several indicators to measure employee performance in an organization, including: work quantity, work quality, time utilization, attendance level and cooperation.

5. CONCLUSION

This study concludes that OCB has a strategic relationship between competence, job satisfaction, work discipline, and employee performance. High competence can significantly influence employee performance, while job satisfaction and work discipline support an employee to continuously improve OCB in an organization. The combination of these two

factors has a significant impact on improving employee performance, both in terms of quantity and quality.

Competency indicators such as knowledge, skills and attitudes play an important role in improving an employee's performance in completing their work tasks. By mastering these three competencies, employees are able to work in a more productive way, maintain work quality, create independence and discipline, and effective cooperation, so that organizations can remain relevant and competitive in an era of increasingly complex organizational collaboration. Indicators of employee job satisfaction, such as perceptions related to salary received, work pursuits, perceptions related to coworkers, supportive leadership supervision, and career certainty, contribute to improving employee and organizational performance comprehensively. This job satisfaction will help employees maintain loyalty to an organization, and can provide a positive image of an individual at work. Indicators of work discipline, namely obedience to time, rules, norms and other regulations, play an important role in encouraging the quality of employee performance.

Furthermore, indicators on OCB can foster Altruism behavior (like helping employees), Conscientiousness (trying to achieve targets beyond those set), Sportsmanship (tolerance of organizational conditions), Courtesy (maintaining good relationships with coworkers) and Civic Virtue (responsible for the sustainability of the organization) are considered to be able to provide a significant contribution to an employee in the performance they have, so that it also has an impact on organizational growth. The application of employee performance indicators, including quantity, quality of work, punctuality, independence, and cooperation, is an important foundation for evaluating employee productivity and contribution to organizational goals.

The implication of these findings is the growth of a sense of shared ownership in the organization to continuously improve employee competence, create satisfaction and progressive work discipline towards OCB in supporting employee performance and organizations that can continue to compete and be sustainable.

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