

The Influence of Work Motivation and Employee Competence on Employee Performance through Organizational Citizenship Behavior (OCB) in the Cilegon City Government

IC Indra Purnamanudin^{✉1}, Furtasan Ali Yusuf², Uli Wildan Nuryanto³

¹ Student at Master of Management, Bina Bangsa University, Indonesia

^{2&3} Lectur at Master of Management, Bina Bangsa University, Indonesia

Abstrak

Employee performance in the Cilegon City Regional Government is not optimal, which is influenced by a lack of motivation to work, employee competence, and Organizational Citizenship Behavior (OCB). The purpose of this study is to evaluate how employee work motivation and competence impact their performance, both directly and indirectly, by using OCB as a mediating variable. Various issues are discussed, including: (1) the relationship between work motivation and employee performance; (2) the relationship between work motivation and OCB; (3) the relationship between employee competence and OCB; (4) the relationship between OCB and employee performance; and (6) the mediating role of OCB in the relationship between work motivation and employee competence. This study uses a quantitative method, namely PLS-SEM, or Partial Least Square-Structural Equation Modelling. The research instrument is a questionnaire that has been tested for validity and reliability, with respondents from State Civil Apparatus (ASN) selected through random sampling. The results show that work motivation and competence have a significant positive effect on employee performance and OCB, and OCB acts as a significant mediator. Recommendations are given to the Cilegon City Regional Government to increase motivation, competence, and the cultivation of OCB to encourage sustainable employee performance.

Kata Kunci: Work Motivation, Employee Competence, Employee Performance, Organizational Citizenship Behaviour (OCB)

Copyright (c) 2025 Ic Indra Purnamanudin

✉ Corresponding author : Ic Indra Purnamanudin

Email Address : icindrapurnamanudin@gmail.com

INTRODUCTION

Amidst globalization and rapid technological advancements, organizations, including government agencies, are expected to be more efficient and effective. Because every organization is built with a vision for the benefit of human resources, human resources are a crucial element for any organization, regardless of its form and purpose. Because of the importance of human resources, each organization must have high-quality and productive members to operate. Good performance is demonstrated by quality human resources (Jain & Garg, 2025).

Employee performance is one of the main indicators of an organization's success. Performance appraisals are based on employee actions in carrying out individual and group

tasks, as well as in meeting predetermined targets. Employee performance is the overall results or level of achievement of employees over a specific period of time while carrying out their duties, compared to various possibilities, such as work standards, targets or objectives, and previously agreed-upon criteria (Hermanto et al., 2024).

Employee performance is a fundamental aspect of organizational success, particularly in government. In practice, many government agencies still struggle to develop optimal employee performance. Frequently occurring phenomena include low work motivation, low initiative, and minimal voluntary work behavior that supports organizational effectiveness. Furthermore, superior supervision, discipline, and competence are some of the causes of poor employee performance (Wang et al., 2023).

Based on the researcher's initial observations at the Cilegon City Government regarding employee performance, the 2024 SKP reporting data is in Table 1 as follows:

Table 1. 2024 e-Performance Reporting Data for Cilegon City Agencies

No	Explanation	Total employee
1	Very good	789
2	Good	3.384
3	Not enough	12
4	Very less	6
5	Without explanation	65
Total		4.256

Source: Cilegon City Government

Based on Table 1 above, it can be concluded that several aspects of employee task execution are still suboptimal. Consequently, some employees are still lacking in performance, and improvements are needed to improve overall performance. Supporting good performance requires qualified employees. Therefore, motivation and competence, both internal and external, are essential (Davis et al., 2025).

This pre-survey was conducted not only to ensure the credibility and validity of the research instrument, but also to get an initial picture of how employees view the four main variables studied, namely: Work Motivation (X1), Employee Competence (X2), Employee Performance (Z), and Organizational Citizenship Behavior (OCB) (Y). In addition, the findings of this pre-survey serve as a basis for developing more efficient organizational intervention methods aimed at increasing motivation, enhancing competence, improving performance, and encouraging better behavior in the workplace. The author conducted a preliminary survey of 30 employees in the Cilegon City Government using a random sampling method. This was done to obtain more accurate measurements for all research variables. To obtain an objective picture of the general perceptions of employees, respondents were selected randomly without considering their position or length of service (Mallin et al., 2025).

The research focused on the Cilegon City government, which is highly relevant. Its work is characterized by rigid bureaucracy and bureaucratic practices that deviate from the implementation of its duties (Hadi Prabowo, 2022). This government makes significant contributions to various strategic sectors, including economic development, improving human resource quality, public services, and political and legal stability. However, with these increasing demands, various managerial challenges arise, particularly related to managing human resources to maintain productivity.

State of the art

Although the relationship between employee competence and work motivation has been thoroughly studied in various previous studies, most of these studies only highlight the direct influence on performance without considering the role of Organizational Citizenship Behavior (OCB) as a potentially important mediating variable (Sari & Wibowo, 2022; Suhardi, 2019). This statement reflects a gap in the previous literature (research gap) that needs to be bridged to gain a more comprehensive understanding of how motivation and competence influence employee performance. Based on this, this study aims to explore the relationship between work motivation and employee competence on employee performance, with Organizational Citizenship Behavior (OCB) as the mediating variable. This approach is expected to contribute a new perspective, positioning OCB as the main mediator in explaining the mechanisms of influence of motivation and competence on improving employee performance more comprehensively. This research gap is described in Table 2.

