

**THE EFFECT OF COMPETENCE AND QUALITY OF WORK LIFE  
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)  
WITH ORGANIZATIONAL COMMITMENT MEDIATION  
(Study on Jaken and Jakenan Health Center Employees)**

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**Abstract**

The purpose of this study was to analyze the relationship between competence and quality of work life on organizational citizenship behavior by mediating organizational commitment. This research is a quantitative research, primary, data obtained from the answers to the questionnaires of each respondent using google form with data processing tools using SPSS software. The results of the questionnaire recapitulation got 104 respondents' answers, 102 respondents' answers were declared good for statistical data processing while 2 respondents' answers were not good so they were not included in the data processing. The population in this study were 106 employees with ASN status at Jaken and Jakenan health center. Based on the results of data analysis, it can be concluded that competence has a positive effect on organizational commitment to employees, quality of work life has a positive effect on organizational commitment to employees, competence has a positive effect on Organizational Citizenship Behavior, quality of work life has a positive effect on Organizational Citizenship Behavior, organizational commitment has no effect on Organizational Citizenship Behavior.

Keywords: Competence; Quality of Working Life; Organizational Citizenship Behavior; Organizational Commitment; Jaken and Jakenan Health Center.

**Introduction**

Jaken Health Center is one of 29 health centers in Pati Regency, appointed by the Regent of Pati to become a Nursing Health Center in 2015 to improve health services in its working area. For this reason, the Jaken Health Center Vision is set, namely "Realizing Jaken Health Center as the main health facility towards achieving a healthy Jaken District" (Jaken Health Center, 2020). Success in achieving the vision and mission of the health center, one of which can be seen from the results of program performance at the Jaken Health Center in 2019. The results of program performance achievements can be seen in the following table.

Table 1. Result of the 2019 Jaken Health Center Program Performance Achievements

Number	Program	Target	Realization
1	Independent Purnama Active Alert Village Development	100 %	60,0 %
2	Active Alert Village Development	50 %	9,0 %
3	Healthy latrines	100 %	84,0 %
4	Health services for pregnant women (K1)	100 %	98,9 %
5	Health services for pregnant women (K4)	100 %	86,0 %
6	Handling of neonatal complications	100 %	66,6 %
7	Active family planning ( <i>Contraceptive Prevalence Rate / CPR</i> )	85 %	35,5 %
8	Pregnant women with chronic energy deficiency receiving supplementary feeding-Recover	100 %	75,0 %
9	Discovery of suspected cases of tuberculosis	100 %	60,3 %
10	Larva Free Rate	100 %	62,4 %

Based on the table above, it is explained that the realization of the results of program performance has not yet met the specified target, this shows that the quality of service and the quality of human resources at the Jaken Health Center as program implementers have not been fully able to work well. The results of program performance at the Jaken and Jakenan Health Centers must continue to be improved, in order to achieve the highest degree of health for the Jaken and Jakenan communities. One of the efforts to manage government organizations to be able to serve well is the concept of "good governance" which shows efforts to improve and improve government management processes so that services become better (Titisari, 2014). Improving the results of program performance achievements can be improved through improving the quality of human resources, one of which is by increasing Organizational Citizenship Behavior (OCB) at Jaken and Jakenan Health Center.

Data at the Puskesmas during 2020 showed that there were several complaints from customers that there were still employees or health workers who provided unfriendly and impolite services, health workers who served health in the service room were not present even though it was past service opening hours, health services were closed. early, not in accordance with service opening hours. This is also supported by the presence of attendance data, some employees arrive late, go home quickly, come only to sign attendance come and go and so on. This situation shows that the Organizational Citizenship Behavior (OCB) of puskesmas employees is not good.

