

Organizational Culture, Competency, Leadership, OCB, Organizational Performance of Bapedda Province South Sulawesi

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Management

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Abstract—This study discusses the influence of organization, competence, leadership, ocb, on organizational performance in Bapedda office South Sulawesi Province. The research method used is descriptive and explanatory research method, with questionnaire technique collected from respondents with total 35 employees in Bappedda office South Sulawesi Province Data analysis technique is multiple regression analysis model with t test statistic test. The results showed that there was a change of culture, competence, commitment to organizational performance. Ocb did not occur directly to organizational performance.

Keywords-Organizational Culture, Competency, Leadership, OCB, Organizational Performance

I. INTRODUCTION

One concept of managing government organizations in order to be able to serve the community well is the concept of good governance that shows performance in efforts to improve and improve government management processes so that service performance becomes better. The pattern and style of government must be addressed and developed with the concept of good governance by efforts to improve human resources that are more professional and and have good behavior in serving the community.

Every organization certainly has a number of objectives to be achieved. One of the goals to be achieved by the organization is to improve the performance of employees / employees because with the increase in performance certainly indicates an increase in organizational effectiveness.

To achieve maximum organizational effectiveness, it is demanded that the behavior of employees who work according to their duties and functions and be able to work outside the role (extra role performance). Extra performance is very important role for organizational effectiveness, in order to improve organizational performance which will ultimately have an impact on the survival of the organization, especially amid the current turbulent business environment Achieving organizational effectiveness can be realized if the resources which people have in the organization are able to

show their level of competence. Competence is the totality of interaction between internal and external factors of individuals, therefore work ability is determined by competent human resources, because through human resources competent apparatus will be able to produce a variety of new creativity and innovation that can encourage. the creation of better quality services, have added value (added value) and different power, so as to increase competitiveness in the public sector.

Considering the importance of the position, role and function of employees as state apparatus in the public sector, competency excellence is needed, in order to increase quality human resources that are able to strengthen organizational effectiveness.

Based on empirical studies and phenomena that occur it is certainly very important for researchers to try to observe the variables of leadership, competence, performance management, OCB that affect organizational effectiveness in public institutions.

II. LITERATURE REVIEW

Every individual incorporated in an organization has a different culture, because they have different cultural backgrounds. But all the differences will be merged into one in a culture that is organizational culture.

The role of organizational culture strategies is less realized and understood by most organizational actors in Indonesia. Especially principals, namely owners and agents and trusted to manage organizations. The many problems related to employment lately indicate that management's awareness of the strategic and implementation of organizational culture in government agencies is still weak and worrying.

Competence is an ability to carry out or do a job or task based on skills and knowledge and is supported by the nature of work demanded by the work. Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as something that is superior to the field.

Competence as a person's ability to produce at a satisfactory level in the workplace includes a person's

ability to transfer and apply these skills and knowledge to new situations and increase agreed benefits.

Competency is something that people bring to a job in different forms and levels of behavior. Competency also shows the characteristics of the knowledge and skills that are owned or needed by each individual that enables them to perform their duties, and their responsibilities effectively and improve professional quality standards on their journey.

Competence explains what people do at work at various levels and details the standards of each level, identifying characteristics, knowledge and skills needed by individuals that enable them to carry out their duties and responsibilities effectively so as to achieve professional quality standards at work, and include all aspects of performance management records, specific skills and knowledge, attitudes, communication, applications, and development.

Competence is an individual characteristic that underlies performance or behavior in the workplace. Performance is influenced by: (a) knowledge, abilities and attitudes: (b) work style, personality, interests / interests, basics, values of attitudes, beliefs and leadership styles.

Thus a superior implementer is those who show competence on a higher level scale, with a higher frequency, and with better results than the average or average implementer.

Therefore competency is a fundamental characteristic of each individual that is associated with criteria that are referenced against superior or effective performance in a job or situation.

state that competency is a basic characteristic of an individual who is causally related to criterion of referenced effective and / or very high performance and a job or situation [6].

There are five types of competency characteristics, which are as follows 1. Motives are something that people consistently think or want that causes action. Motives encourage, direct, and choose behavior towards certain actions or goals. 2. Properties are physical characteristics and responses that are consistent with the situation or information / reaction speed. 3. Self-concept is a person's attitude, values, or self-image. Confidence is people's belief that they can be effective in almost every situation is part of people's self-concept. 4. Knowledge is information that people have in a specific field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict work performance because they fail to measure knowledge and skills in ways that are actually used in the job. 5. Skills are the ability to do certain physical or mental tasks. Mental competence or cognitive skills are meant to be analytical and conceptual thinking.