Table 2 Research Gap from the Evidence Gap Side

No	author	Research focus	findings	Sector	Research Gap
1	Syahrial et al. (2025)	The Influence of Work Motivation on Performance with the Mediation of Organizational Citizenship Behavior (OCB)	Work motivation has an important role in improving performance, voluntary OCB behavior is not effective enough to be a mediator in this relationship, especially in the context of village government which tends to have a more formal and bureaucratic organizational structure.	In Village Apparatus	Does not involve employee competence.
	Faiza et al. (2022)	The Influence of Competence, Compensation, Work Motivation and Organizational Citizenship Behavior (OCB) on Performance	Employee performance is positively and significantly influenced by a combination of compensation, competence, work motivation, and Organizational Citizenship Behavior.	PT Techmicon of Batam	Testing has not been carried out in local government.
	Alhasani et al. (2021)	The Influence of Competence and Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior (OCB) as a Mediator	Competence impacts OCB and employee performance at the East Java III Regional Office of the Directorate General of Taxes. On the other hand, organizational commitment influences OCB but does not impact employee performance.	East Java III Regional Office of the Directorate General of Taxes	Does not involve work motivation.
	Djaya (2021)	The Influence of Work Motivation and Competence on Employee Performance	Suggesting to further researchers to conduct more in-depth research on factors that influence performance by considering work behavior variables, while maintaining compensation as a moderator variable.	PT. Kalla Inti Karsa	Does not consider the mediating role of OCB and has not been tested in local government.

Summarized: Syahrial et al. (2025); Faiza et al. (2022); Alhasani et al. (2021); Djaya (2021).

Various studies in Table 2 explain that they have examined the influence of work motivation and competence on employee performance, with Organizational Citizenship Behavior (OCB) positioned as a mediating variable. Research conducted by Syahrial et al. (2025) shows that work motivation has a significant contribution to improving employee performance. However, in village government environments known for their bureaucratic and rigid organizational structures, OCB does not play an optimal role as a mediator. Furthermore, the study did not include employee competence as a factor potentially influencing performance. Meanwhile, research by Faiza et al. (2022) revealed that competence, compensation, work motivation, and OCB simultaneously have a positive and significant impact on employee performance at PT Tech micron, Batam. However, this finding has not been tested in the context of local government, so its application to the public sector still requires further verification.

Based on the phenomena and research gaps that have been explained, the formulation of the problem in this study is: 1) Is there a direct influence of work motivation on employee performance in the Cilegon City Government? 2) Is there a direct influence of work motivation on employee performance in the Cilegon City Government 3) Is there a direct influence of employee competence on employee performance in the Cilegon City Government 4) Is there a direct influence of employee competence on employee performance on the Cilegon City Government 5) Is there a direct influence organizational citizenship behavior (OCB) on employee performance in the Cilegon City Government 6) Is there an indirect influence of work motivation on employee performance through organizational citizenship behavior (OCB) in the Cilegon City Government 7) Is there an indirect influence of employee competence on employee performance through organizational citizenship behavior(OCB) at the Cilegon City Government

Novelty

The novelty of this research lies in examining the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between work motivation and competence on employee performance in the context of the Cilegon City Government, a practice that has not been widely studied in the public sector. This research expands the theoretical model by demonstrating that employee voluntary behavior can strengthen the influence of motivation and competence on performance, while also providing practical contributions to strategies for improving the performance of regional apparatus (Özkan et al., 2025).

Theoretical Study

The Influence of Work Motivation on Employee Performance (Bound) in the Cilegon City Government

Motivation is the act of encouraging others or oneself to do something. According to Armansyah, motivation is defined as the driving force that drives someone to work and encourages them to work together effectively and integrated with others, and strives for satisfaction (Basyid, 2024).

High employee work motivation will influence employee performance, which will help the organization achieve its goals (Ulya & Rahmah, 2025). Rival stated that performance is a tangible behavior demonstrated by everyone and is demonstrated by the work results produced by employees according to their roles in the organization (Sanaba et al., 2022).

Performance is the work results achieved by a person in completing assigned tasks based on skill, experience, dedication, and time (Kurnianto & Kharisudin, 2022). Therefore, if

employees have higher work motivation, they will be more motivated to perform better, which ultimately results in better performance. Additional factors, such as leadership style, work environment, and reward systems, can influence this relationship (Sulaiman & Fariz, 2021).

The Influence of Employee Competence on Employee Performance (Bound) in the Cilegon City Government

Employee competency is the knowledge, skills, and attitudes a person possesses to carry out their duties and responsibilities effectively and efficiently. Intellectual, emotional, and social abilities comprise various abilities that work together to achieve optimal results. Competence, according to Spencer & Spencer, is an individual's traits used appropriately and sustainably to achieve desired performance. In this regard, the success of an organization or institution depends on employee competency (Rasyid et al., 2024).

Meanwhile, according to Setyawan et al., (Purnamasari et al., 2025), performance reflects a series of individual behaviors and activities that are in accordance with organizational expectations or goals when someone works in an organization.

Competence is a component that influences performance. Theoretically, Wibowo emphasized the relationship between competence and performance by stating that competence is a fundamental characteristic in every person that is linked to differentiated criteria for superior or effective performance in specific jobs and environments. Therefore, the relationship between competence and performance can be explained by stating that the more competence an employee possesses, the more productive they are (Purwanza et al., 2022).

The Influence of Work Motivation on OCB (Intervening/Mediation) in the Cilegon City Government

Motivation is an emotional drive that drives someone to do something, not just to complete it. However, there are situations where someone experiences a decline in performance and becomes unproductive, which prevents them from completing their work (Abbas, 2023). In an organizational context, work motivation is not only related to an employee's formal performance but also influences behavior outside of the primary role, known as Organizational Citizenship Behavior (OCB) (Iba & Wardhana, 2024).

According to Organ, Organizational Citizenship Behavior is an individual's voluntary actions that improve organizational performance, even though they are not directly related to the reward system. In other words, Organizational Citizenship Behavior is the behavior of an employee that is based on voluntary rather than job demands (Gobel et al., 2023).

