

# **The Influence of Job Satisfaction towards Employee Performance on the Antecedent of Competencies and Organizational Citizenship Behavior**

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**Abstract:** *This study aims to describe the competence, OCB, job satisfaction and employee performance, analyze the effect of competence and OCB towards employee satisfaction, analyze the effect of competence and OCB towards employee performance, analyze the influence of job satisfaction towards employee performance, competence and OCB, analyze the influence of performance towards employee satisfaction. Type of research was including explanatory research with no design quantitative approach. The population of this study is all employees of the National Traffic management Center (NTMC) of National Police Traffic Corps (Korlantas) of Indonesian National Police (Polri) consisted of police officers and civil servants as many as 135 people. The analysis technique used was descriptive analysis and Analysis of Structural Equation Modeling. The results of the analysis show that the Competence and OCB affected on job satisfaction. Competence and OCB have influence over the employee performance. Job satisfaction has influence over the employee performance and it also mediates the influence of competence and OCB towards employee performance.*

**Keywords:** *competence, OCB, job satisfaction, employee performance*

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## **I. Introduction**

Human resources is an organizational important asset playing an important role in the operational activity. It is needed by organization to perform any activity, while the management of human resource is required for organizational and performance goal (Sedarmayanti, 2014;13). According to Mahsun (2006) employee performance at a public sector organization is a quantitative or qualitative measure reflecting the level of achievement of any goal which has been set by organization. The primary performance achievement at a public sector organization is the staff's capability in performing service to the public which is accordance with their aspiration. This situation as well as the execution of CAFTA (China Free Trade Area) which leads to the free trade era, has urged Indonesian organization of public to improve and maintain their customers at the highest levels possible (Respati et al.,2013)

Community's demand for public service requires a satisfied public service. A defining factor of employee performance is capability, so that it requires an attention (Putri, 2013). Mangkunegara (2005) explained that employee performance is influenced by two factors, namely internal and external factor. Internal factor consists of intelligence thoughts, emotional intelligence, philosophy and way of life, as well as concentration. Meanwhile, the external factor comprises the affectivity of communication pattern, harmonization of family relationship, working and environment facility. Davis and Newstrom (1985:105) described job satisfaction as a set of employee's feelings both pleasant and unpleasant towards work tasks. Performance in the public sector of Polri is determined by behavior, competence, and an effort of staff to satisfy community. Staff competence is an ability owned by somebody towards all of the aspects of job and being able to reach any kind of goal. Competence has a same meaning as the word of ability and proficiency or expertise. Staff who have great competence indeed feeling easy to perform all of responsibilities at work, being able to read a situation and problem occurred, and having to be attuned to the work environment.

Polri as a servant and guard of public. The increase of competence for Polri's staff is worth to get high priority. The role of OCB turns to be vital to decide the employee performance. OCB is not only having a role as a unique element from individual behavior, but also becoming an individual characteristic who are having ability and willingness to perform main and extra duty, such as being a helpful person and advice giver, actively participate in all of activities, giving an extra service into the service users, and utilizing their work hour effectively (Organ, 1988). National Traffic Management Center (NTMC) is an organizational section or sub system of Police Technological Management System under the Indonesian National Police. NTMC is a public sector organization collecting actual traffic information to be then conveyed to the public. The presence of NTMC is one of the manifestation of bureaucracy reformation of Polri in term of public service. For that reason it needs staff that can perform job transparently, having accurate and quick respond to the problem of national traffic. NTMC is an effort to actualize a security, safety, order, and traffic smooth In optimizing the traffic

dissemination of information, NTMC Polri cooperates with several national television to perform a direct broadcast which is useful for user traffic. To realize an employee performance which is accordance with public expectation, thus it needs a competence and OCB. Job satisfaction plays an important role in employee performance. This explanation motivates the researchers to observe whether it is right or not that staff competence and OCB are needed to reach a performance and whether it is also right or not that job satisfaction is an important role to reach employee performance at NTMC.

