

The Influence of Competence, Work Culture, and Job Satisfaction on Organizational Citizenship Behavior

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ABSTRACT

This study aims to identify the influence of competence, work culture, and job satisfaction on Organizational Citizenship Behavior at the Regional Disaster Management Agency of Yogyakarta. This study applied a quantitative research design with probability sampling, specifically the simple random sampling technique. Data were gathered using questionnaires distributed to 70 respondents and subsequently analyzed using SPSS version 25. The findings reveal that both competence and job satisfaction positively and significantly contribute to OCB, whereas work culture has a positive but not significant effect on OCB. This study demonstrates that improving competence and job satisfaction are key factors in encouraging employees' extra-role behavior at BPBD Yogyakarta. The finding that work culture does not influence OCB suggests the need for evaluation and adjustment of human resource development strategies to better align with employees' needs and expectations in promoting Organizational Citizenship Behavior.

INTRODUCTION

Human resources are a crucial element within an organization because they play a strategic role in achieving organizational goals (Rismayani, 2025). In a dynamic and challenging environment, organizations require not only employees who are capable of completing their primary tasks but also those who are willing to contribute beyond their formal job descriptions, commonly referred to as Organizational Citizenship Behavior (Hasanah et al., 2023). The presence of extra-role behavior, or OCB, provides significant benefits to organizations, including improving operational efficiency, reducing employee turnover, and strengthening organizational performance. OCB also enhances social relationships in the workplace and fosters a conducive organizational climate that supports performance improvement. Furthermore, OCB reflects voluntary behavior demonstrated by employees to support organizational effectiveness (Lorena & Bilawal, 2022).

Regional Disaster Management Agency of Yogyakarta is a government institution that plays a strategic role in ensuring disaster preparedness and rapid emergency response (Sutisna et al., 2024). In carrying out their duties, employees are not solely expected to carry out their formal responsibilities but are also expected to exhibit voluntary behaviors that go beyond their official job descriptions. Based on observations at BPBD Yogyakarta, in October 2025 through interviews with one of the staff, it was found that there were still employees who only focused on their own tasks, while behaviors outside the role had not been fully implemented, such as the willingness to spend time helping colleagues, and the need for increased concern for workers who needed orientation, which indicated that OCB behavior was still not optimal. To improve OCB, several influencing factors need to be considered of Competence (Kurniawati et al., 2022), Work Culture (Setyawan et al., 2022) and Job Satisfaction (Hasanah et al., 2023).

Organizational Citizenship Behavior. Organizational Citizenship Behavior is defined as discretionary individual behavior that is not directly or explicitly recognized by the formal reward system but, when aggregated, contributes to more effective organizational functioning. Furthermore, OCB represents employees' behavior to enhance organizational performance's effectiveness while aligning with individual productivity goals (Masrum et al., 2025). OCB is a unique aspect of individual activities at work and is a habit or behavior that is carried out voluntarily, is not part of a formal job, and is indirectly recognized by the reward system (Endang Suswati, 2022).

Competence. Competence is defined as a combination of an individual's knowledge, skills, and work-related attitudes that contribute to the effective completion of tasks (Kurniawati et al., 2022). It serves as a foundation for individuals to demonstrate good job performance. Competence can also be defined as the ability to carry out work or tasks by utilizing adequate expertise and abilities reinforced by a proper work attitude (Kanafiah, 2021). Competence refers to the knowledge and skill characteristics possessed or required by each individual, enabling

them to perform their tasks and responsibilities effectively and enhance professional quality standards in their work (Putra, 2021).

Work Culture. Work Culture (WC) represents a system of values and implicit norms that influence employees' actions in an organization and shared beliefs embraced and implemented by all members of an organization as guidelines in carrying out daily work activities, shaping how employees collaborate (Surya & Hermina, 2023). A strong work culture is capable of creating a harmonious work environment. Work culture is an essential element within an organization that influences employee behavior and interactions. By developing a positive work environment, organizations can enhance employee performance and job satisfaction, enabling organizational goals to be achieved more effectively (Widianto, 2023).