The results of a preliminary survey on the Organizational Citizenship Behavior (OCB) of employees conducted in November 2020 on 30 employees at the Jaken Health Center are shown in the following table

Table 2. Results of the Pre-Survey Questionnaire on Organizational Citizenship Behavior (OCB) Dimensions of Employees at the 2020 Jaken Health Center

Number	Dimensions	Frequency				Total employees
		Yes	%	No	%	
1	Caring for the Interests of Others (Altruism)	11	36,7	19	63,3	30
2	Be Careful (Conscientiousnesi)	17	56,7	13	43,3	30
3	Good Citizen (Civic	13	43,3	17	56,7	30
4	Sportsmanship	12	40	18	60	30
5	Courtesy	15	50	15	50	30

From the table above, it can be explained that there are 11 employees (36.7%) who are concerned with the interests of others on the grounds that they are busy with the work that has been charged so that they cannot help co-workers who have difficulty completing work. There are only 13 employees at the Jaken Health Center who become good citizens (43.3%) due to the large number of additional/dual tasks outside their main duties and functions so they cannot participate in other extra activities and are less willing to add information outside of their work. Sportsmanship was only shown by 12 employees (40%), this was due to a reduction in value points in getting additional salaries (services) outside of their salaries. This kind of behavior should get more attention, so as not to affect the quality of health services. One of the variables that can form Organizational Citizenship Behavior (OCB) is competence. According to Lubis, Hermanto and Edison (2018) competence is knowledge, skills and attitudes (personality) that are interrelated in completing work correctly. According to Sudarmanto (2009) competence as an attribute of human resources has a significant effect on individual work outcomes. Competence will determine how people behave at work. Someone who works with competence (has skills) in accordance with his field will increase the results of good and superior work.

Studies of competency research on Organizational Citizenship Behavior (OCB) show that competence has a significant influence on Organizational Citizenship Behavior (OCB) (Hamsani, Sule, Hilmiana & Kaltum, 2017; Wortler, Yperen & Barelds, 2019; Hardin, Azizu & Sari, 2020). In contrast to the results of research conducted by Mangindaan, Tewal and Dotulong (2020) and research conducted by Adianita, Mujanah and Candraningrat (2017), it shows that competence does not have a significant effect on Organizational Citizenship Behavior (OCB) (research gap). The results of previous research studies show that the quality of work life has a significant influence on Organizational Citizenship Behavior (OCB) (Alfonzo & Zenansi, 2016; Saputri, Alam & Serang, 2020; Suparjati & Priyono, 2018, Iswiarto & Soliha, 2019; Pio & Lengkong, 2020). Meanwhile, research conducted by Melati (2019) shows that the quality of work life does not have a significant influence on Organizational Citizenship Behavior (OCB) (research gap). Strong organizational commitment to the organization will make it easier for organizational leaders to mobilize existing human resources to achieve organizational goals. Organizational commitment has a very important

urgency in moving individuals to work and improve performance. The strategy of strengthening commitment to linkages with the organization must continue to be carried out to improve the achievement of organizational goals (Sudarmanto, 2009.)

One of the internal variables that can form Organizational Citizenship Behavior (OCB) is organizational commitment (Titisari, 2014). A study on the effect of organizational commitment on Organizational Citizenship Behavior (OCB) has been conducted by Mangindaan et al. (2020), Shahjehan, Afsar and Shah (2019), Pianluprasidh (2005) that organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB). Other studies with different results were conducted by Brahmasari (2008), Purba and Seniati (2004), Darmawati, Hidayati and Herlina (2013), Najafi, Noruzy, Azar, Shirkouhi and Dalvand (2011) that there was no significant effect of organizational commitment to Organizational Citizenship Behavior (OCB) (research gap). Based on these problems, improving program achievement at Jaken and Jakenen Health Centers needs to be done by analyzing Organizational Citizenship Behavior (OCB) and influencing factors, namely competence and quality of work life through organizational commitment so that conducted a study entitled. "The Influence of Competence and Quality of Work Life on Organizational Citizenship Behavior by Mediation of Organizational Commitment (Study on Jaken and Jakenan Health Center Employees)"

### **Literature Review and Hypothesis Development Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the role in the workplace. Organizational Citizenship Behavior (OCB) involves several behaviors including helping others, volunteering for extra tasks, obeying workplace rules and procedures. These behaviors describe "employee added value" which is a form of prosocial behavior, namely positive, constructive and meaningful social behavior to help (Adag & Resckhe, 1997).