The higher an employee's work motivation, the more likely they are to exhibit OCB behaviors in the workplace. Therefore, work motivation plays a significant role in influencing employee OCB. Organizations that can enhance employee work motivation are likely to see an increase in extra-role behaviors that support organizational goals and performance (Rasyid et al., 2024).

The Influence of Employee Competence on OCB (Intervening/Mediation) in the Cilegon City Government

Competence is a person's ability to perform cognitive, psychomotor, and effective behavior by applying it seriously in accordance with established performance standards

(Langen; Rahmi et al, 2024). If someone has good competence, they will not only influence how they perform important tasks, but they can also encourage them to act voluntarily outside of formally assigned tasks, which is called Organizational Citizenship Behavior (OCB) (Akbar Abbas, 2023).

OCB is behavior unrelated to the organization's formal reward system, decisions, or individual efforts. Overall, however, OCB improves organizational efficiency and helps transform the formal work environment into a more relaxed and cooperative one. In such an environment, the organization is expected to be efficient and effective (Alhasani et al., 2021). According to Sule & Kaltum (Alhasani et al., 2021), competence influences OCB behavior. Therefore, more competent employees are more likely to demonstrate OCB behaviors, such as helping coworkers, taking initiative, and maintaining a comfortable work environment (Sariani et al., 2020).

The Influence of OCB on Employee Performance (Bound) in the Cilegon City Government

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors performed by employees outside of their formal duties, which are not recognized or rewarded by the organization's reward system, but contribute to the organization's performance and efficiency. OCB encompasses aspects such as courtesy, conscientiousness, sportsmanship, altruism, and citizenship. These behaviors are important because they can improve the work environment and enhance organizational performance (Yusuf & Darmawan, 2024).

Employee performance is defined as the output achieved by an individual based on their abilities and efforts under certain conditions to achieve organizational goals. This research also emphasizes that performance is influenced by individual characteristics and commitment to the organization (Gunawan, 2023).

According to Danial et al. (2024), OCB has a positive and significant impact on employee performance. These findings indicate that employees with OCB behaviors tend to perform better on the job because they are more proactive, have a greater sense of responsibility, and are highly committed to organizational goals. Therefore, OCB behaviors significantly improve employee performance.

METODOLOGI

Types of research

This research was conducted in the Cilegon City Government with a specific focus on employees of BAPEDALITBANG, BKPSDM, BPKPAD, DISHUB, DISPERINDAG, DPUPR, KEC. CILEGON and SETDA, which are agencies within the Regional Government. The BKPSDM, BPKPAD, DISHUB, DISPERINDAG, DPUPR, and SETDA sections have strategic responsibilities in supporting efficient governance and high-quality public services. In line with the objectives of the research to be implemented, this study uses a descriptive causality design using quantitative methodology (Deole et al., 2023). Then the proposed hypothesis is tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023).

Population and sample

In this study, the population used was the Civil Service employees in the Cilegon City Government. Thus, the population is the entire object used as a source of research data, totalling 387 people. The sampling technique used was proportional random sampling with the calculation basis using the Slovin formula at a 5% error rate. Thus, a sample of 197 was obtained.

Data analysis techniques

The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a range of scales and Smartpls version 3.2.3 such as measuring the model (*outer model*), modelling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted* (AVE) and construct reliability test through the value *Composite Reliability* (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 3 below.

Table 3 AVE and CR test results

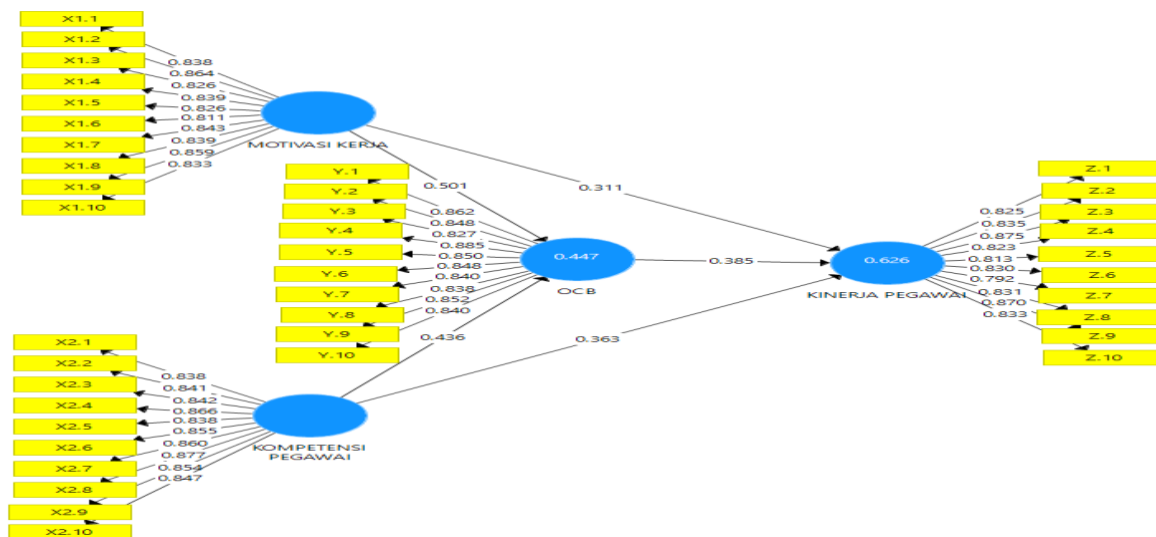
Variabel	Average Variance Extracted (AVE)	$\sqrt{\text{AVE}}$	<i>Composite Reliability</i>
Work motivation	0,702	0,838	0,959
Employee Competence	0,725	0,851	0,964
Employee Performance	0,694	0,833	0,963
Organizational Citizenship Behavior (OCB)	0,721	0,849	0,958

Source: SEM PLS data processing results (2025)

The test results in Table 3 show that all research variables have AVE values above 0.50 and Composite Reliability values above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable in measuring the constructs of work motivation, employee competence, OCB, and performance.