## **II. Teoritical Review**

Performance is a measure that includes effectiveness in achieving a goal and efficiency which is the ratio of effective output against input the necessary to achieve that goal (Robbins, 2005:24). This study explains that employee performance, that is, kind of result which has been reached by NTMC's staff to perform their job for organizational goal. There are three kinds of indicator used to measure employee performance, namely work quality, work quantity, and determination of time. Job satisfaction as an emotional attitude of fun and loved his job, this attitude is reflected by the morale, discipline and performance (Wexley and Yulk, 2003:120). This study defines job satisfaction as a positive and negative behavior towards NTMC's staff job related to the working condition and personnel work environment. Job satisfaction is described through five indicators, namely liking for a job, devoting to a job, employee morale, discipline, and job performance. Competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation (Spencer and Spencer (1993:9). This study describes the competency and staff ability to complete the job. The indicators of competency used are as follows; motive, self-concept, knowledge, and skills. OCB as a free individual behavior, not associated directly or explicitly with the reward system and can increase the effective functioning of the organization Organ (1988:87). The researchers describe OCB as a volunteerism behavior and unofficially accept a reward, but the staff is able to give contribution for the development of productivity and organization effectiveness. The indicators used are altruism, courtesy, civic virtue, sportsmanship, and conscientiousness (Organ 1988:87).

## **III. Conceptual Framework**

The logic of conceptual framework for a research is explained by defining factors for performance, i.e. competence, OCB, and job satisfaction. The indicator of employee performance refers to the Dharma's point of view (2005:32), that is, work quality, work quantity, and determination of time. According to Hutapea and Thoha (2008:28) the indicators of competence are motives, traits, self-concept, knowledge, and skills. Organ (1984:4) stated that the indicators of OCB are consisting of Altruism (willingness to help somebody else in an organization), Conscientiousness (advantageous behavior to the organization, not individual or specific group), Civic Virtue (participating in the political activity of the organization and having responsibility), Sportsmanship (having tolerance towards organization without grumbling), Courtesy (preventing a problem by providing information to other people). According to Wexley and Yulk (2012:138), indicators of job satisfaction are liking for a job, devoting to a job, employee morale, discipline, and job performance.

The result of the research conducted by Dhermawan et al. (2012), Supriyanto (2015) stated that competence has influence over job satisfaction. Dhermawan et al. (2012) and Hedriani (2015) proved that competence has influence over the performance. The result of the study conducted by Yasa et al. (2015) stated that OCB has influence over the job satisfaction and performance. Milwati (2013), Darto (2014) verified that OCB has influence over the performance. The result of the research conducted by Dhermawan et al. (2012), Hettiararchchi and Jayarathna (2014), Yasa et al. (2015), Supriyanto (2015) proved that job satisfaction has influence over the performance. This is in line with Robbins's opinion (2005:104) stating that job satisfaction can have an influence over the several works related to the result, such as job performance. This explanation is then being a basis of hypothesis:

H1: Competence and OCB has significant influence over the employee's job satisfaction.

H2: Competence and OCB has significant influence over the employee performance

H3: Job satisfaction has significant effect over the employee performance.

H4: Competence and OCB has significant effect over the employee performance through job satisfaction

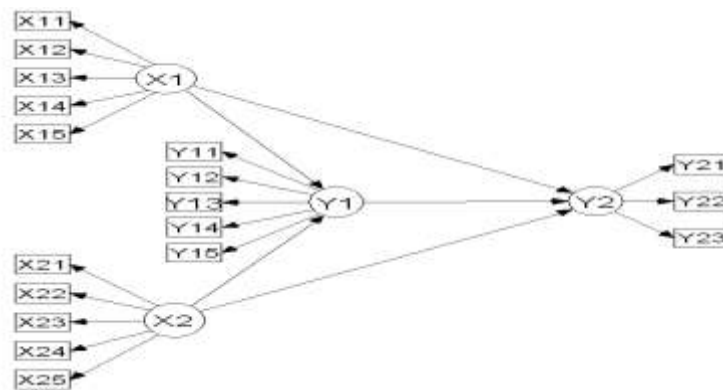
## **IV. Method**

The population of this study was all of the NTMC's staff of Korlantas Polri consisting of police officers and civil servants as many as 135 people who are in charge at Jakarta NTMC office. Census method was used to collect the primary data. Questionnaire was handed out to the 125 respondents. Tabulation of data was performed to analyze description and Structural Equation Modeling.

This kind of study used 4 latent variables and 18 indicators (Table 1) and figure of SEM (figure 1)

**Table 1.** Variable and Indicator

Exogenous variable	Indicator	Mediator Variable	Indicator	Endogenous Variable	Indicator
Competence (X1)	Motive (X11)	Job Satisfaction (Y1)	Liking for a job (Y11)	Employee Performance (Y2)	Work Quality (Y21)
	Traits (X12)		Devoting to a job (Y12)		Work Quantity (Y22)
	Self-concept (X13)		Employee morale (Y13)		Determination of Time (Y23)
	Knowledge (X14)		Discipline (Y14)		
	Skills (X15)		Job Performance (Y15)		
Hutapea and Thoha (2002:28)		Wexley and Yulk (2002:138)		Dharma (2005:32);	
OCB (X2)	Altruism (X21)				
	Courtesy (X22)				
	Civic Virtue (X23)				
	Sportsmanship (X24)				
	Conscientiousness (X25)				
Organ (1988:87).					