### **Organizational Commitment**

Commitment can be interpreted as the ability and will in a person. According to Spencer in Sudarmanto (2009) organizational commitment is an individual's ability and willingness to align his behavior with the needs, priorities and goals of the organization and act for the goals and needs of the organization. According to Gibson (2009) commitment to the organization involves three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. So it is interpreted that organizational commitment is a form of identification, loyalty and involvement expressed by employees towards the organization (Gibson, 2009). Employees who have good commitment can be interpreted that the employee has loyalty to the organization where he is currently and will strive optimally to achieve the goals of the organization where he works. According to Allen and Meyer in Meyer and Herscovitch (2001) organizational commitment is a psychological state of employees who shows a desire to maintain membership in

the organization or company. Organizational commitment greatly affects the level of employee involvement in their current workplace.

### **Competence**

Mirzazadeh et al. (2013) competence of an employee in health services must have clinical ability, ability to communicate with patients, patient management ability, health promotion and disease prevention, personal development including physical development, psychological development, social, professional and economic development, development of information technology. Have media ethics and legal competence, make decisions based on reasoning and problem solving. Have competence according to their respective roles in their respective fields of duty. McDaniel et al. (2015) summarizes the definition of competence from several experts, namely competence is the basis for self-determination, which has implications for work behavior, including motivation and performance (Gagne & Deci, 2005). Competence according to Lliot et al. (2002), which emphasizes the need for competence at work, competence is closely related to various forms of motivation. Competence can be a relevant part of the motivation for certain types of action, both positive and negative.

### **Quality of Work Life**

The quality of work life according to Swami (2015) includes indicators of quality in the work environment, organizational culture and climate, relationships and cooperatives, training and development, compensation and rewards, facilities, job satisfaction and job security, job autonomy and availability of resources (Zurahmi, 2019). Quality of work life is defined as fair and adequate payment of wages and benefits, there is protection for safety and health, opportunities for career advancement and security, work organization accepts existence, work life and social dependence on society and individual life, an orderly environment, integration individuals whose social integrity is enhanced (Hosseini & Jorjatki, 2016). Meanwhile, according to Nawawi (2016), suggests that the quality of work life or abbreviated as QWL is a company's effort to be able to create feelings of security and satisfaction at work, so that human resources within the company become competitive. Meanwhile, according to Robbins (2002) quality of work life is defined as a process by which organizations respond to employee needs by developing mechanisms to allow employees to provide full advice and participate in making decisions and managing their work lives in m a company.

### **Hypothesis Development**

#### **The Effect of Competence on Organizational Commitment**

Lubis et al.(2018) Competence has 3 dimensions, namely knowledge, skills and attitudes (personality) that are interrelated in completing work correctly. Spencer in Sudarmanto (2009) organizational commitment is the ability of individuals to align their behavior with the needs, priorities and goals of the organization and act for the goals and needs of the organization. The results of previous research conducted by Rahmawati (2017), Riyanto and Rozak (2020) show that competence has an influence which is significant and positive on



organizational commitment. Based on the theory and previous research, hypothesis 1 can be formulated as follows:

*H1: Competence has a positive effect on organizational commitment.*

### **The Effect of Quality of Work Life on Organizational Commitment**

Cascio (2001) suggests that there are three indicators of the quality of work life, namely an innovative reward system, a conducive work environment and work restructuring, namely providing opportunities for employees to get challenging jobs. Previous research studies conducted by Kholik (2016), Aisyah and Wartini (2016), Al-Alawneh (2017) with the results that the quality of work life has a positive and significant influence on Organizational Commitment. Based on theory and previous research, hypothesis 2 can be formulated as follows :

*H2: Quality of work life has a positive effect on organizational commitment*

### **The Influence of Competence on Organizational Citizenship Behavior**

Competence is a very important terminology in the development of human resources, in order to have a comprehensive understanding of the work to be completed (Sudarmanto, 2009). Employees who have superior competence will be able to understand the work and complete the work comprehensively. They will act and behave well in completing their daily work. The results of previous research conducted by Wortler et al.(2019) and Hardin et al.(2020), Hamsani et al. (2017) that competence has a positive and significant influence on organizational Citizenship Behavior (OCB). Based on the theory and previous research, hypothesis 3 can be formulated as follows :

*H3 : Competence has a positive effect on OCB*

### **Effect of Quality of Work Life on Organizational Citizenship Behavior**

Cascio (2001) suggests that there are three indicators of the quality of work life, namely an innovative reward system, a conducive work environment and work restructuring, namely providing opportunities for employees to get challenging jobs. Results of previous research conducted by Saputri et al. (2020), Aisyah and Wartini (2016), Alfonzo and Zenansi (2016), Iswiarto and Soliha (2019), Suparjati and Priyono (2018) and Pio and Lengkong (2020) that the quality of work life has a positive and significant effect on OCB. Based on the theory and previous research, hypothesis 4 can be formulated as follows :