Job Satisfaction. Job satisfaction (JS) refers to the level of fulfillment experienced by employees and can be described as a general attitude formed toward their work. The feelings that arise while working are the result of how individuals perceive and evaluate their jobs; therefore, job satisfaction represents an emotional response that supports individuals' acceptance of their roles and responsibilities (Achmad Fauzi et al., 2023). Job satisfaction refers to a positive emotional state that arises from how individuals assess their work experiences and the tasks they perform (Hasanah et al., 2023).

There is a research gap: the study by Aryawati et al. (2024), Komang et al. (2025), and Rijanti (2025) states that competence has a positive and significant effect on OCB. However, findings by Masrum et al. (2025), Purwati et al. (2023), and Indah et al. (2024) indicate that the independent variable of competence does not have a positive and significant influence on OCB. The research by Setyawan et al. (2022), Vianey et al. (2024), and Siokalang (2023) demonstrates that WC has a positive and significant effect on OCB. However, findings by Herlina, (2025), Nasir (2022), and Anggraeni et al. (2024) indicate that work culture does not have a positive and significant influence on OCB. In the research by Mahmudi & Surjanti (2020), Purwoko (2025), and Novitasari et al. (2023) show that JS significant and positive affects OCB. However, findings by Soelton et al. (2024), Azmy (2021), and Sugiono & Nurhasan (2025) indicate that JS does not have a positive and significant influence on OCB.

Previous studies have shown inconsistent results regarding the influence of competence, work culture, and job satisfaction on Organizational Citizenship Behavior (OCB). While some studies report significant positive effects, others find no significant relationships. Therefore, this study aims to address this research gap by examining the effects of these variables on OCB in the context of BPBD Yogyakarta. Based on this rationale, the following hypotheses are proposed.

The influence of competence on OCB. Employees with high competence tend to be more capable and confident in performing their tasks, which encourages them to contribute beyond their formal job responsibilities. This indicates that competence can influence OCB. Higher

competence has been shown to promote voluntary behaviors that support organizational effectiveness and improve overall performance. Competence is defined as the ability to perform a task or role adequately, which includes the integration of knowledge, skills, personal values, and attitudes (Romadhon & Nawawi, 2024). Competence is an individual's ability to perform a job correctly and with excellence, based on aspects related to knowledge, skills, and attitudes (Ayu et al., 2024). The research conducted by Mahmudi & Surjanti (2020) found competence has a positive and significant influence on OCB. H1: Competence has a positive and significant effect on OCB

The influence of work culture on OCB. Employees supported by a strong work culture tend to show higher willingness to contribute beyond their formal duties, indicating that work culture can influence OCB. A positive work culture has been shown to encourage voluntary behaviors that support organizational effectiveness. Work culture is a pattern of shared basic assumptions learned by a particular group to address problems of external adaptation and internal integration (Ali et al., 2022). Work culture is a process of imparting specific knowledge, skills, and attitudes so that employees become more competent and capable of carrying out their responsibilities better in accordance with established regulations and standards (Kusumawati et al., 2022). The research conducted by Swastika et al. (2023) found work culture has a positive and significant influence on OCB. H2: Work culture has a positive and significant effect on OCB

The influence of job satisfaction on OCB. Employees who experience high job satisfaction tend to show greater willingness to contribute beyond their formal job responsibilities, indicating that job satisfaction can influence Organizational Citizenship Behavior (OCB). There is evidence that satisfied employees are more likely to engage in voluntary behaviors that support organizational effectiveness. Job satisfaction is a reflection of an employee's feelings of satisfaction or dissatisfaction toward what they do or the work they perform. Employees who feel satisfied tend to have positive attitudes, feelings, and behaviors toward their jobs (Mahmudi & Surjanti, 2020). Research conducted by Novitasari et al. (2023) shows that job satisfaction has significant and positive effect on OCB. H3: Job Satisfaction has a positive and significant effect on OCB

Research Model. Figure 1 illustrates the research model of the study, which examines the effect of Competence (X1), Work Culture (X2), and Job Satisfaction (X3) on Organizational Citizenship Behavior (Y). The model proposes that all independent variables have a direct and positive effect on OCB, as represented by hypotheses H1, H2, H3.