**Figure 1.** Structural Equation Modeling

**V. Result**

The researchers collected primary data from 135 questionnaires handed out during 3 months. The respondents are NTMC's staff of Korlantas Polri. They are all having various work periods, firstly are those who have been working for 1 until 5 years by 23.7%, secondly are those who having work period of 6-10 years by 48%, and the last are those who have been senior or have been working there for more than 10 years by 55%. The answer from questionnaire were then tabulated to analyze questionnaire items. The result of analysis of questionnaire items show there is no validity and reliability problem. Primary data are distributed to be normal, there is no multi-co-linearity and outlier problem.

**Table 2** The Result of Research Analysis

Variable	Indicators	Mean	Loading	Variable	Indicators	Mean	Loading
Competence (KOMP)	Motives	4.16	0.59*	Job Satisfaction (KK)	Liking for a job	4.01	0.59*
	Traits	4.05	0.68*		Devoting to a job	4.16	0.62*
	Self-concept	4.15	0.73*		Employee Morale	4.11	0.69*
	Knowledge	4.06	0.75*		Discipline	4.11	0.68*
	Skills	4.06	0.74*		Job Performance	3.94	0.55*
OCB	Altruism	3.92	0.79*	Employee Performance (KIN)	Work Quality	4,18	0.64*
	Courtesy	3.71	0.61*		Work Quantity	3,91	0.62*
	Civic Virtue	4.02	0.68*		Determination of Time	4,06	0.73*
	Sportsmanship	3.98	0.70*				
	Conscientiousness	4.10	0.72*				

**Note:** Significant level is less than 0.05

It can be found eighteen values of load factor with the significant rate less than 0.05. This comparison explains that indicators of the research able to measure latent variable measured. The indicator of research is able to confirm the variable measured. Table 2 explains that competence is more reflected by employee's motives, OCB is more reflected by Conscientiousness, job satisfaction of NTMC's staff is more reflected by devoting to job and the employee of NTMC's staff is more reflected by determination of time. The result of structural equation modeling is in the figure 2.

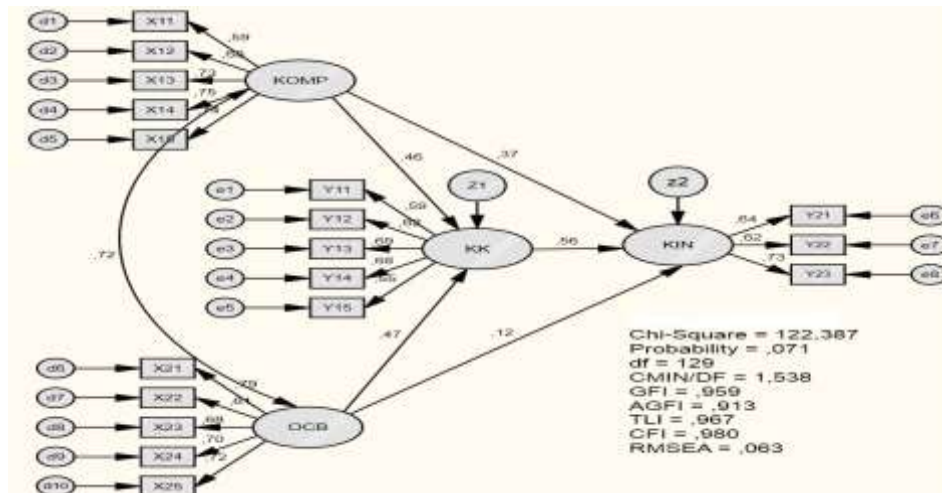


Figure 2. The Result of Structural Equation Modeling

Figure 2 explains that the building of structural equation modeling accepted as an analysis tool. The result shows that the value of  $p=0.71$ , it is absolutely shows non-significant. The value of Chi Square or degree of comparison = 1.538, it is less than 0.08 and the value of RMSEA equal to 0.063 which is less than 0.08. This kind of comparison shows that the model is accepted.