*H4 : Quality of work life has a positive effect on OCB*

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

Strong organizational commitment to the organization will make it easier for organizational leaders to mobilize existing human resources to achieve organizational goals. Strong individual organizational commitment will avoid and reduce employee turnover in an organization. Organizations will not lose valuable resources, both potential human resources and budgets for conducting recruitment. Previous research on the effect of organizational commitment on Organizational Citizenship Behavior (OCB) has been conducted by Mangindaan

et al. (2020), Shahjehan et al. (2019), Afsara and Shahb (2019) and Pianluprasidh (2005) with research results that organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB). Based on the theory and previous research, hypothesis 5 can be formulated as follows :

*H5: Organizational commitment has a positive on organizational Citizenship Behavior (OCB)*

### Research Model

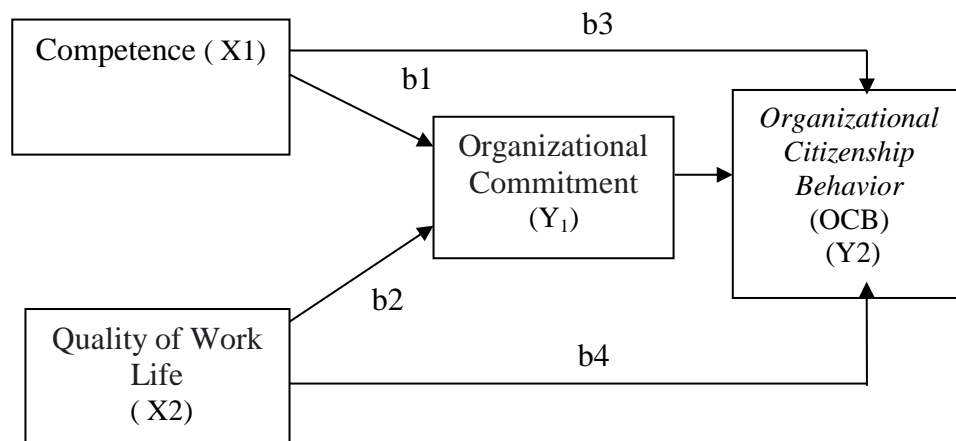


Figure 1.  
Graphic Design between Variables

The mathematical model can be explained as follows :

$$Y_1 = a_1 + b_1X_1 + b_2X_2 + e_1$$

$$Y_2 = a_2 + b_3X_1 + b_4X_2 + b_5Y_1 + e_2$$

a = constant

$\beta$  = Regression coefficient of independent variables (beta coefficient)

$X_1$  = Competence variable

$X_2$  = Quality of Work Life variable

$Y_1$  = Organizational commitment variable

$Y_2$  = Organizational Citizenship Behavior (OCB) Variable

e = Disturbance error

### METHOD

This research is a quantitative study, primary data obtained from the answers to the questionnaires of each respondent using google form with data processing tools using SPSS software. The results of the questionnaire recapitulation got 104 respondents' answers, 102 respondents' answers were declared good for statistical data processing, while 2 respondents' answers were not good so they were not included in the data processing. The population in this study were 106 employees with ASN status at Jaken and Jakenan Health Center. Stages of analysis of this research is the description of the variables is the transformation of research data on each of the variables studied, namely competence, quality of work life, organizational commitment and OCB. The

presentation of the data is interpreted by using measures in descriptive statistics, namely central tendency (mean, median, mode), frequency, dispersion (standard deviation and variance) and the correlation coefficient between research variables. The validity test was carried out to test the consistency of the questions so that they could describe the indicators studied. An instrument is said to be valid if it is able to measure what it wants to be able to reveal data from the variables studied appropriately. Reliability testing is carried out using the alpha coefficient. Model testing is done using the coefficient of determination (adjusted r square) covering the ability of the independent variable to explain the dependent variable and the proportion of variation of the dependent variable explained by the variation of the independent variable. If the Adjusted R<sup>2</sup> obtained from the calculation results shows that it is getting bigger (closer to one), it can be said that the contribution of the independent variable to the dependent variation is getting bigger. This means that the larger the model used to explain the dependent variable. On the other hand, if Adjusted R<sup>2</sup> is getting smaller, it means that the model used is getting weaker to explain the variation of the dependent variable. In general, it is said that the magnitude of the coefficient of determination (Adjusted R<sup>2</sup>) is between 0 - 1 or 0 Adjusted R<sup>2</sup> 1 (Ghozali, 2012).

