



## The role of competence, quality of work life, innovation and citizenship behaviors in Indonesian ministry of transportation employee performance

**Muh FIRDAUS FAJRIN CANGARA**

ORCID: 0009-0005-7954-7248

*Hasanuddin University, Makassar, Indonesia*

**Mahlia MUIS**

*Hasanuddin University Makassar, Indonesia*

**Muhammad IDRUS TABA**

*Hasanuddin University Makassar, Indonesia*

**Fauziah UMAR**

*Hasanuddin University Makassar, Indonesia*

**Abstract.** The individual behavior of the state civil apparatus (SCA) is an example of the concept of serving government offices in Indonesia. SCA is the spearhead in service because it is at the forefront and is the standard for serving the community. If SCA provides good service then it can be described in a good office organizational system, conversely if the service is bad then the picture in the office organizational system will be bad as well. There are factors of individual human behavior that are often used as standard benchmarks in analyzing employee performance levels. *Purpose.* Purpose, thus in terms of this study, aims to determine how much the level of employee performance is influenced by these four factors. *Study design.* The study was provided by conducting a survey, a sample of 345 respondents was obtained. The data analysis method used statistical analysis of score description, KMO Analysis, Bartlett's Test and hypothesis testing to use regression analysis. *Findings.* The results of the study stated that the variables competency, quality of work life, innovation behavior and organizational citizenship behavior had a direct and significant impact on employee performance. *Research limitations.* In its implementation, this research is limited to studying employee behavior from these four factors namely competence, quality of work life, innovation behavior and organizational citizenship behavior, the implications of which will show the impact on employee performance. *Originality.* A review of the literature reveals that no research has been conducted on the four individual behavioral variables that refer to the performance of employees of the Ministry of Transportation in Indonesia

**Keywords:** competence, quality of work life, innovation behaviour, organizational citizenship behavior, performance.

## Introduction

### Background

In the context of the government's efforts to improve the effective performance of the state civil apparatus (SCA), one of the important factors in the program is the existence of human resources (HR). HR is the main thing in development activities. It is hoped that human resources that continue to grow will be able to drive economic sectors that can promote economic development (Suwardi, 2021). Performance management refers to a set of interconnected practices designed to ensure that a person's overall abilities and potential are assessed, so that relevant goals can be achieved for work and development, and so that, through assessment, data on work behavior and performance can be collected and reviewed (Bratton. Gold, 2012).

The SCA is specifically involved in performance-based development for two reasons. First, they are responsible for designing and repairing the system itself. Second, their own performance in managing their departments or ministries or institutions, and in achieving service delivery results or increased productivity or efficiency (Ketelaar et al, 2006). The achievement of SCA performance can be seen from the success of various aspects including seeing the effectiveness of competence in their work, quality of work life (QWL) in the work process, innovative behavior of employees in completing their work and voluntary behavior or organizational citizenship behavior (OCB) which arises well in completing own work or assisting the work of colleagues for the success of the institutional organization.

### Formulation of the research questions

Based on the background above, the author formulates the research questions as follows.

1. Does competency directly have a positive effect on employee performance?
2. Does quality of work life directly have a positive effect on employee performance?
3. Does innovation behavior directly have a positive effect on employee performance?
4. Does organizational citizenship behavior influence employee performance?

## Literature review

### Competence

Competence is a person's ability to carry out various tasks in a job, where this ability is determined by intellectual ability factors and physical ability factors (Judge, Robbins, 2013). Competency-based education tends to be a form of education that derives its curriculum from an analysis of prospective or actual roles in modern society and that seeks to validate student progress based on demonstrated performance in some or all aspects of those roles. Theoretically, demonstration of such competency is independent of time served in a formal educational setting. They completed case studies of nine competency-based programs and examined several issues associated with competency-based education. Broadly speaking, this problem lies in three areas: competency specification, competency teaching, and difficulties related to assessment (Ashworth, Saxton, 1990). Competence is the factor that most determines the performance of government bureaucracy. The government bureaucracy requires SCA who are competent and professional in achieving their vision and able to carry out the bureaucratic mission. Competency is the work ability of each employee because they have knowledge, skills and work behavior that are in accordance with previously established standards (Pasalong, 2022).