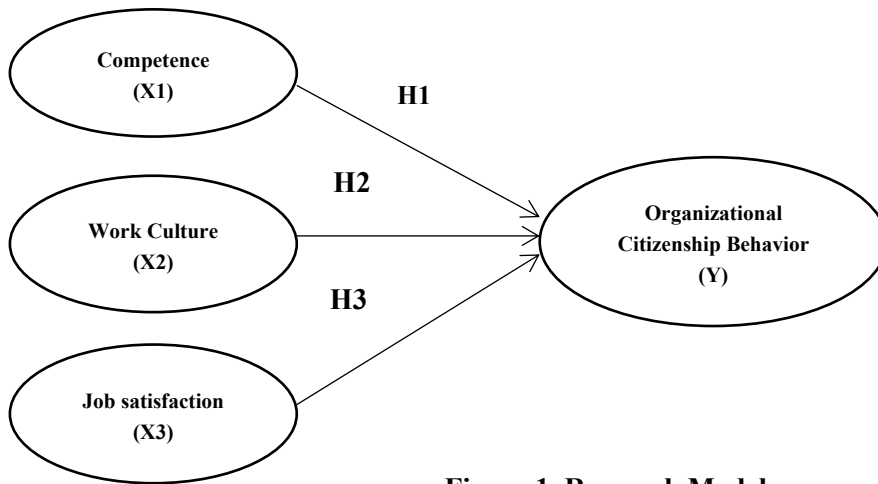


Figure 1. Research Model

Hypothesis: H1: competence has a positive and significant effect on OCB. H2: Work Culture has a positive and significant effect on OCB. H3: Job Satisfaction has a positive and significant effect on OCB.

RESEARCH METHODS

A quantitative approach was used in this study to analyze the relationships among variables through numerical measurement and statistical procedures. This method was adopted to provide empirical evidence on the influence of competence, work culture, and JS on OCB among staff members of the BPBD Yogyakarta. This study adopted a probability sampling approach, with simple random sampling. Collected data through questionnaires distributed to the participants, developed based on variable indicators adopted from previous studies. The Slovin formula (e=10%) was employed to identify the appropriate sample size drawn from a population of 160 employees.

$$n = \frac{N}{N1+Ne^2} = \frac{160}{1+160(10)^2} = 61,54 \dots\dots\dots[1]$$

According to the sample size calculation, a minimum of 62 respondents was required; In this study, the researcher distributed questionnaires to 100 respondents, of which 77 were returned. Computed based on the Slovin formula, the proposed minimum threshold for the sample comprised 62 respondents. After data screening and validation, 70 responses were deemed valid and suitable for further analysis. According to Arikunto (2022), a sample size that approaches the total population is preferable. The research instrument used a five-level Likert scale as the measurement tool, with response categories ranging from strongly disagree to strongly agree. This metric scale was used to determine respondents’ level of agreement with each statement. Data processing and analysis were conducted using IBM SPSS Statistics 25. The competence variable was measured using eight questions based on Irfan et al. (2022), such as “I feel that employees in this organization possess adequate skills to effectively perform the core functions

of the organization”. The work culture variable was measured using nine questions based on Singh & Tarkar (2023), such as “I believe I am capable of carrying out the duties of my job”. The job satisfaction variable was measured using six questions based on Crow & Lee (2011), such as “overall I am satisfied with my job”. The OCB variable was measured using ten questions based on Sutanto & Hoo (2025), such as “I am ready to help or assist my co-workers”.

The analysis began with descriptive statistics to provide an overview of respondents’ profiles and characteristics. Subsequently, a series of tests were carried out to ensure the adequacy of the research model, including validity and reliability tests of the instrument, and classical assumption tests. The validity test was assessed using item total correlation, where items were considered valid if the calculated correlation coefficient $r\text{-count} > r\text{-table}$ value of 0,196. Reliability was evaluated using Cronbach’s Alpha, with a threshold of $\alpha > 0.70$ indicating that the instrument is reliable. The classical assumption tests included normality (significance value > 0.05), multicollinearity (tolerance > 0.10 and Variance Inflation Factor (VIF) < 10), and heteroscedasticity (significance value > 0.05). After all requirements were satisfied, hypothesis testing was conducted to determine whether competence, work culture, and job satisfaction have an influence on OCB.