RESULT AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: SEM PLS data processing results (2025)

Figure 1 Outer Model Analysis Results (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 4 below.

Table 4 Hypothesis Test Results

Variabel	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	p values
Work Motivation -> Employee Performance	0,311	0,310	0,054	5,817	0,000
Work Motivation -> OCB	0,501	0,503	0,044	11,404	0,000
Employee Competence -> Employee Performance	0,363	0,363	0,052	6,983	0,000
Employee Competence -> OCB	0,436	0,438	0,046	9,473	0,000
OCB -> Employee Performance	0,385	0,384	0,072	5,318	0,000
Work Motivation -> OCB -> Employee Performance	0,193	0,193	0,040	4,866	0,000
Employee Competence -> OCB -> Employee Performance	0,168	0,168	0,038	4,458	0,000

Source: SEM PLS data processing results (2025)

Based on the test results bootstrapping In Table 4.20 regarding the direct influence between variables, the following findings were obtained:

1. Work Motivation → Employee Performance
Work motivation shows a significant direct influence on employee performance, with a coefficient value of 0.311, a t-statistic of 5.817, and a p-value of 0.000. This indicates that increased work motivation contributes to improved employee performance.
2. Work Motivation → OCB
Work motivation has a significant influence on OCB, with a coefficient of 0.501, a value of *t-statistic* 11,404, and *p-value* 0.000. This means that the higher the employee's work motivation, the higher their tendency to display extra-role behavior (OCB).
3. Employee Competence → Employee Performance
Employee Competence has a significant positive influence on employee performance, with a coefficient value of 0.363, a value of *t-statistic* 6,983, and *p-value* 0.000. This indicates that high competency can significantly improve employee performance.
4. Employee Competence → OCB
Employee performance also has a significant influence on OCB, indicated by a coefficient of 0.436, a value of *t-statistic* 9,473, and *p-value* 0,000. This indicates that competent employees tend to be more proactive and contribute voluntarily to the organization.
5. OCB → Employee Performance
OCB has been proven to have a positive and significant influence on employee performance, with a coefficient of 0.385, a value *t-statistic* amounting to 5,318, and *p-value* 0,000. Employees who exhibit high OCB generally perform better because their positive behaviors support the effectiveness of teamwork and the organization as a whole.
6. The Influence of Work Motivation on Employee Performance through OCB
The results of the analysis show that work motivation has a significant indirect effect on employee performance through OCB, with a coefficient value of 0.193, a T-statistic of 4.866, and a P value of 0.000. In other words, high work motivation can increase OCB, which ultimately has a positive impact on improving employee performance. Because the direct relationship between work motivation and employee performance is also significant, this mediation is classified as partial mediation, meaning that OCB strengthens the direct effect of work motivation on employee performance.
7. The Influence of Employee Competence on Employee Performance through OCB
Employee competence also has a significant indirect effect on employee performance through personality competence, with a coefficient value of 0.168, a T statistic of 4.458, and a P value of 0.000. These results confirm that competent employees will exhibit higher OCB behavior, which ultimately improves their performance. Since the direct relationship between employee competence and employee performance is also significant, this path also constitutes partial mediation.

The Influence of Work Motivation On Employee Performance in the Cilegon City Government

Based on the test results, Work Motivation is proven to have a positive and significant influence on Employee Performance in the Cilegon City Government. The path coefficient value $\beta_1 = 0.311$ (t-statistics = 5.817; p-value = 0.000) indicates that this finding

confirms H_1 is accepted, which means that work motivation has a direct impact on improving employee performance in Cilegon City Government Agencies.

Work motivation, which encompasses physiological needs, safety needs, belongingness needs, self-esteem needs, and self-actualization needs, has been shown to encourage employees to engage in extra-role behaviors that benefit the organization. These findings support recent research by Abdul Basyid (2024), which found that higher work motivation improves employee performance at KSP Mandiri Sejahtera.

This research aligns with a study by Nurul Ulya and Aisyah M. Rahmah (2025), which identified a significant positive correlation between work motivation and improved employee performance in socio-religious institutions. In the context of the public service sector, this is evident in the increased work efficiency, employee commitment to tasks, and speed of work completion demonstrated by highly motivated employees (Rahaman et al., 2023).

In public organizations such as government agencies, work motivation plays a crucial role in determining optimal employee performance. Research findings from Ricardo Manarintar Simarmata (2024) corroborate this by demonstrating a positive relationship between work motivation and employee performance, indicating a unidirectional relationship. Furthermore, the significant influence of work motivation on employee performance indicates that work motivation plays a significant role in improving employee performance (Donaldson & Villalobos, 2024).

Furthermore, research conducted by Mawardi et al. (2024) also corroborates these findings by showing that the implementation of work motivation at the Center for Competitiveness Development of Villages, Disadvantaged Regions, and Transmigration has been running well and has contributed to improving employee performance. Work motivation is a crucial factor influencing an organization's performance level. If employees lack motivation to work optimally, achieving established organizational goals will be difficult, negatively impacting the organization itself (Srimulyani et al., 2023).

The path coefficient of 0.311 indicates that, despite its significant influence, work motivation makes a moderate contribution to investment performance. This indicates that other factors may enhance the influence of work motivation (Saleem et al., 2024).

The Influence of Employee Competence on Employee Performance in the Cilegon City Government

The test results show that Employee Competence has a positive and significant effect on Employee Performance in the Cilegon City Government. With a path coefficient value of β_2 of 0.363 (t -statistic = 6.983; p -value = 0.000), this finding confirms that the H_2 hypothesis is accepted, which means that employee competence directly contributes to improving employee performance in the government agency.