The F test was conducted to test the suitability of the model used for analysis. The model is declared fit if the value of sig F is less than 0.05. The independent variables included in the model have a simultaneous/simultaneous effect on the dependent variable (Ghozali, 2012). Hypothesis testing using t-test was carried out to determine whether there was an effect of the independent variable on the dependent variable partially. The criteria for testing the research hypothesis are as follows: If sig < 0.05, then the hypothesis is accepted, If sig > 0.05, then the hypothesis is rejected (Ghozali, 2012).

## **Results and Discussion**

### **Respondent Description**

Respondents in this study were mostly 31-40 years old as many as 40 people (39.2%) and at least > 50 years old only 7 people (6.9%). Most of them are less than 40 years old (58%), most of the respondents in this study are 80 women (78.4%) and 22 men (21.6%). Most of the respondents have D3 education as many as 60 people (58.8%) and at least 2 people have high school education (2.0%). Most of the respondents were group III as many as 52 people (51.0%) and at least group IV as many as 2 people (2.0%). The most respondents have a working period of 16-20 years as many as 25 people (24.5%) and most of them have a working period of more than 10 years by 61 people (62.8%)

### **Instrument Testing**

#### **Validity test**

The value of KMO and Bartlett's test for the competency variable is 0.701 with a significance value of 0.000 because this number already meets the sample adequacy criteria required in the validity test, namely the KMO value is more than 0.5 and the significance is less than 0.05, it can be stated that the sample used there is enough. The indicator of a valid competency variable, the KMO value has increased from 0.701 to 0.753, this shows that the adequacy of the sample is



getting better, while the loading factor of the 10 competency variable indicators is more than 0.4 then the instrument in the competency is declared valid so that the competency variable can be done. further analysis.

The value of KMO and Bartlett's test of the quality of work life variable is 0.639 with a significance value of 0.000 because this number already meets the sample adequacy criteria required in the validity test, namely the KMO value is more than 0.5 and the significance is less than 0.05, it can be stated that the existing sample is sufficient. The indicator of a valid organizational commitment variable, the KMO value has increased from 0.782 to 0.796, this indicates that the adequacy of the sample is getting better, while the loading factor of the 8 indicators of organizational commitment variable is more than 0.4 then the instrument in organizational commitment is declared valid, so that the variable organizational commitment can be carried out further analysis

The value of KMO and Bartlett's test of the Organizational Citizenship Behavior variable is 0.788 with a significance value of 0.000 because this number already meets the sample adequacy criteria required in the validity test, namely KMO is more than 0.5 and significance is less than 0.05, it can be stated that the sample used is there is enough.

The value of KMO and Bartlett's test variable indicator variable organizational commitment has increased from 0.788 to 0.837, this indicates that the adequacy of the sample is getting better, while the re-test validity of the loading factor of 11 OCB variable indicators is more than 0.4 then the instrument in organizational commitment is declared valid , so that the organizational commitment variable can be further analyzed.

### **Reliability Test**

Alpha ( $\alpha$ ) on the competency variable of 0.779 means it is greater than Cronbach's alpha value of 0.6, then the competency instrument is reliable and can then be used as a measuring tool in this study. Alpha ( $\alpha$ ) on the quality of work life of 0.669 means greater than Cronbach's alpha value of 0,6 then the variable of quality of work life is reliable and can then be used as a measuring tool in this study. Alpha ( $\alpha$ ) on organizational commitment of 0.769 means greater than Cronbach's alpha value of 0.6 then the organizational commitment variable is reliable, and can then be used as a measuring tool in this study. and can then be used as a measuring tool in this study.