RESULTS & DISCUSSION

Respondent Characteristics. Table 1 show that out of 70 respondents, female 36 (51,4%) and 34 (48,5%) are male. The majority of employees working in this institution were aged 30–40 years with a total of 38 people (54,2%).

Table 1. Characteristics of Respondents

Characteristics respondent	Category	Total	Percentage (%)
Gender	Female	36	51,4%
	Male	34	48,5%
Age	20-30	20	28,5%
	30-40	38	54,2%
	40-50	8	11,4%
	50-60	4	5,7%
Marital Status	Married	40	57,1%
	Not married yet	29	41,7%
	Widower/widow	1	1,4%
Highest level of education	High School	2	2,8%
	Diploma	22	31,4%
	S1	44	62,8%
	S2	2	2,8%

Source: Research Data (Processed), 2025

According to marital status, the questionnaire output indicates that 40 employees (57.1%) were married. In terms of educational background, 44 employees (62.8%) held a bachelor’s degree

(S1), and 22 employees (31.4%) held a diploma. The predominance of bachelor's degree holders indicates that the agency employs individuals with adequate educational backgrounds and experience to support job roles that require specific skills and expertise in their respective fields.

Validity Test. The validity test examines whether each statement item in a variable is appropriate and can represent the concept being studied. An item is deemed valid if the computed r-count > the r-table value of 0,196. Show in Table 2.

Table 2. Result of Validity Test

Variables	Indicators	R Count	R table	Information
Competency	C01	0,481	0,196	Valid
	C02	0,521	0,196	
	C03	0,633	0,196	
	C04	0,495	0,196	
	C05	0,437	0,196	
	C06	0,502	0,196	
	C07	0,458	0,196	
	C08	0,410	0,196	
Work Culture	WC01	0,408	0,196	Valid
	WC02	0,390	0,196	
	WC03	0,549	0,196	
	WC04	0,491	0,196	
	WC05	0,479	0,196	
	WC06	0,555	0,196	
	WC07	0,314	0,196	
	WC08	0,415	0,196	
	WC09	0,434	0,196	
Job Satisfaction	JS01	0,509	0,196	Valid
	JS02	0,504	0,196	
	JS03	0,361	0,196	
	JS04	0,462	0,196	
	JS05	0,340	0,196	
	JS06	0,519	0,196	
OCB	OCB01	0,575	0,196	Valid
	OCB02	0,734	0,196	
	OCB03	0,276	0,196	
	OCB04	0,413	0,196	
	OCB05	0,283	0,196	
	OCB06	0,520	0,196	
	OCB07	0,484	0,196	
	OCB08	0,424	0,196	
	OCB09	0,347	0,196	
	OCB10	0,349	0,196	

Source: Research Data (Processed), 2025

It is known that all statement items for the variables competence (X1), work culture (X2), job satisfaction (X3), and OCB (Y) were declared valid, as the calculated r -count $>$ r -table value of 0.196. Consequently, the questionnaire items used in this study are considered both valid and appropriate as research instruments.

Reliability Test. A Reliability test aims to ensure that the instrument (such as a questionnaire) produces consistent results when used repeatedly under the same conditions. Show in Table 3.

Table 3. Result of Reliability Test

Variable	Cronbach Alpha Based On Standardized Item		Information
		Limit Value	
Competence(X1)	0,787	0,70	Reliabel
Work Culture (X2)	0,767	0,70	
Job Satisfaction (X3)	0,715	0,70	
OCB (Y)	0,770	0,70	

Source: Research Data (Processed), 2025

The outcomes of the result test are shown in Table 3, indicating that competence (X1), work culture (X2), job satisfaction (X3), and OCB (Y) have Cronbach's Alpha values based on standardized items $>$ 0.70. Therefore, it can be inferred that each section of the questionnaire is reliable and has sufficient credibility to be used as a research instrument.