This research is consistent with various empirical studies showing that employee competency has a positive and significant impact on their performance. For example, research by Yani et al. (2024) found that improving employee competency at the State Islamic Institute (IAIN) Kerinci was directly proportional to their performance improvement.

Conversely, if employee competency is neglected or underdeveloped, it can lead to a decline in employee performance at the institution (Srirahayu et al., 2023).

In the context of government organizations, employee competency has been shown to contribute to improved employee performance. Research by Saputri and Marginingsih (2024) at the Bureau of Human Resources, Apparatus, and Organization of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia showed that if employee competencies, including abilities, knowledge, and skills, can be effectively applied, this significantly impacts employee performance and improves employee performance (Kotsopoulos et al., 2023).

Other research evaluations in the public sector, such as Chafidoh and Husain's (2024) study at the Pondok Aren District Office in South Tangerang, found that competency had a significant partial effect on employee performance, with competency being crucial for improving efficiency and effectiveness in carrying out tasks. Similarly, research by Julianti et al. (2025) found that employee competency significantly influenced employee performance at the Secretariat of the Directorate General of PSKL.

The Influence of Work Motivation on Organizational Citizenship Behavior (OCB) At the Cilegon City Government

The test results show that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the Cilegon City Government. The path coefficient value $\beta_3 = 0.501$ (t-statistics = 11.404; p-value = 0.000) indicates that this finding confirms H_3 is accepted, which means that work motivation has a direct impact on increasing Organizational Citizenship Behavior (OCB) at the Cilegon City Government Agency.

Research conducted by Syawallina et al. (2024) at State Vocational Schools in East Jakarta City found that work motivation has a positive influence on Organizational Citizenship Behavior (OCB) among teachers. These findings underscore the importance of safety and security aspects that institutions, including schools, must address. Schools need to ensure this protection so teachers can perform their duties optimally without being affected by physical or mental issues. With guaranteed safety and security, teachers become more focused and motivated in carrying out their work (Lo Presti et al., 2023).

Another study by Tontoli et al. (2022) at the Public Works and Spatial Planning Agency of South Bolaang Mongondow showed that work motivation has a positive and significant influence on Organizational Citizenship Behavior (OCB) in the agency. Based on these findings, it is crucial for employees to be aware of the importance of working with passion, skill, and dedication so that management can provide appropriate rewards as a token of appreciation for their performance (LiegI et al., 2024).

Research conducted by Yulianto et al. (2023) at PT. Sari Murni Jaya showed that the Work Motivation variable has a positive and partially significant influence on employee Organizational Citizenship Behavior (OCB). This is demonstrated through the results of the t-test in multiple linear regression analysis, where the calculated t-value $>$ t-table, namely $2.750 > 1.670$, with a significance level of $0.000 < 0.005$.

Research in another sector by Senoaji et al. (2023) revealed that the higher the employee work motivation at the Indonesian Conductor Company, the higher the Organizational Citizenship Behavior (OCB) they exhibited. Conversely, if employee work motivation decreases, the level of OCB behavior also tends to be low (Hsieh et al., 2024).

Based on these findings, it can be concluded that although journal models involving mediating variables such as job satisfaction or commitment also play a significant role, the influence of motivation on OCB remains consistent as a significant direct effect. This indicates that increasing motivation can directly encourage extra-role behavior in employees (Thomas & Albishri, 2024).

The Influence of Employee Competence on Organizational Citizenship Behavior (OCB) At the Cilegon City Government

The test results show that Employee Competence has a positive and significant influence on Organizational Citizenship Behavior (OCB) in the Cilegon City Government. The path coefficient value $\beta_4 = 0.501$ (t-statistics = 11.404; p-value = 0.000) indicates that this finding confirms H_4 is accepted, which means that work motivation has a direct impact on improving Organizational Citizenship Behavior (OCB) at the Cilegon City Government Agency (Pillai et al., 2025).

This research is in line with the research results of Khatami, et al. (2025) which shows that competence has a significant positive influence on Organizational Citizenship Behavior. This analysis illustrates the influence of employee competencies on the ability to encourage informal or voluntary behaviors that contribute to the company. Employees demonstrate professional skills or knowledge in their field of work, often making extra contributions, such as assisting coworkers with their tasks and maximizing OCB behaviors by advancing the company's goals (Huynh Thi Thu & Le Xuan Quynh, 2024).

Shen et al, (2025) also found similar findings, noting that having competencies, which encompass knowledge, abilities, skills, and personality characteristics, can directly impact performance. Furthermore, competencies are crucial for determining organizational success, ensuring continued improvement in organizational performance (Shen et al., 2025).

Research conducted by Kurniawati et al. (2022) at the Population and Civil Registration Service of Madiun Regency shows that competence partially influences Organizational Citizenship Behavior in the agency. This is proven by the results of the SPSS analysis, which produced a significance value of 0.034, which is less than 0.05, so the first hypothesis can be accepted (Kusuma et al., 2024).

Another study by Atikah and Perkasa (2023) on PMI Volunteers in Central Jakarta confirmed that volunteers with higher levels of work competency tended to exhibit more positive OCB behaviors. This means that the better the volunteers' work abilities and skills, the more likely they are to contribute more to the organization, beyond the demands of their primary job (Liu et al., 2023).

Influence Organizational Citizenship Behavior (OCB) on Employee Performance in the Cilegon City Government

Based on the results of the tests carried out, Organizational Citizenship Behavior (OCB) is proven to have a positive and significant influence on Employee Performance in the

Government in Cilegon City. The path coefficient value $\beta_5 = 0.385$ (t-statistics = 9.473; p-value = 0.000) indicates that this finding confirms H_5 is accepted, which means Organizational Citizenship Behavior (OCB) has a direct impact on improving employee performance at Cilegon City Government Agencies (Alqhaiwi, 2024).