The Result of hypothesis test

5.1 The first hypothesis

The result of the testing shows that competence has significant influence over the job satisfaction by probability of 0.001 (less than 0.05) The standardized direct effect is 0.463 and to test the effect it uses the value of  $p<0.05$ . The result of this testing proves that competence has positive and significant influence over the job satisfaction. OCB has significant influence over the job satisfaction by probability of 0.002 (less than 0.05) The standardized direct effect is 0.465 and to test the effect it uses the value of  $p<0.05$ . The result of this testing proves that OCB has positive and significant influence towards job satisfaction. For that reason, the first hypothesis is tested.

Table 3. The result of the first hypothesis

Variable		Standardized Regression Weight	Estimate	S.E.	C.R.	P	Result	
Competence	→	Job Satisfaction	0.463	0,441	0,13	3,21	0,001	H1 is accepted
OCB	→	Job Satisfaction	0,465	0,298	0,09	3,14	0,002	

5.2 The second hypothesis

The result of testing proves that competence has significant influence over the employee performance with probability of 0.02 (less than 0.05). The standardized direct effect is 0.372 and to test the effect it uses the value of  $p<0.05$ . The result shows that competence has positive and significant influence towards performance. OCB has significant influence towards performance with probability of 0.045 (less than 0.05). The standardized direct effect is 0.124 and to test the effect it uses the value of  $p<0.05$ . The result of this testing proves that OCB has positive and significant influence towards performance. For that reason, the second hypothesis is tested.

Table 4. The result of the second hypothesis

Variable		Standardized Regression Weight	Estimate	S.E.	C.R.	P	Result	
Competence	→	Employee Performance	0.372	0,320	0,14	2,195	0,02	H2 is accepted
OCB	→	Employee Performance	0,124	0,072	0,03	2,044	0,04	

5.3 The third hypothesis

The result of testing proves that job satisfaction has significant influence towards performance with probability of 0.027 (less than 0.05). The standardized direct effect is 0.560 and to test the effect it uses the value of  $p<0.05$ . The result of this testing proves that job satisfaction has positive and significant influence towards performance. For that reason the third hypothesis is tested.

**Table 5.** The Result of the third hypothesis

Variable			Standardized Regression Weight	Estimate	S.E.	C.R.	P	Result
Job Satisfaction	→	Employee Performance	0.560	0,506	0,229	2,206	0,027	H3 is accepted

**5.4 The Fourth Hypothesis**

The results of the research analysis on the influence of Competence towards Performance through job satisfaction shows that the total effect of 0.631 is greater than the direct effect of 0.372. For that reason, job satisfaction proven as a competence mediating variable towards performance and mediating OCB towards performance. It is tested that the total influence of 0.384 and 0.631 is greater than direct effect by 0.124 and 0.372. For that reason, the fourth hypothesis is tested.

**Table 6.** The Result of the Fourth Hypothesis

The influence of Research Variables	Indirect Influence	Total Influence	Total Influence	Result
Competency → Job Satisfaction → Performance	0.372	0.463 X 0.560 = 0.259	0,631	H4 is accepted
OCB → Job Satisfaction → Performance	0,124	0.465 X 0.560 = 0.260	0,384	

**VI. Discussion And Findings**

**6.1 Competence**

Competence is built by motives, traits, self-concept, knowledge, and skills. The result of the study finds that knowledge is an important consideration for an organization in describing a competence. This study finds that employee knowledge is a part of employee competence to get new information for assignment needs. It shows that the staff will have competency if they are continuing to seek for a new information in completing their work task. Support facilities provided by organization truly help the staff to develop their knowledge and help them to complete their job. As the Bozkurt's point of view (2011:22) that competence is a set of behavior that determines the level of performance (job, role or group of work, function, or all of organizations). A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation" (Spencer and Spencer, 1993:9). The finding shows that the competence staff will be able to get a task and then improve it, so that the level of employee performance will be better. Competence hold an important role in supporting the continuity of the activity of the staff in the office. This is in line with Hutapea and Thoha's opinion (2008:5) who stated that competence as a knowledge, skill or individual's capability which is demonstrated.