### **Model Testing**

#### **Test Model 1 (Competence and Quality of Work Life on Organizational Commitment)**

##### **F Uji test**

The results of the regression test of competence and quality of work life on organizational commitment are as follows:

Table 3. F Test Results (Anova) Competence and Quality of Work Life on Organizational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,936	2	6,468	55,683	,000 <sup>b</sup>
Residual	11,499	99	,116		
Total	24,435	101			

Source : Results of data processing (2021)

Based on the table 3. It is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0,05, it is can be concluded that the regression model used meets the requirements of Goodness of Fit. the variables of competence and quality of work life have a simultaneous effect on organizational commitment.

### Determination Test

The results of the regression test of the influence of competence and quality of work life on organizational commitment are as follows:

Table 4. Determination Test Results (Adjusted R Square) Competence and Quality of Work Life on Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,728 <sup>a</sup>	,529	,520	,34082

Source : Results of data processing (2021)

Based on table 4.that the value of the Adjusted R Square test of competence determination and quality of work life on Organizational Commitment is 0.520 which means that 52.0% change from the organizational commitment variable can be explained by the competence and quality of work life variables in the model, while the remaining 48% is explained by other variables or factors outside the model.

### Model 2 Test (Competence, Quality of Work Life and Organizational Commitment to Organizational Citizenship Behavior)

#### F Uji test

The results of the regression test on the influence of competence, quality of work life and organizational commitment to OCB are as follows:

Table 5. F Test Results (Anova) Competence, Quality of Work Life and Organizational Commitment to OCB

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16,001	3	5,334	21,213	,000 <sup>b</sup>
Residual	24,642	98	,251		
Total	40,643	101			

Source : Results of data processing (2021)

Based on Table 5. it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0,05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. the variables of competence, quality of work life and organizational commitment have a simultaneous effect on OCB.

### Determination Test

The results of the regression test on the influence of competence, quality of work life and organizational commitment to OCB are as follows:

Table 6. Determination Test Results (Adjusted R Square) Competence, Quality of Work Life and Organizational Commitment to OCB

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,627 <sup>a</sup>	,394	,375	,50144

Source : Results of the data processing (2021)

Based on table 6. that the value of the Adjusted R Square test of competence determination, quality of work life and organizational commitment to Organizational Citizenship Behavior is 0.375, meaning that 37.5% of changes in the Organizational Citizenship Behavior variable can be explained by the variables of competence, quality of work life and organizational commitment in the model, while the remaining 62.5% is explained by other variables or factors outside the model.

### Hypothesis Test (t Test)

The results of the regression analysis of the influence of competence, quality of work life on OCB are mediated by organizational commitment as follows:

Table 7. Results of t-test The Effect of Competence, Quality of Work Life on OCB Mediated by Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	description
	B	Std. Error	Beta			
1. Competence towards organizational commitment	,565	,087	,540	6,471	0,000	Hypothesis accepted
2. Quality of work life on organizational commitment	,242	,075	0,270	3,238	0,002	Hypothesis accepted
3. Competence towards Organizational	,386	,153	0,286	2,515	0,014	Hypothesis accepted

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	description
	B	Std. Error	Beta			
Citizenship Behavior						
4. Quality of work life on Organizational Citizenship Behavior	,387	,116	0,335	3,344	0,001	Hypothesis accepted
5. Organizational commitment to Organizational Citizenship Behavior	,134	,148	0,104	,908	0,366	Hypothesis rejected

Source: Results of data processing ( 2021)

## Discussion

### The Effect of Competence on Organizational Commitment

The results of the analysis, it is concluded that competence has a positive effect on organizational commitment to employees of the Jaken and Jakenan Health Centers. Employees who have good competence, namely having knowledge obtained from learning and or from training, courses related to their respective fields of work, will increase organizational commitment in order to achieve the vision and mission of the Jaken and Jakenan Health Centers.