Competence is a different dimension of behavior behind performance. Often called behavioral competencies because it is intended to explain how people behave when they perform their roles well. The definition of competence gives attention to the effect (effect) rather than effort (effort) and to Output (output) rather than input (input)

Behavior when defined as competence can be classified as

1. Understanding what needs to be done in the form of: critical reasons, strategy capabilities and business knowledge,
2. Making work done through: encouragement of achievement, proactive approach, self-confidence, control, flexibility, interest in effectiveness , persuasion and influence,
3. Bringing along with people with motivation for

interpersonal skills is concerned with results, persuasion, and influence.

From the various views mentioned above, it can be formulated the conclusion that competence is the ability to carry out tasks or jobs based on knowledge, skills, and supported by attitudes that become individual characteristics.

The term Organizational Citizenship Behavior (OCB) was first proposed by Organ [2], which presents the primary dimensions of OCB (Alison et al., 2001), namely 1. Altruism: Employee behavior in helping coworkers who have difficulty. 2. Conscientiousness: Behavior shown by trying to exceed what is expected by the company. 3. Sportmanship: Behavior that tolerates less ideal conditions in the organization without raising objections. 4. Courtesy: Maintain good relations with colleagues to avoid interpersonal problems. 5. Civic Virtue: Demonstrate voluntary participation and support for organizational functions both professionally and naturally.

Good citizens are likely to display Organizational Citizenship Behavior (OCB) in their work environment, so that the organization will be better with employees acting OCB. Individual performance will affect the overall performance of the agency according to the behavior of employees in an agency. Behavior that demands the organization of employees is not only in-role behavior, but also extra-role (OCB) behavior. Therefore there is a formal description of behavior that must be done (intra-role behavior). The reality is that there are many behaviors that are not formally described by employees, for example helping colleagues, completing tasks, seriousness in attending meetings, agencies complaining a little and working a lot, etc. These behaviors are called extra-actors role Especially when the leader evaluates not only intra-role behavior but also extra-role behavior as part of the evaluation because extra-role behavior has an equally important contribution to intra-role behavior

OCB helps change the formal organizational atmosphere to be a little relaxed and full of collaboration. It is expected that with such an atmosphere, the tension between employees can be reduced and because the atmosphere that supports it is expected that employee productivity will increase, so that effectiveness will be achieved with efficiency. This is also justified by Smith, who revealed that OCB can facilitate and facilitate social life within an organization. OCB is an individual behavior free to determine, which is not directly or explicitly recognized by the formal reward system and together will encourage more effective organizational functions [3] better and receive better performance evaluations and receive higher performance evaluations from their organizations [5]

Behavior that indicates responsibility for organizational life also by Organ [3] adds the OCB dimension to 1. Peacekeeping, namely actions that avoid and resolve interpersonal conflicts (as stabilizers in organizations). 2. Cheerleading, interpreted as assistance to colleagues to achieve higher achievements. The organ states that: "organizational citizenship behavior (OCB) as behavior that is at will, not directly or explicitly known from the formal reward system, and as a whole encourages effective functions in the organization"

Meanwhile, who proposed the construction of extra-role behavior (ERB), which is behavior that benefits the organization and / or tends to benefit the organization, voluntarily and beyond what the role demands.

From some definitions above, it can be concluded that organizational citizenship behavior (OCB) is 1. Voluntary behavior. It is not an act that is forced on matters that prioritize the interests of the organization. 2. Individual behavior as a manifestation of satisfaction based on performance not formally ordered is not directly and openly related to a formal reward system

OCB is defined as the behavior of individuals who are discretionary who do not directly and exploitly receive awards from the formal reward system, and which overall encourage the effectiveness of organizational functions. Free and voluntary, because such behavior is not required by the requirements of the role or description of the position, which are clearly required based on a work contract with the organization; but as a personal choice [5]

Three types of behavior that are very important for organizational effectiveness are: staying joined and staying in the organization, meeting or exceeding performance standards and innovatively and spontaneously outside the official role of taking actions such as working with and protecting other organizational members, carry out self-development, and present the organization profitably to outsiders. The third type of behavior is referred to as organizational citizenship behavior (OCB).

III. RESEARCH METHOD

In general, this study empirically examined the relationship and influence between the variables of Culture, Compensation and OCB on organizational performance, and described descriptively.

This study uses primary data which is done by collecting quisoner results obtained through 150 samples. So that the results obtained will provide a more tangible picture related to the relationship of variables measured.

For the relationship between X_1 , X_2 and X_3 independent variables on Performance (Y), this study uses multiple regression analysis models with the basic model $Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$, where y is the dependent variable, X_1 , X_2 , and X_3 is an independent variable, while α is a constant and ϵ is an error term.