### **Quality of work life**

Quality of work life refers to whether a person's work environment is pleasant or unpleasant. The main goal is the development of an excellent working environment for employees and also for production. The main focus of QWL itself is that the work environment and all the work in it must suit people and technology (Davis, Newstrom, 1994). The quality of work life is a working condition because of the interaction between an individual and his work so as to make workers more productive and provide job satisfaction (Helmiatin, 2012)

### **Innovative behavior**

Innovation behavior as a renewal process, new discoveries in the form of ideas, methods or others. Innovative behavior does not just appear, but innovative behavior at work will arise if employees are faced with challenges in their work and gain broad authority in carrying out their duties and responsibilities. The company is expected to be able to open opportunities or provide a place for every employee to express their ideas, so that they can encourage and develop a better company and be able to compete with other companies (Robbins, Judge, 2015). Work behavior innovation is defined here as the deliberate creation, introduction and application of new ideas in work groups or organizations to benefit role performance, group, or organization to (Janssen, 2000; West, 1989; West, Farr, 1989). This definition limits innovative behavior to the intentional effort to produce useful new results. Advantages of innovation can include both better organizational functioning and socio-psychological benefits for individual workers or groups of individuals, such as more fitting between perceived job demands and worker resources, increased job satisfaction, and better interpersonal communication.

### **Organizational citizenship behavior**

Organizational citizenship behavior is part of the science of organizational behavior. OCB is a form of work behavior that is usually not visible or taken into account. There are two approaches to the OCB concept, namely OCB is extra role performance which is separate from in role or performance that matches the job description. This approach identifies organizational citizenship behavior with citizenship behavior. The existence of OCB is the impact of the beliefs and perceptions of individuals in the organization regarding the fulfillment of contractual relationships and psychological contracts. This behavior arises because the individual feels as a member of the organization who feels satisfied if he can do something more than the organization (Saleem, Amin, 2013)

Individual discretionary behavior in OCB is not an absolute requirement of the job description (Organ, Podsakoff, 2006). OCB is not just a behavior that involves individual choice. A person will not be punished if he chooses not to do this. OCB, either directly or explicitly, is not recognized in the normal reward system that exists in employee work organizations. OCB improves the functioning of the organization efficiently and effectively. Overall what is meant is the sum of a person's behavior over time and the sum of a person's behavior over time and the sum of the behavior of each person in a group, section or organization.

### **Performance**

Performance in general can be interpreted as the amount of contribution that employees make to progress and development in the institution where they work. Performance is the overall integrated element and process within an organization, which contains the uniqueness of everyone, the behavior of employees in the organization as a whole and the process of achieving certain goals. The performance of government agencies is a description of the level of achievement of targets or government agencies as an illustration of the vision, mission and strategy of government agencies that identify the success and failure rates of implementing activities in accordance with established programs and policies (Rosman, 2014).

Performance refers to outputs, results or other measurable results from public sector activities. Performance management is usually used to refer to a set of procedures for defining performance, measuring it, and relating it to the incentives or sanctions provided by the agency or superior person to subordinates, generally coupled with an increased level of managerial autonomy for subordinates. Practitioners note that, whether at the individual, institutional or other level, the ways in which performance measures can be linked to incentives or sanctions can vary significantly. Measurement can be related to control or dialogue, and these have very different implications. Performance measurement leads to actions taken by means of direct decisions for example, individual rewards or institutional funding is mainly driven by measurement and with other sources of information which play a negligible role. For an agency or department or ministry, this may also include control by parliament. In settings that emphasize dialogue, performance measurement is just one source of information to be combined with others in determining the individual performance of employees of government agencies or ministries (Ketelaar et al., 2006).