Classical Assumption Test. Ensuring the accuracy and reliability of regression results requires the implementation of classical assumption tests, which include evaluating multicollinearity, heteroscedasticity, and normality. Show in Table 4

Table 4. Result of Classical Assumption Test

Independent	Dependent	multicollinearity		Glejser Test	Kolmogorov-Smirnov Test
		Tol	VIF	Sig.	Asymp.Sig
Competence		0,739	1.354	0,697	
Work Culture	OCB	0,890	1.124	0,186	0,200
Job Satisfaction		0,742	1.348	0,673	

Source: Research Data (Processed), 2025

The regression model does not exhibit multicollinearity, as indicated by findings from the classical assumption test in Table 4, where the tolerance $>$ 0.10 and the Variance Inflation Factor (VIF) values $<$ 10. The Kolmogorov–Smirnov test indicates normality, as the p -value is greater than 0.05. Furthermore, no heteroscedasticity was detected in the regression model, as indicated by significance values ($p >$ 0.05).

Multiple Linear Regression Test Result. Multiple linear regression is a method in statistics that seeks to explain and forecast the association between one dependent variable and two or more independent variables. Show in Table 5

Table 5. Multiple Linear Regression Test

Model	Unstandardized	Coefficients
	B	Std. Error
Constant	14.201	4,710
Competence	0,292	0,140
Work Culture	0,013	0,107
Job Satisfaction	0,671	0,159

Source: Research Data (Processed), 2025

$$Y = 14.201 + 0,292x_1 + 0,013x_2 + 0,671x_3 + e$$

According to the result of the regression equation test in Table 5, it can be observed that the constant value of 14.201 implies that when Competence, Work Culture, and Job Satisfaction are assumed to be zero, the value of OCB remains at this level as a baseline condition. The regression coefficient for competence (0,292) suggests that a one unit increase in competence leads to an increase of 0,292 in OCB, holding other variables constant. Work culture has a coefficient of 0,013 reflecting a positive but relatively minimal contribution to changes in OCB. Job satisfaction shows the largest coefficient (0,671), indicating that it is the most influential variable in explaining OCB variation. The error term e represents other factors outside the model that may also affect the dependent variable.

Hypothesis Testing. A hypothesis is used to investigate the effect or impact of variables and determine whether the results are statistically significant. In regression analysis, hypothesis testing is commonly performed using the t-test (partial test) by comparing the calculated significance value with a predetermined significance level. Show in Table 6.

Table.6 Result of Hypothesis Testing

Model	t	Sig.
Constant	3,015	0,004
Competence	2,095	0,040
Work Culture	0,118	0,907
Job Satisfaction	4,222	0,000

Source: Research Data (Processed), 2025

The findings indicate that competence influences OCB. The hypothesis testing results show that the obtained t-value is 2.095. Since the t-count 2.095 > t-table value 1.995, with a significance value 0.040 < 0.05, Hypothesis 1, which suggests a significant relationship between competence and OCB, is confirmed.

In conclusion, work culture has not been proven to influence Organizational Citizenship Behavior (OCB). The hypothesis testing data reveal that the computed t-value is 0.118. Since the t-count 0.118 < t-table value 1.995 and the significance value 0.907 > 0.05, Hypothesis 2,

which proposes that work culture has a positive and significant effect on OCB, is not confirmed.

In conclusion, job satisfaction influences OCB. The hypothesis testing indicates that the computed t-value is 4.222. Since the t-count $4.222 > t\text{-table value } 1.995$ with a significance level $0.000 < 0.05$, Hypothesis 3, suggesting a significant positive relationship between JS and OCB, is confirmed.

DISCUSSION. Hypothesis development in this study is based on the theoretical framework and previous empirical findings. The proposed hypotheses describe the expected relationships among competence, work culture, job satisfaction, and OCB:

The Influence of Competence on OCB. These findings show that competence positively and significantly affects OCB at BPBD Yogyakarta. Therefore, Hypothesis 1, which suggests a significant relationship between competence and OCB, is confirmed. This finding is corroborated by the outcomes of the hypothesis test results, which show that the competence variable has a t-value of $2.095 > t\text{-table value of } 1.995$, with a significance value of $0.040 < 0.05$. This finding is consistent with the initial observations presented in the introduction, which indicated that although some employees still focused primarily on their individual tasks, those with higher competence demonstrated greater initiative and contribution beyond their formal roles. The highest mean score for the competence indicator was found in the statement: "Employees actively contribute to the achievement of overall team performance" (mean = 4.14). This suggests that most employees exhibit high levels of contribution, underscoring the importance of competence in promoting OCB, an improved work culture and job satisfaction. These outcomes support the findings of Aryawati et al. (2024) of the study which also revealed that competence has a positive and significant effect on OCB.