This research is in line with the findings of Pangkerego et al. (2023) which show that Organizational Citizenship Behavior (OCB) has a positive and significant influence on employee performance at the North Minahasa Regency Environmental Agency. This finding illustrates that in efforts to improve employee performance, OCB factors need to be considered because they have been empirically proven to contribute significantly. In other words, the higher an individual's OCB level, the greater the increase in employee performance at the Environmental Agency (Jain & Garg, 2025).

Research conducted by Kuswardaningrum and Rozak (2024) at the Population and Civil Registration Service of Madiun Regency found that employee performance had a partial influence on Organizational Citizenship Behavior in the agency. This is proven by a significance value of $0.000 < 0.05$, and a standardized beta coefficient of 0.283. However, the variable Organizational Citizenship Behavior actually shows a negative and significant influence on Employee Performance at the Banyumanik District Office, Semarang City (Wang et al., 2023).

Another study conducted by Rundini (2024) at the Regional Secretariat of East Kotawaringin Regency showed that the variable Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. The t-value for OCB is 3.270 with a significance level of 0.002. Since the t-value is greater than the t-table ($3.270 > 1.986$) and the p-value is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, meaning there is a positive effect of OCB on employee performance. This finding is also supported by the research results of Martiyani Pristiwati et al. (2018), which showed an influence Organizational Citizenship Behavior on Performance (Davis et al., 2025).

In the PDAM Tirta Moedal sector of Semarang City, research results from Purnamasari, et al. (2025) found that the company is expected to be able to increase organizational citizenship behavior (OCB) by creating programs that encourage positive behaviors beyond formal employee responsibilities. This can be done through training that emphasizes teamwork, initiative, and proactiveness in helping coworkers or the company (Mallin et al., 2025).

The Influence of Work Motivation on Employee Performance Through Organizational Citizenship Behavior (OCB) as a Mediating Variable At the Cilegon City Government

The test results show that Work Motivation has a positive and significant influence on Employee Performance through a mediating role. Organizational Citizenship Behavior (OCB) in the Cilegon City Government. With a path coefficient value of γ_6 of 0.193 (t-statistic = 4.866; p-value = 0.000), this finding strengthens the acceptance of hypothesis H_6 , which states that OCB significantly mediates the relationship between work motivation and employee performance in the government agency (Özkan et al., 2025).

Research conducted by John Andre Adrian et al. (2023) revealed that work motivation has a positive influence on Organizational Citizenship Behavior (OCB), and OCB also plays a role as a mediator in the relationship between work motivation and employee performance. This study, conducted in the banking sector in Jakarta, found that work motivation influences OCB, and OCB functions as a mediator of the influence of motivation on employee performance, with a mediation path coefficient of 0.066 ($p = 0.028$). This finding supports a partial mediation model in which motivation has both direct and indirect effects on employee performance (Rahaman et al., 2023).

This finding aligns with previous research showing that motivation has a positive and significant effect on OCB and employee performance. For example, at Bank Aceh Syariah, work motivation was shown to increase OCB and performance, with OCB partially mediating the effect of motivation on employee performance (Donaldson & Villalobos, 2024).

According to motivational theories such as Vroom's Expectancy Theory, employees are motivated when they believe that effort \rightarrow performance \rightarrow outcomes will lead to meaningful rewards, which in turn encourages extra-role behaviors such as OCB that enhance organizational performance. Additionally, intrinsic motivation has been consistently linked to increased OCB because internally motivated employees are more likely to engage in work beyond their formal duties (Srimulyani et al., 2023).

Statistical analysis of Adrian et al.'s (2023) research shows that the mediation effect of OCB is partial. This means that motivation has a direct effect on employee performance as well as an indirect effect through OCB. This reinforces the understanding that motivation not only drives direct productivity but also fosters pro-organizational behaviors that strengthen overall performance (Saleem et al., 2024).

This finding is consistent with other mediation theories and models that emphasize the importance of mediating variables such as engagement or OCB in clarifying how motivation leads to better performance outcomes (Srirahayu et al., 2023).

The Influence of Employee Competence on Employee Performance Through Organizational Citizenship Behavior (OCB) as a Mediating Variable in the Cilegon City Government

The test results show that Employee Competence has a positive and significant influence on Employee Performance through mediation. Organizational Citizenship Behavior (OCB) in the Cilegon City Government. With a path coefficient value of γ_7 of 0.168 (t -statistic = 4.458; p -value = 0.000), this finding confirms that the hypothesis H_7 is accepted, which means that OCB significantly mediates the relationship between employee competence and employee performance in the government agency (Kotsopoulos et al., 2023).

Research conducted by Dwi Indah Mustikarani et al. (2023) examined the influence of employee competence on employee performance by Organizational Citizenship Behavior (OCB) as a mediating variable at the Higher Education Service Institution Region IX. The results of the path analysis show that competence has a positive and significant effect on OCB, OCB also has a positive and significant effect on performance, and competence directly and indirectly through OCB improves employee performance. This mediation model

illustrates that OCB acts as a partial mediator between competence and employee performance (Lo Presti et al., 2023).

This finding aligns with research at Andi Djemma Masamba Regional Hospital by Multazam et al. (2025), which found that competence had a positive and significant influence on OCB, but the influence through OCB on nurse performance was insignificant ($\beta=0.080$; $t\text{-stat}=1.703$; $p=0.089$). Nevertheless, competence still showed a direct positive influence on performance.

According to the theory of competence and extra-role behavior, employees who have good competence tend to demonstrate behavior outside formal duties (OCB) such as helping colleagues, being proactive, and maintaining organizational norms which ultimately improve overall employee performance results (Liegl et al., 2024).