### **Relationship of competence to performance**

Employee performance is a measure of how human resources in a company have played a role or not in the progress of the organization. The potential of well-performing human resources determines the success of the company. To achieve the best performance, of course, it is necessary to have directed management of human resources through various policies that can adjust the common interests of employees and the company. In addition, employee performance will be good with the awareness and sincerity of employees as individuals in carrying out their duties and responsibilities (Pramularso, 2018). In his research on CV. Inaura Anugerah Jakarta employees, the relationship between competency variables and employee performance is low but still shows that employee competency factors have a positive effect on performance.

*H1: Competence is a positive predictor for performance.*

### **Relationship of quality of work life to performance**

Quality of work life is a key issue that needs to be paid attention to by companies because it is felt that this can help increase the role and contribution of employees in a company. Employee participation in a planning process or decision making within an organization is quite important as a sign that employee QWL is fulfilled within the company. It is hoped that when the quality of employee work life improve performance, this is shown by research which found that QWL directly has a positive and significant effect on the performance of sub-district employees in Kulonprogo D.I. Regency, Yogyakarta (Ari Wibowo, 2017). Likewise with research conducted by on employees of PT (Farmi et al., 2021). Pos Indonesia (Persero) Lhoksumawe City also shows that the quality of work life variable has a positive and significant influence on employee performance.

*H2: Quality of work life is a positive predictor for performance.*

### **Relationship innovation behavior to performance**

In this digital era, a level of innovation and creativity is required from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of created ideas (Purwanto et al., 2020). In his research on employees at several community health centers in Pati Regency, Central Java, it showed that innovative behavior had a positive effect on the performance of community health center employees. Likewise, the same thing was done in research who conducted research on Vasco Group employees which showed the structural similarities that were formed (Ajiardani, Anjaningrum, 2022). It was proven that innovative work behavior had a significant positive effect on employee performance, where employee performance could be improved with innovative work behavior.

*H3: Innovation behavior is a positive predictor for performance.*

### Relationship organizational citizenship behavior to performance

Organizational citizenship behavior has a role in the perspective of the effectiveness of employee performance appraisal, especially in company development. The more detailed an employee performance appraisal is in a company, the more related the problem of OCB is as an alternative to evaluating employee performance in companies with systems appraisals are informal to involve employees feeling involved in company decisions by giving personal obligations (Suzanna, 2017). Taspen Cirebon Branch Office, the results of the descriptive statistical analysis of the research variables show that the relationship between organizational citizenship behavior and employee performance is at a very strong level. The same thing was obtained (Novelia Mery et al., 2016) in her research on nursing staff at Dr. Soegiri General Hospital, Lamongan which shows that the organizational citizenship behavior of nursing staff has a significant influence on the performance of nursing personnel.

H4: Organizational citizenship behavior is a positive predictor for performance.

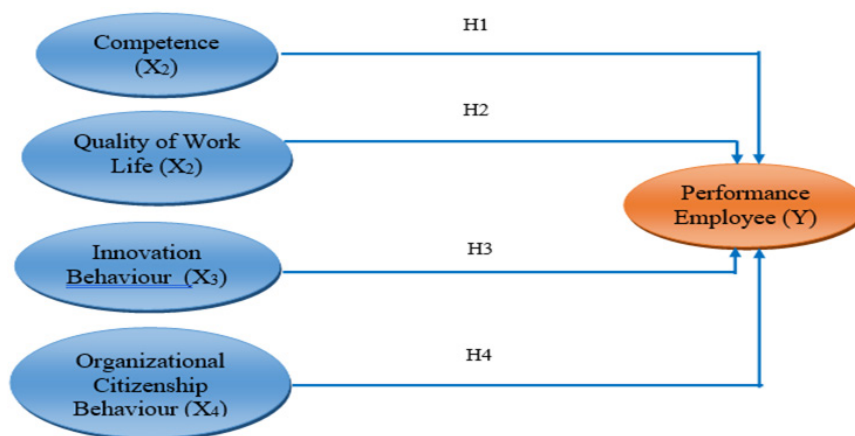


Figure 1. Hypothesis model

## Research methods

### Population and sample

The research was carried out at the Makassar Main Harbor Master’s Office, Makassar Main Authority Office, Makassar Navigation District Office. The population was determined to be 710 employees by drawing samples using the Table Sample method of Stephen Isaac and William B. Michael (1981) as follows:

