

The effect of Work Environment, Competence, and Compensation on Employee Performance With Organizational Citizenship Behavior (OCB) As Intervening Variable At BNI KC Banyuwangi

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Abstract : Karyawan memiliki peran yang besar dan penting dalam kesuksesan sebuah organisasi. Tolak ukur keberhasilan organisasi dapat dilihat dari kinerja karyawan. Kinerja karyawan berarti produktivitas dan output karyawan sebagai hasil dari pengembangan karyawan, dan akhirnya akan mempengaruhi efektivitas organisasi. Kinerja yang baik dapat dicapai melalui lingkungan kerja yang baik, melalui kompetensi yang tinggi, dan kompensasi yang sesuai melalui organizational citizenship behavior (OCB) para karyawan. Banyak penelitian telah dilakukan dengan meneliti hubungan antara kepuasan dan kinerja. Namun, beberapa hal tidak menunjukkan keberhasilan dan terdapat kesenjangan penelitian. Hasil penelitian berpengaruh besar terhadap penilaian kinerja karyawan. BNI KC Banyuwangi mencoba mengukur kinerja karyawan dari lingkungan kerja, kompetensi, dan kompensasi setiap karyawan melalui organizational citizenship behavior (OCB) sebagai intervensi. Pengambilan keputusan ini didasarkan pada teori yang ada. Bahkan peran organizational citizenship behavior (OCB) yang diharapkan mampu menjadikan karyawan BNI KC Banyuwangi akan lebih baik dari daerah lain yang telah mencapainya.

Keywords: Work Environment, Competence, Compensation, Employee Performance

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I. Introduction

The development of the banking world in Indonesia is growing very rapidly. It can be seen from the real sector, the increasing number of banking companies growing in Indonesia. This incident is not only caused by external factors in the banking world, such as increasing the number of people's credit needs, but also from internal banking factors, such as advances in technology and human resources as well as aspects of the services provided by the bank itself. This paradigm makes banking companies more cooperative in the face of increasingly fierce competition.

Banks are required to improve the quality of human resources to be able to face intense competition. Human resources have a major role in every company activity. Human resources are also a tool for the activities of a company, because humans are a factor in the workforce that can grow and develop. Every company will always try to develop and improve employee performance to achieve the company's goals. Human resources are still the main focus and foundation for companies to survive in the globalization era. Although supported by modern facilities and infrastructure, the company's activities will not be completed properly. This shows that human resources are the main key that must be improved in order to achieve the expected performance.

The empirical phenomenon in this study is the TPF value of PT. BNI KC Banyuwangi 2021 decreased. If this TPF value is allowed to continue, it will have a negative impact on Bank Negara Indonesia KC Banyuwangi. One of these negative impacts will reduce employee performance because they cannot carry out the credit disbursement process, so the targets will not be achieved by each employee. TPF value of PT. BNI KC Banyuwangi 2021 explained that in 2021 there will be a decline in the performance of its employees. In addition, employee performance appraisal data of PT. BNI KC Banyuwangi 2021 has decreased. The decline in performance was also caused by several factors including a less conducive work environment, lack of competence, compensation received and the low level work of Organizational Citizenship Behavior (OCB) of BNI KC Banyuwangi employees.

II. Literatur Review

According to NitiseMITO (in Nuraini 2013: 97) the work environment is everything that is around employees and can influence in carrying out the tasks assigned to them, for example with the presence of air

conditioner (AC), adequate lighting and etc. According to Sedarmayati (2009: 21) the definition of the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group.

Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job (Wibowo (2016: 271). According to McClelland defines competence (competency) as a fundamental characteristic possessed by a person which directly affects, or can describe, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, than what average performers do (Rivai, 2015 :230).

Sedarmayanti (2011: 239) argued that compensation is everything that is received by employees as a reward for their work. Total compensation can be classified into three main components, first basic compensation that is compensation whose amount and timing of payment is fixed, such as wages and salaries. Second, variable compensation is compensation whose amount varies and/or the timing of payment is uncertain. This variable compensation is designed as a reward for employees who perform well. Variable compensation includes incentive payments to individuals and groups, gainsharing, bonuses, profit sharing, employee stock-ownership plans and stock-option plans. Third, the last component of total compensation is benefit or often also called indirect compensation.

According to Organ (2003:31), OCB as individual behavior that is free, is not directly or explicitly recognized in the reward system and in promoting the effective function of the organization. In other words, OCB is employee behavior that surpasses the required role, which is not directly or explicitly recognized by the formal reward system. Meanwhile, Titisari (2014:5), argued that OCB is an individual contribution that exceeds the demands of the role at work which involves several behaviors comprise help others, volunteer for extra tasks, obey the rules and procedures in the workplace. work. So the conclusion, what is meant by OCB is a form of individual behavior that exceeds formal provisions which is carried out voluntarily without expecting a reward to improve the organization.