IV. RESULT

This study found that the Multicollinearity Test showed that there was no independent variable that had a tolerance of less than 0.01, which means there was no correlation between independent variables, so there was no multicolourarity between independent variables in the regression

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Culture	.614	1.629
Compensation	.616	1.622
OCB	.968	1.033

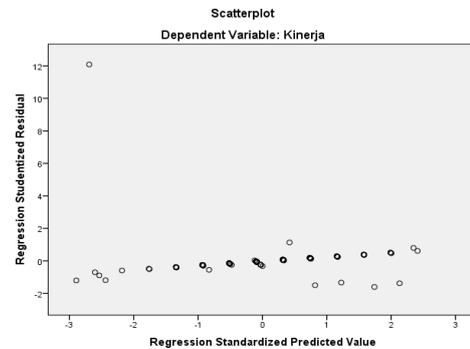
For the autocorrelation test at a significance level of 5%, with a sample number (n) 150 and a total of 4 variables, then in the Durbin-Watson table the upper limit value (dU) is 1.7881 and the lower limit (dL) is 1.6788, because the DW value of 1,904 is greater than upper limit (dU) 1.7881 and less than $4 - 1.7881$ (4- du), it can be concluded that there is no autocorrelation in this regression model.

Model Summary^b

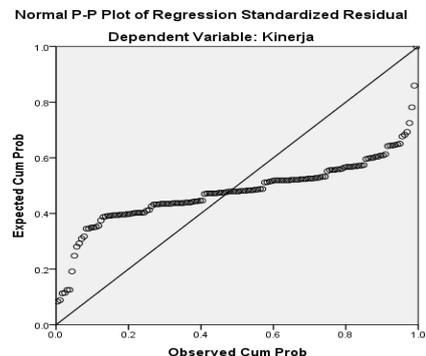
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.945 ^a	.892	.890	.77069	1.904

- a. Predictors: (Constant), OCB, Compentation, Cultur
- b. Dependent Variable: Performance

For heterocedasticity test, it can be seen that the point spreads randomly and spreads both above and below the number 0 on the Y axis, there is no regular pattern, therefore it can be concluded that there is no heteroscedasticity in the regression model.



To test the normality of a normal graph of the probability of a plot, it can be seen that the spreading points are squeezed around the diagonal, and their spread follows the direction of the diagonal line. From the two graphs, it can be stated that the regression model in this study meets the assumptions of normality.



For multiple linear regression equations it is known that the relationship between independent variable and the dependent variable can be formulated in the equation Y

$$= 3.432 + 0.847 X_1 + 0.071 X_2 - 0.004 X_3$$

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.432	.613		5.602	.000
Culture	.847	.034	.870	25.111	.000
Compensation	.071	.021	.115	3.320	.001
OCB	-.004	.027	-.004	-.162	.872

a. Dependent Variable: Performance

From the model obtained a constant of 3.432, this means that without the existence of Culture, Compensation and OCB, the performance level is 3.432 percent, then the Culture coefficient of 0.847 is positive, this means that whenever there is a cultural change assuming other variables remain the performance changes amounting to 0.847. then the Compensation coefficient of 0.071 is positive, this means that by giving compensation with the assumption that

other variables remain, the performance will change by 0.071, and the OCB coefficient of 0.004 is negative, this means that every change in OCB assuming other variables will then experience decreased by 0.004 percent.

The coefficient of determination (R²) measures the extent of the model's ability to explain variations in Performance variables, which if the value of R² approaches 1 means that the independent variable of this study provides almost all information needed to predict variations in the Performance variable where the R² value is 0.892. this means that the relationship between the independent variable and the dependent variable is 89.2%. From these figures it can be concluded that the relationship between the independent variable and the dependent variable is quite strong.

The amount of adjusted square (R²) is 89.0%, the results of this statistical calculation mean that the ability of the independent variable to explain the variation in the change in the dependent variable is 89.0%, while the remaining 11.0% is explained by other factors outside the regression model analyzed.

Simultaneous significance testing (Test F statistic) shows that all the independent variables included in the model have a joint influence on the dependent variable

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	719.154	3	239.718	403.586	.000 ^b
Residual	86.720	146	.594		
Total	805.873	149			

a. Dependent Variable: Performance

b. Predictors: (Constant), OCB, Compensation, Culture

From the calculation of the F test it is known that the value of F is 403,586 with a significance value of 0,000 which is smaller than 0.05, this indicates that all independent variables have a significant simultaneous effect on performance. While the results of the t test aim to find out how far the influence of the independent variables individually in explaining the variation of the dependent variable, shown in the previous one (Appendix, Table 3) proved that Culture and Compensation have a positive effect on Performance, Cultural variables have a significant effect

of 0.000 for the compensation variable it has a significant positive effect of 0.001, while the OCB variable has a negative relationship of 0.872.

So that this study shows that performance is only significantly influenced by culture and compensation, this shows that if the company will improve employee performance, the company must increase compensation and create a comfortable work culture, so with this the company will be able to improve the quality of work later will increase company performance.

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