**6.2 OCB**

OCB's establishment is measured through altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. The finding of this study shows that conscientiousness behavior of NTMC staff can describe OCB behavior. Conscientiousness behavior can be observed from the staff's behavior in performing their job, that is, work discipline which can be shown from the coming to the office on time or even earlier, and meet the deadline. In addition, the findings state that NTMC's staff not to talk much on the conversation on the phone, not to spend the time to talk outside of work; come immediately if needed and not to take excess time despite having an extra 6 days is also part of the behavior of conscientiousness of NTMC's staff. This finding are accordance with Robbins's point of view (2005: 31) that organizational citizenship behavior is a behavioral option which is not part of the formal work duties, but supporting for the organizational function to be effective. Basis of organizational citizenship behavior can be found in the organizational analysis conducted by Turnipseed and Murkison (1996: 42) that emphasizes on the willingness of the members of the organization to contribute to the organization. This shows how important OCB in organizations, especially the behavior of helping others, being a volunteer for extra duties, adherence to the rules and procedures.

**6.3 Job Satisfaction**

Job satisfaction can be built from liking for and devoting to a job, employee morale, discipline, and job performance. Employee morale is mainly describing job satisfaction. NTMC's staff have a high morale in cultivating relationship with the superior or supervisor. This kind of good relationship is being a part of employee morale during performing job. Job satisfaction of staff is seen from their conducive relationship with the leaders. This finding is accordance with Hasibuan's thoughts (2008:202) stating that job satisfaction is a nice emotional attitude and devoting to the job. This kind of attitude can be reflected from employee morale, discipline, and job performance. Job satisfaction is enjoyed inside and outside of the job, as well as combination of both of them. It proves that one of the important goals of Jakarta NTMC Korlantas Polri, that is, the resulting of employee's job satisfaction. Through job satisfaction, it is expected the goal achievement of Jakarta NTMC Korlantas Polri will be better.

#### 6.4 Performance

Performance is formed by work quality, work quantity, and determine of time. The first thing in performance forming is the determine of time, that is, not to procrastinate. NTMC's staff are able to complete their job on time. Performance is a kind of achievement reached by staff in performing assignment or job based on the required standard. The result of this research is accordance to Mangkunegara's point of view (2005:67) that performance is a quality or quantity deliverable reached by a staff to perform his/her assignment is in line with employee's responsibility.

#### 6.5 The correlation between research variable

Performance is an ability to perform job which is based on the knowledge, ability and understanding, as well as working attitude. Competence can create content to perform job. Staff who have motives, traits, self-concept, knowledge, and skills are mostly able to work to service public and mastery the job. The higher the competence owned by staff, the better the knowledge they get. The result of the research points out that the better the level of staff's competence, the more satisfied the staff to perform their job. This is also strengthening the result of the research conducted by Dhermawan et al. (2012) and Supriyanto (2015) proving that competence has influence over the job satisfaction.

The linkage of job satisfaction and employee performance shows a positive relationship. The result of the study proves that the NTMC's staff are satisfied in performing their job. The staff who content with their performance have a behavior to be on time to work, responsible, not to grumble and cultivate a harmonize relationship with other staff and superior. This finding is in step with the research conducted by Dhermawan et al. (2012), Hettiararchchi and Jayarathna (2014), and Supriyanto (2015). Staff who have OCB are also becoming a content staff with their work and positively affected on the performance. OCB is a willingness to perform job over the main duties or a willingness to perform job outside the assignment or an organization formal role without considering a reward from the organization. OCB is needed in an organization. The result of the research indicates that OCB hold an important role in creating job satisfaction of NTMC's staff. It means that every NTMC's staff of Jakarta Korlantas Polri will be together creating an ideal working condition to produce a conducive situation to reach the goal in public service. NTMC's staff are never been grumbling about their job, performing their duty according to the provision, participating and tolerating for organizational advancement. The result of the research supports the previous findings of Triyanto and Santosa (2009) Sharma (2011), and Fadholi (2013). Organizational Citizenship Behavior of NTMC's staff of Jakarta Korlantas Polri creates job satisfaction to the staff positively affected on employee performance.

### VII. Conclusion And Future Research

Job satisfaction is reinforcement for staff's competence and OCB play a role to improve employee performance. The higher the staff's competence and OCB they have, the better the satisfaction felt by employees. Employee's job satisfaction determines the performance. The findings of this study show that job satisfaction is intended for improving performance expected by the organization. OCB behavior and staff competence is as a condition which creates job satisfaction. Since job satisfaction is really important for organization, thus work relationship among staff needs to be strengthened to reach organizational goal, that is, optimum service to the public. This research was conducted in NTMC which is communications technology center. In the future research, researchers are suggested to consider the linkage between the role of communications technology and job satisfaction variable to meet the staff's job satisfaction. The accuracy of communications technology can pleasure staff's work needs to be tested and explained mostly in the organization or department which uses communications technology.

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