Rivai and Basri (2005:50) said that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or criteria that have been agreed previously. Performance is basically what employees do or don't do. According to Mangkunegara (2002:62) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Hasibuan (2006:94) performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time.

III. Conceptual Model

Based on the background, problem formulation, objectives, and literature review, it can be concluded that this study was conducted to prove and analyze the effect of important variables, namely work environment, competence, compensation, organizational citizenship behavior (OCB), and employee performance at BNI KC Banyuwangi. A conducive work environment can make employees feel at home in the office, so it can foster OCB behavior and encourage employees to be more active at work. The competencies possessed by employees as knowledge capital in their work have an impact on the emergence of OCB behavior and produce work outputs that are as expected by the company. Providing compensation in accordance with the work achieved can improve OCB behavior and employees work optimally. In line with the increasing OCB behavior, it will have an impact on increasing employee performance, so OCB behavior is able to encourage employees to be better step by step in carrying out their duties. The conceptual framework in this study describes the direct and indirect effects between variables. The conceptual framework of the research is shown in Figure 1 as follows:

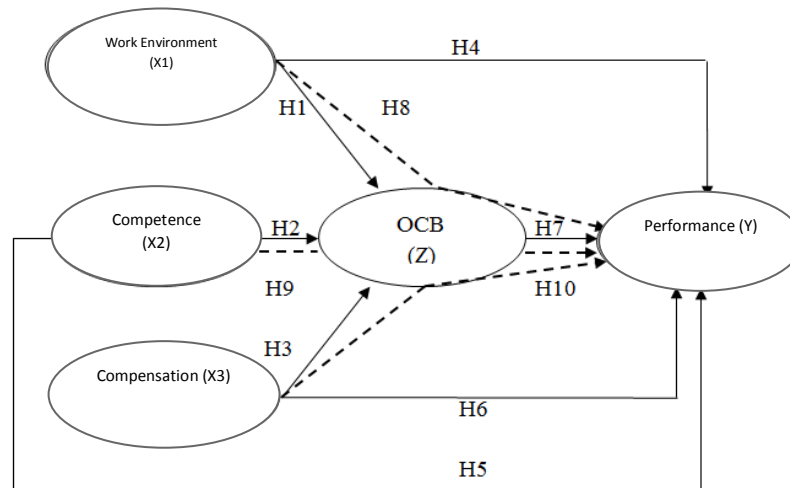


Figure 1. Conceptual Framework

HYPOTHESIS

The Effect of Work Environment on Organizational Citizenship Behavior (OCB)

The work environment has a significant contribution to Organizational Citizenship Behavior (OCB) (Holman, 2002), so the employee's work environment has a strong effect on Organizational Citizenship Behavior (OCB) (Hurley et al., 2000). The work environment is a condition of everything that is around the employee's workplace that is could be influence in carrying out his work (Nitisemito, 2006: 106). Organizational Citizenship Behavior (OCB) will be higher and the intention to leave will be lower if the work environment complements the creativity requirements of the job (Shalley et al., 2000). The results of research conducted by Suhardi (2019) stated that the work environment had a significant effect on employee performance. Therefore, the hypotheses developed are:

H1: The work environment affects the Organizational Citizenship Behavior (OCB) of BNI KC Banyuwangi employees.

The Effect of Competence on Organizational Citizenship Behavior (OCB) Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo (2016: 271). According to McClelland defines competence (competency) as a fundamental characteristic possessed by a person which directly affects, or can describe, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, than what average performers do (Rivai, 2015 :230) The results of research conducted by Amalia (2019) stated that the work environment has an effect on Organizational Citizenship Behavior (OCB). Therefore, the hypotheses developed are:

H2: Competence affects Organizational Citizenship Behavior (OCB) in BNI KC Banyuwangi employees

The Effect of Compensation on Organizational Citizenship Behavior (OCB) Sedarmayanti (2011: 239) argues that compensation is everything that is received by employees as a reward for their work. Total compensation can be classified into three main components, namely: First, basic compensation, namely compensation whose amount and timing of payment is fixed, such as wages and salaries. Second, variable compensation is compensation whose amount varies and/or the timing of payment is uncertain. Third, the last component of total compensation is benefit or often also called indirect compensation. The results of research conducted by Amalia (2019) stated that compensation has an effect on Organizational Citizenship Behavior (OCB). Therefore, the hypotheses developed are:

H3 : Compensation has an effect on Organizational Citizenship Behavior (OCB) in BNI KC Banyuwangi employees.