Margin Error: 1%

Population (N) = 700, Sample (n) = 341

Population (N) = 710, Sample (n) =  $\frac{710 \times 341}{700} = 345$  Sample

### Method of collecting data

Data collection method using a questionnaire where the questionnaire is prepared using a Likert Scale model, as follows: 5 (five) — “Strongly Agree”; 4 (Four) — “Agree”; 3 (Three) — “Undecided”; 2 (Two) — “Disagree”; 1 (One) — “Strongly Disagree”.

## Results

### Descriptive statistical analysis of respondent score criteria

The results of the descriptive study of respondent score data for each research variable influence competence (X1), quality of work life (X2), innovation behavior (X3), organizational citizenship behavior (X4), and, on performance (Y) are as follows (Table 1).

Table 1. Results of respondents' answers to the competency variable

Variable	question	Score					Actual Score	Ideal Score	% Actual Score
		1	2	3	4	5			
COMPETENCE (X1)	X1.1	0	4	15	250	76	1433	1725	83.07
	X1.2	0	0	11	256	78	1447	1725	83.88
	X1.3	0	0	20	240	85	1445	1725	83.77
	X1.4	0	0	15	250	80	1445	1725	83.77
	X1.5	0	10	52	205	78	1386	1725	80.35
	X1.6	0	2	13	253	77	1440	1725	83.48
	X1.7	0	2	16	244	83	1443	1725	83.65
	X1.8	0	3	14	230	98	1458	1725	84.52
	X1.9	0	2	14	230	99	1461	1725	84.70
	X1.10	0	0	4	206	135	1511	1725	87.59
	X1.11	0	0	4	206	135	1511	1725	87.59
	X1.12	0	0	10	208	127	1497	1725	86.78
	X1.13	0	0	9	217	119	1490	1725	86.38
	X1.14	0	2	7	201	135	1504	1725	87.19
	X1.15	0	0	18	206	121	1483	1725	85.97
	X1.16	0	3	15	221	106	1465	1725	84.93
	X1.17	1	25	16	221	82	1393	1725	80.75
	X1.18	0	0	13	249	83	1450	1725	84.06
	X1.19	1	34	35	222	53	1327	1725	76.93
	X1.20	0	2	18	262	63	1421	1725	82.38
Total		2	89	319	4577	1913	29010	34500	84.09
Average (%)		0.03	1.29	4.62	66.33	27.72	84.09		

Based on Table 1, it can be concluded that the overall competency variable obtained an actual score percentage of 84.09% which is classified in the Very Good category. However, there are statement items below the actual score percentage, namely, "has a level of knowledge for the work done" with an actual score percentage of 83.07%, "can complete work according to work methods in the office" with an actual score percentage of 83.88%, "Knowledge can helping the work of colleagues or work leaders in the office" with an actual score percentage of 83.77%, "The knowledge they have has a positive impact on the progress of the office" with an actual score percentage of 83.77%, "having skills outside of knowledge to support work such as mastering foreign languages, computer technology or "automatic" with an actual score percentage of 80.35%, "has skills according to the expertise you have" with an actual score percentage of 83.48%, "Skills have a positive impact on office operations outside of daily work" with an actual score percentage of 83.65%, "able to complete work alone" with an actual score percentage of 80.75%, "instilling a sense of independence in oneself towards work in the office" with an actual score percentage of 84.06%, "not depending on colleagues or work leaders in completing work" with an actual score percentage of 76.93% and "Independence will provide a positive example for colleagues or work leaders" with an actual score percentage of 82.38%.