Mustikarani et al.'s (2023) statistical analysis shows that OCB functions as a partial mediator: meaning, competence has a direct effect on employee performance and also an indirect effect through increased OCB. Similar findings at PT. Complus Solution System were found by Cahyaningrum (2024), where competence significantly influenced performance through the mediation pathway of OCB. Meanwhile, research by Suswati et al. (2021) at the East Java III Regional Tax Office also confirmed that increased competence increases OCB, which in turn improves employee performance (Hsieh et al., 2024).

CONCLUSION

Based on the results of the analysis, it can be concluded that 1) there is a significant direct influence of work motivation on employee performance in the Cilegon City Government 2) there is a significant direct influence of work motivation on organizational citizenship behavior (OCB) in the Cilegon City Government 3) there is a significant direct influence of employee competence on employee performance in the Cilegon City Government 4) there is a significant direct influence of employee competence on organizational citizenship behavior (OCB) in the Cilegon City Government 5) there is a significant direct influence organizational citizenship behavior (OCB) on employee performance in the Cilegon City Government 6) there is a significant indirect influence of work motivation on employee performance through organizational citizenship behavior (OCB) in the Cilegon City Government 7) there is a significant indirect influence of employee competence on employee performance through organizational citizenship behavior (OCB) at the Cilegon City Government

Implications

This study provides theoretical implications by strengthening the theory of work motivation and confirming the mediating role of OCB, methodological implications through validation of the effectiveness of PLS-SEM in the public sector, as well as practical implications for the Cilegon City Government in improving motivation, competence, and work culture that supports OCB to encourage employee performance.

References :

- Akbar Abbas, S. (2023). Faktor-Faktor Pendorong Motivasi Dan Perannya Dalam Mendorong Peningkatan Kinerja: Tinjauan Pustaka. *BALANCA : Jurnal Ekonomi Dan Bisnis Islam*, 5(1), 45-54. <https://doi.org/10.35905/balanca.v4i1.4295>
- Alqhaiwi, Z. O. (2024). A bright side to unethical pro-organizational behavior: Improving

- work performance by satisfying psychological needs. *Journal of Business Research*, 184(August), 114879. <https://doi.org/10.1016/j.jbusres.2024.114879>
- Davis, J. M., Agrawal, D., & Ogbanufe, O. (2025). Shaping extra-role security behaviors through employee-agent relations: A dual-channel motivational perspective. *International Journal of Information Management*, 80(July 2024), 102833. <https://doi.org/10.1016/j.ijinfomgt.2024.102833>
- Donaldson, S. I., & Villalobos, J. (2024). Positive mindset: PsyCap's roles in PERMA+4 and positive organizational psychology, behavior, and scholarship 2.0. *Organizational Dynamics*, 53(4), 101084. <https://doi.org/10.1016/j.orgdyn.2024.101084>
- Gobel, Y. C., Thalib, T., & Alhadar, S. (2023). Faktor-Faktor Penghambat Motivasi Kerja Pegawai di Kantor Camat Bulango Selatan Kabupaten Bone Bolango. *Jurnal Pendidikan Dan Konseling*, 5, 3800–3801.
- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The mediating role of quality of work life and organizational commitment in the link between transformational leadership and organizational citizenship behavior. *Heliyon*, 10(6), e27664. <https://doi.org/10.1016/j.heliyon.2024.e27664>
- Hsieh, C. C., Li, H. C., Liang, J. K., & Chiu, Y. C. (2024). Empowering teachers through principals' emotional intelligence: Unlocking the potential of organizational citizenship behavior in Taiwan's elementary schools. *Acta Psychologica*, 243(48), 104142. <https://doi.org/10.1016/j.actpsy.2024.104142>
- Huynh Thi Thu, S., & Le Xuan Quynh, A. (2024). A vivid study on corporate social responsibility and its internal perception: Bibliometric analysis approach. *Acta Psychologica*, 251(July), 104611. <https://doi.org/10.1016/j.actpsy.2024.104611>
- Iba, Z., & Wardhana, A. (2024). Uji Validitas, Uji Reliabilitas, dan Uji Asumsi Klasik Pada Analisis Jalur Menggunakan SPSS. In *Riset Manajemen Menggunakan SPSS dan SMART-PLS* (Issue August).
- Jain, S., & Garg, R. (2025). The ripple effect of compassion on psychosocial flourishing: A mediational model of individual and organizational factors in Indian public sector. *Acta Psychologica*, 254(November 2024), 104837. <https://doi.org/10.1016/j.actpsy.2025.104837>
- Kotsopoulos, D., Bardaki, C., & Pramataris, K. (2023). How to motivate employees towards organizational energy conservation: Insights based on employees perceptions and an IoT-enabled gamified IS intervention. *Heliyon*, 9(5), e16314. <https://doi.org/10.1016/j.heliyon.2023.e16314>
- Kurnianto, D., & Kharisudin, I. (2022). Analisis Jalur Pengaruh Motivasi Kerja, Disiplin Kerja, Kepuasan Kerja, Lingkungan Kerja Terhadap Kinerja Karyawan dengan Variabel Intervening Organizational Citizenship Behavior. *PRISMA, Prosiding Seminar Nasional Matematika*, 5, 740–751.
- Kusuma, A. R., Syarif, R., Sukmawati, A., & Ekananta, A. (2024). Heliyon Factors influencing the digital transformation of sales organizations in Indonesia. *Heliyon*, 10(5), e27017. <https://doi.org/10.1016/j.heliyon.2024.e27017>
- Liegl, S., Maran, T., Kraus, S., Furtner, M., & Sachse, P. (2024). Eyes that Lead: The charismatic influence of gaze signaling on employee approval and extra-effort. *Journal of Business Research*, 183(July), 114861. <https://doi.org/10.1016/j.jbusres.2024.114861>
- Liu, Z., Chen, C., Cui, H., & Hu, Y. (2023). The relationship between nurses' social network