The effect of Work Environment on Performance A good work environment, both physically and non-physically, is expected by employees to work optimally, and vice versa if the surrounding environment is bad, employees will not have job satisfaction (Anas, 2013). Therefore, the circumstances and situations that surround employees at work must be maintained as well as possible so that employees will feel comfortable at work. A work environment that includes harmonious working relationships, clear targets, a dynamic work climate, adequate work facilities can also affect employee job satisfaction (Mangkunegara in Dharmawan, 2012). The results of research conducted by Omari (2017) state that the work environment has a positive and significant

effect on employee performance in Jordan. Sari (2020) states that employee performance is influenced by competence and the physical work environment. Based on this explanation, the researcher proposes the following hypothesis:

H4: The work environment affects the performance of BNI KC Banyuwangi employees

The Effect of Competence on Performance

According to Wibowo (2016: 110) competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in a particular field. This is in accordance with Manani's research (2019) showing that competence has a positive and significant effect on employee performance in Kenya. Sang's research (2018) shows that competence has a positive and significant effect on employee performance in China, so from this description the hypotheses proposed are:

H5: Competence affects the performance of BNI KC Banyuwangi employees

The Effect of Compensation on Performance Employee performance is very important for a company in order to realize the company's goals. The performance produced by employees is very important for a company in order to realize the company's goals. Employee performance can be influenced by several factors, one of which is compensation, if employees receive compensation according to their needs it will be able to improve employee performance. Compensation is an important component in its relationship with employees. positively or negatively, depending on the situation and conditions faced by the person concerned. Suhardi's research (2019) shows that compensation has a positive and significant effect on employee performance, so from this description the proposed hypothesis is:

H6: Compensation affects the performance of BNI KC Banyuwangi employees

The Effect of Organizational Citizenship Behavior (OCB) on Performance

According to Titisari (2014: 5) states that OCB is an individual contribution that exceeds the demands of the role at work which involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures at work. . So broadly speaking, what is meant by OCB is a form of individual behavior that exceeds formal provisions which is carried out voluntarily without expecting a reward to improve the organization. This is in accordance with Suhardi's research (2019) showing that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance, so from this description the proposed hypothesis is:

H7: Organizational Citizenship Behavior (OCB) affects the performance of BNI KC Banyuwangi employees

The Effect of Organizational Citizenship Behavior (OCB) in Mediating the Work Environment on Employee Performance

According to Organ (2003:31), OCB as individual behavior that is free, is not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Schultz and Schultz (2010:405) Work environment or conditions are all aspects of physical work, work psychology and work regulations that can affect job satisfaction and work productivity. Hasibuan (2006:94) performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. This is in accordance with Suhardi's research (2019) showing that Organizational Citizenship Behavior (OCB) mediates the effect of the Work Environment on Employee Performance, so from this description the proposed hypothesis is:

H8: Organizational Citizenship Behavior (OCB) mediates effect of the work environment on employee performance

The Effect of Organizational Citizenship Behavior (OCB) in Mediating Competence on Employee Performance

According to Wibowo (2016: 110) competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Titisari (2014:5), argues that OCB is an individual contribution that exceeds the demands of the role at work which involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures at work. . Robbins (2001) states that performance is the amount of effort that an individual puts out on his job. Employee performance is defined as the ability of employees to perform certain skills. This is in accordance with Suhardi's research (2019) showing that Organizational Citizenship Behavior (OCB) mediates the effect of Competence on Employee Performance, so from this description the proposed hypothesis is:

H9: Organizational Citizenship Behavior (OCB) mediates the effect of Competence on Employee Performance

The Effect of Organizational Citizenship Behavior (OCB) in Mediating Compensation on Employee Performance

Simamora (2004:442) defines compensation (compensation) includes financial rewards and intangible services and benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for their contribution to the organization. OCB is a form of individual behavior that exceeds formal provisions which is carried out voluntarily without expecting a reward to improve the organization. According to Mathis and Jackson (2002:81), performance appraisal is a process of evaluating how well employees do their jobs when compared to a set of standards and then communicating that information. This is in accordance with Suhardi's research (2019) showing that Organizational Citizenship Behavior (OCB) mediates the effect of compensation on employee performance, so from this description the proposed hypothesis is:

H10: Organizational Citizenship Behavior (OCB) mediates the effect of compensation on employee performance

IV. Conclusion

The changes of certain development from time to time do not rule out threats or opportunities. One of the changes that occur in the globalization era is the development of improving the quality of human resources. Advances in the quality of human resources have the impact of such a big change. The development of the quality of human resources also affects the work patterns of business organizations, this shows that the quality of human resources has become a necessity to show the work of the company or organization entity. Strategic planning and the use of complex human resources within the company are needed as a solution to deal with uncertain changes. In the growth of business competition, BNI KC Banyuwangi requires competent human resources in the field of work, especially in the performance of its employees.

In the fierce competition, human resources become the main subject in overcoming threats and opportunities. For this reason, further research is needed to determine the role of the work environment, competence, and compensation through organizational citizenship behavior (OCB) in improving employee performance.

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