Employees who have good competence, namely having expertise in the field of work they handle and being able to handle it in detail and solve problems and get things done quickly and efficiently will increase the organizational commitment of employees at the Jaken and Jakenan Health Centers. Employees who have good competence, namely having a positive attitude or personality (friendly, polite and honest) in acting, will increase organizational commitment so that the vision and mission of the Jaken and Jakenan Health Centers can be achieved. According to Lubis et al. (2018) that competence consists of knowledge, skills and attitudes (personality) that are interrelated in completing work correctly. Hornby and Thomas (1989) state that competence is the knowledge, skills and qualities of an effective manager or leader. According to Armstrong (1994) competence is what people bring to a job in the form of different types and levels of behavior. Competence greatly determines aspects of job performance. Competence as an attribute of human resources has a significant effect on individual work. Competence will determine how people behave at work. Someone who works with competence (has skills) in accordance with his field will increase good and superior performance (Sudarmanto, 2009). Someone who has superior competence has knowledge obtained from learning and or from training, courses

related to their respective fields of work, expertise and attitude / personality (friendly, polite and honest) in acting in completing work, a strong organizational commitment will be formed. positive so that the organization is able to align individual abilities with the needs, priorities and goals of the organization and act for the goals and needs of the organization.

The form of organizational goals and needs is an organizational assessment which is also known as a Puskesmas accreditation assessment. An employee is required to be able to carry out his work according to their respective functions based on their competencies. This organizational commitment is formed because there are targets that must be carried out to complete their tasks so that they can achieve the vision and mission of the Jaken and Jakenan Health Centers. Research conducted by Rahmawati (2017), Riyanto and Rozak (2020) shows that competence has a significant and positive influence to Organizational Commitment. In contrast to previous research conducted by Sujana (2012) that competence has no significant effect on organizational commitment.

### **The Effect of Quality of Work Life on Organizational Commitment**

The results of the analysis show that the quality of work life has a positive effect on Organizational Commitment to the employees of the Jaken and Jakenan Health Centers. Employees at Puskesmas Jaken and Jakenan who have a good quality of work life, namely getting rewards that are in accordance with applicable standards, a conducive work environment, including setting working hours, applicable regulations and providing opportunities for employees to get challenging jobs (jobs). enrichment) and wider opportunities for self-development, so that a positive organizational commitment will be formed, namely being able to align individual abilities with the needs, priorities and goals of the organization and act for the goals and needs of the organization.

The actual evidence of improving the quality of work life in an organization is the provision of income allowances other than the regular salary received by each employee. The ability to complete tasks on time and be disciplined in complying with applicable regulations within the organization, as well as being able to carry out challenging tasks or being able to carry out other tasks outside of the main task will get better rewards/rewards. Cascio (2001) suggests that there are three indicators of the quality of work life, namely an innovative reward system, a conducive work environment and work restructuring, namely providing opportunities for employees to get challenging jobs. The results of this study are the same as previous research conducted by Kholik (2016), Aisyah and Wartini (2016), Al-Alawneh (2017) with the results that the quality of work life has a positive and significant influence on Organizational Commitment.

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

The regression results show that competence has a positive effect on Organizational Citizenship Behavior in Jaken and Jakenan Health Center employees. Employees who have superior competence are those who have knowledge obtained from learning and or from training, courses related to their respective fields of work, expertise and attitude / personality (friendly, polite and honest) in acting will form a strong OCB in the organization. Employees who help



other co-workers will speed up the completion of their co-workers' tasks, and in turn increase the co-workers' productivity. Polite employees, who avoid conflicts with coworkers, will help managers avoid management crises. Employees who have superior competence will be able to understand the work and complete the work comprehensively. They will act and behave well in completing their daily work. Competence is a very important terminology in the development of human resources, in order to have a comprehensive understanding of the work to be completed (Sudarmanto, 2009). The results of this study are the same as previous studies conducted by Wortler et al. (2019), Hardin et al. (2020) and Hamsani et al. (2017) that competence has a positive and significant influence on Organizational Citizenship Behavior (OCB).

This research is different from the research that has been done by Mangindaan et al. (2020) and Adianita et al. (2017) that competence does not have a significant effect on Organizational Citizenship Behavior (OCB).

### **The Effect of Quality of Work Life on Organizational Citizenship Behavior**

The regression results show that the quality of work life has a positive effect on Organizational Citizenship Behavior in Jaken and Jakenan Health Center employees. Employees who get a good quality of work life, namely rewards that are in accordance with applicable standards, a conducive work environment, including the determination of working hours, applicable regulations and providing opportunities for employees to get challenging jobs (job enrichment) and more opportunities area for self-development will be able to act in accordance with existing norms. The formation of this optimal OCB naturally flows and becomes a daily habit in carrying out work.