- degree centrality and organizational citizenship behavior: The multiple mediating effects of job satisfaction and work engagement. *Heliyon*, 9(9), e19612. <https://doi.org/10.1016/j.heliyon.2023.e19612>
- Lo Presti, A., Ambrosino, G., Barattucci, M., & Pagliaro, S. (2023). Good guys with good apples. The moderating role of moral competence on the association between moral disengagement and organizational behaviours. *Revue Europeenne de Psychologie Appliquee*, 73(6), 100891. <https://doi.org/10.1016/j.erap.2023.100891>
- Mallin, M. L., Hancock, T. D., Pullins, E. B., & Johnson, C. M. (2025). Salesperson emotional intelligence at work: A resource-based perspective of subjective well-being determinants and organizational outcomes. *Industrial Marketing Management*, 125(December 2024), 373–385. <https://doi.org/10.1016/j.indmarman.2025.01.013>
- Özkan, O. S., Huertas-Valdivia, I., Üzümlü, B., & Contreras-Gordo, I. (2025). Responsible leadership and job embeddedness in hospitality: The role of managers' light-triad personality and employees' prosocial identity. *International Journal of Hospitality Management*, 131(July 2024). <https://doi.org/10.1016/j.ijhm.2025.104351>
- Pillai, R., Abukhait, R., Shaya, N., & Khattak, M. N. (2025). Compulsory citizenship behavior and knowledge sharing in higher education: a moderated mediation model. *Social Sciences and Humanities Open*, 11(May), 101596. <https://doi.org/10.1016/j.ssaho.2025.101596>
- Purwanza, S. W., Aditya Wardhana, Ainul Mufidah, Yuniarti Reny Renggo, Adrianus Kabubu Hudang, Jan Setiawan, Darwin, Atik, B., Siskha, P. S., Maya, F., Rambu, L. K. R. N., Amruddin, Gazi, S., Tati, H., Sentalia, B. T., Rento, D. P., & Rasinus. (2022). Metodologi Penelitian Kuantitatif, Kualitatif, dan Kombinasi. In *Media Sains Indonesia* (Issue March).
- Rahaman, H. M. S., Kwan, H. K., Babalola, M. T., & Chen, H. (2023). Putting customer service at risk: Why and when family ostracism relates to customer-oriented behaviors. *International Journal of Hospitality Management*, 109(December 2021), 103390. <https://doi.org/10.1016/j.ijhm.2022.103390>
- Rasyid, H. A., Sulistiyawan, E., & Rachman, M. M. (2024). Impact Of Motivation And Work Commitment On Organizational Citizenship Behavior (OCB) With Job Satisfaction As A Mediator (Case Study Of Employees Of PT Angkasa Pura 1 Surabaya). *COSTING: Journal of Economic, Business and Accounting*, 7(4), 9467–9481.
- Saleem, A., Bhutta, M. K. S., Abrar, M., Bari, M. W., & Bashir, M. (2024). Leader's ethical behavior: A precursor to employees' well-being through emotions management. *Acta Psychologica*, 249(July), 104453. <https://doi.org/10.1016/j.actpsy.2024.104453>
- Sanaba, H. F., Andriyan, Y., & Munzir, M. (2022). Analisis Faktor-faktor yang mempengaruhi Kinerja Karyawan: Kompensasi, Motivasi Kerja, Lingkungan Kerja. *Financial and Accounting Indonesian Research*, 2(2), 83–96. <https://doi.org/10.36232/jurnalfairakuntansiunimuda.v2i2.3852>
- Sariani, N. L. P., Pradhana, P. D., & Utami, N. M. S. (2020). Faktor-Faktor Yang Mempengaruhi Motivasi Kerja Karyawan Koperasi Pasar Kumbasari Badung. *Media Bina Ilmiah*, 14(10), 3357. <https://doi.org/10.33758/mbi.v14i10.559>
- Shen, Y., Lythreathis, S., Singh, S. K., & Cooke, F. L. (2025). A meta-analysis of knowledge hiding behavior in organizations: Antecedents, consequences, and boundary conditions. *Journal of Business Research*, 186(September 2024), 114963.

<https://doi.org/10.1016/j.jbusres.2024.114963>

Srimulyani, V. A., Rustiyaningsih, S., Farida, F. A., & Hermanto, Y. B. (2023). Mediation of "AKHLAK" corporate culture and affective commitment on the effect of inclusive leadership on employee performance. *Sustainable Futures*, 6(July), 100138.

<https://doi.org/10.1016/j.sftr.2023.100138>

Srirahayu, D. P., Ekowati, D., & Sridadi, A. R. (2023). Innovative work behavior in public organizations: A systematic literature review. *Heliyon*, 9(2), e13557.

<https://doi.org/10.1016/j.heliyon.2023.e13557>

Sulaiman, N., & Fariz, M. (2021). Robust Analisis Peran Organizational Citizenship Behavior dalam Memediasi. *Robust-Research Business and Economics Studies*, 1(2), 11-19.

<http://ejournal.iainkendari.ac.id/robust>

Thomas, G., & Albishri, N. A. (2024). Driving employee organizational citizenship behaviour through CSR: An empirical study in the context of luxury hotels. *Acta Psychologica*, 245(March), 104231. <https://doi.org/10.1016/j.actpsy.2024.104231>

Wang, M., Armstrong, S. J., Li, Y., Li, W., Hu, X., & Zhong, X. (2023). The influence of leader-follower cognitive style congruence on organizational citizenship behaviors and the mediating role of trust. *Acta Psychologica*, 238(June), 103964.

<https://doi.org/10.1016/j.actpsy.2023.103964>