The Influence of Work Culture on OCB. Based on the findings, Work Culture has a positive but not significant effect on OCB at BPBD Yogyakarta. Therefore, Hypothesis 2, which proposes that a positive and significant work culture has an effect on OCB, is not confirmed. This result is supported by the t-test, which shows that the work culture variable has a t-value of 0.118, which is lower than the t-table value of 1.995, and the significance value is $0.907 > 0.05$. This finding aligns with the initial condition described in the introduction, where it was observed that OCB behaviors were not yet fully developed. Although organizational values and norms may exist, they have not been fully internalized by employees. The lowest average value is found in the work culture indicator in the statement, "I have the authority to make decisions" (mean = 3.04). Most employees have not fully experienced having authority in decision-making. These findings are in line with the study carried out by Herlina (2025), which also identified that work culture has a positive but not significant effect on OCB .

The Influence of Job Satisfaction on OCB. These findings suggest that job satisfaction has a positive and significant influence on OCB at BPBD Yogyakarta. Thus, Hypothesis 3, suggesting a significant relationship between job satisfaction and OCB, is confirmed. This is supported by the t-test results, which show that the JS variable has a t-value of $4.222 > t\text{-table value of } 1.995$, with a significance level of $0.000 < 0.05$. These results reinforce the findings

presented in the introduction, which indicate that BPBD Yogyakarta still faces challenges in optimizing OCB, where some employees tend to focus on their formal job responsibilities and have not fully demonstrated extra-role behaviors such as helping colleagues and contributing beyond their job descriptions. Therefore, improving job satisfaction is considered an important factor in enhancing OCB within the organization. The highest mean score for the job satisfaction indicator was found in the statement: “The loyalty I demonstrate is a form of moral obligation” (mean = 3.94). This indicates that many employees demonstrate loyalty to the organization as a moral responsibility. Thus, job satisfaction plays a crucial role in fostering OCB, alongside competence and work culture. This study supports the findings of Mahmudi & Surjanti (2020), whose research indicates that job satisfaction has a positive and measurable impact on OCB.

CONCLUSION & SUGGESTION

CONCLUSION. The current study aims to empirically assess the relationship between Competence, Work Culture, and JS and OCB among staff members of BPBD Yogyakarta. The processed data and subsequent analysis indicate that both competence and job satisfaction exert a marked positive effect on OCB. These findings indicate that staff members who possess adequate knowledge, skills, and abilities, and who experience satisfaction in performing their jobs, tend to demonstrate extra-role behaviors. Such behaviors are reflected in their willingness to assist colleagues, demonstrate initiative, and contribute beyond their formally assigned responsibilities. Meanwhile, work culture has a positive but not significant influence on OCB among staff members of BPBD Yogyakarta. This finding suggests that the existing organizational work culture has not directly encouraged the emergence of voluntary behaviors beyond formal job responsibilities. Therefore, other factors outside of work culture may play a more dominant role in influencing OCB.

Limitations. As with previous studies, the result of this study also has limitations. First, it was conducted within a single organization, namely BPBD Yogyakarta, which limits the generalizability of the findings to other institutions or sectors. Second, this study only examines three independent variables: competence, work culture, and job satisfaction, while other factors that may influence Organizational Citizenship Behavior (OCB), such as leadership, organizational commitment, and motivation, were not included. Third, the data were collected through a self-reported questionnaire, which may result in differences between respondents’ answers and actual conditions. Therefore, future research is recommended to involve a broader sample, incorporate additional variables, and apply more diverse data collection methods to obtain more comprehensive results.

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