On the other hand, if employees do not get a good quality of work life, that is, they do not get remuneration in accordance with applicable standards, the work environment is not conducive, then there is no encouragement and wider opportunities for self-development will form an unfavorable OCB. Cascio (2001) suggests There are three indicators of the quality of work life, namely an innovative reward system, a conducive work environment and work restructuring, namely providing opportunities for employees to get challenging jobs. The results of this study are the same as the previous research conducted by Saputri et al. (2020), Aisyah and Wartini (2016), Alfonzo and Zenansi (2016), Iswiaro and Soliha (2019), Suparjati and Priyono (2018) and Pio and Lengkong (2020) that the quality of work life has a positive and significant effect on OCB. Meanwhile, this study is different from research conducted by Melati (2019) that the quality of work life does not have a significant influence on Organizational Citizenship Behavior (OCB).

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

The regression results show that organizational commitment has no effect on Organizational Citizenship Behavior in Jaken and Jakenan Health Center employees. The results of this study indicate that employees at the Jaken and Jakenan Health Centers who have a strong organizational commitment to the organization have not been able to encourage themselves, have not been able to

provide advice to organizational leaders to mobilize existing human resources to achieve organizational goals and are unable to avoid or reduce turnover. over employees in Jaken and Jakenan Health Centers.

In this study, 56.8% came from employees with an age of less than 40 years and a working period of less than 15 years as many as 52.9%, where this generation is called the millennial generation. Employees at the Jaken and Jakenan Health Centers at this time are easier to follow the development of information and digital technology and are active in social media, but from the other side, they may be better than the previous generation. There are several differences that we feel in employees today with employees in the past. Employees with high organizational commitment may not necessarily be able to go hand in hand with high OCB as well.

With the ease of global information, today's employees have easier access to incoming foreign cultures, all of which are not necessarily good, so that it has an impact on the behavior or OCB of employees at this time. With good organizational commitment, it does not mean that the employee's behavior or OCB is good, and vice versa with poor organizational commitment, it is possible that the employee's OCB is not bad either.

This study is different from the research conducted by Mangindaan et al.(2020), Shahjehana et al. (2019) and Pianluprashid (2005) that organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB). The difference in the results of this study may be caused by different research times, this research was conducted during a pandemic so that the results may be different from previous studies, the second possibility is because the unit of analysis of this study is different from other studies, causing differences in research results, the third possibility is because methods and data analysis tools in the analysis of this study are different from other studies, causing differences in research results. The fourth possibility is because the indicators of this study are different from other studies, causing differences in research results.

### **Conclusion**

Based on the results of research and data analysis, it can be concluded that competence has a positive effect on Organizational Commitment to employees, Competence has a positive effect on Organizational Citizenship Behavior, Quality of work life has a positive effect on Organizational Citizenship Behavior, Organizational commitment has no effect on Organizational Citizenship Behavior, Organizational commitment does not effect on Organizational Citizenship Behavior. This research was only carried out in a limited research location, namely employees at the Jaken and Jakenan Health Centers, so the results of this study cannot be generalized and must be presented carefully, so for those who want to use the findings of this study need to be careful in do generalizations or analogies of research results, because it is not necessarily the same research results if carried out on different research objects. Filling out the questionnaire is voluntary there are no binding rules so that respondents can give inaccurate answers and may answer well even though their performance is not good. This study carried out during a pandemic so that the results may be different from previous research studies and the results may not necessarily be generalized to

different periods. previous studies and the results may not necessarily be generalized to research using different data processing methods and tools.

### **Recommendation**

Based on the frequency distribution table of respondents' answers from the smallest mean value, we can suggest that the leadership should review the improvement of employee competencies more specifically who are able to reach all professions in the health sector so that they are truly able to improve OCB which in the end employee performance is getting better so that the vision and the mission of the Jaken and Jakenan Health Centers can be achieved, the leadership of the Jaken and Jakenan Health Centers must create good quality working life conditions because they are proven to be able to support in improving Organizational Citizenship Behavior. The leadership of the Jaken and Jakenan Health Centers must understand the current condition of the employees to improve OCB and better organizational commitment so that the performance of the Puskesmas can be achieved. Further researchers can add other variables that can affect Organizational Citizenship Behavior such as work motivation, work environment, work culture and leadership and other variables based on references from previous studies.

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