Table 2. Results of respondents' answers to the quality of work life variable

Variable	question	Score					Actual Score	Ideal Score	% Actual Score
		1	2	3	4	5			
QUALITY OF WORK LIFE (X2)	X2.1	5	23	20	232	65	1364	1725	79.07
	X2.2	1	39	23	220	62	1338	1725	77.57
	X2.3	0	11	16	236	82	1424	1725	82.55
	X2.4	0	8	19	228	90	1435	1725	83.19
	X2.5	0	4	15	229	97	1454	1725	84.29
	X2.6	1	10	33	241	60	1384	1725	80.23
	X2.7	131	150	46	13	5	646	1725	37.45
	X2.8	0	1	5	217	122	1495	1725	86.67
	X2.9	2	25	41	213	64	1347	1725	78.09
	X2.10	9	69	62	159	46	1199	1725	69.51
	X2.11	0	8	34	266	37	1367	1725	79.25
	X2.12	4	10	46	237	48	1350	1725	78.26
	X2.13	2	10	15	232	86	1425	1725	82.61
	X2.14	6	49	38	199	53	1279	1725	74.14
	X2.15	2	9	35	238	61	1382	1725	80.12
	X2.16	7	11	51	223	53	1339	1725	77.62
	X2.17	3	6	27	237	72	1404	1725	81.39
	X2.18	4	23	24	224	70	1368	1725	79.30
	X2.19	20	51	65	166	43	1196	1725	69.33
	X2.20	9	29	72	183	52	1275	1725	73.91
Total		206	546	687	4193	1268	26471	34500	
% Average		2.99	7.91	9.96	60.77	18.38	<b>76.73</b>	0	<b>76.73</b>

Based on Table 2, it can be concluded that the overall quality of work life variable obtained an actual percentage score of 76.73% which is classified as good. Even so, there are three statement items that are under the actual percentage score, namely "often involved in conflicts with colleagues or work leaders" with an actual percentage score of 37.45%, "feel that work is at risk of work accidents" with an actual percentage score of 69.51% and "ever been offered Office to take part in promotion" with an actual score percentage of 69.33%.

Based on Table 3, it can be concluded that the overall innovation behavior variable obtained an actual score percentage of 79.08 percent which is classified in the Good category. However, there are statement items that are below the actual score percentage, namely always putting forward innovation ideas as part of the job" with an actual score percentage of 78.55%, the office always offers self-development programs to innovate" with an actual score percentage of 76.58%, "The office always supports development innovation ideas" with an actual score percentage of 78.61%, "Innovation development received support from colleagues and work leaders" with an actual score percentage of 78.67%, "Innovation ideas were implemented thoroughly by the office" with an actual score percentage of 75.94%, and "Innovation ideas bring image the office is getting better" with an actual percentage score of 79.71%.

Based on Table 4, it can be concluded that the overall organizational citizenship behavior variable obtained an actual percentage score of 82.38% which is classified as good. Nonetheless, there are nine statement items that are under the actual percentage score, namely "sometimes work beyond the time specified by the office" with an actual percentage score of 80.75%, "work according to office regulations even without supervision" with an actual percentage score of 80.29%, "often do introspection of attitudes and work towards office regulations" with an actual percentage score of 77.33%, "always attend office meetings or socialization related to office interests" with an actual percentage score of 80.75, "always attend meetings even though they are not important but can raise the image of the office " with an actual percentage score of 75.48, "considering the impact of actions on the work of co-workers or work leaders" with an actual score percentage of 81.45, "never

report anything negative about a colleague to the leader or work leader to his boss” with an actual percentage score of 81.28, “do not like to complain at work” with an actual Percentage score of 81.86 and “don’t find fault or lack of office” with an actual Percentage score of 82.26.

Table 3. Results of respondents’ answers to the innovation behavior variable

Variable	question	Score					Actual Score	Ideal Score	% Actual Score
		1	2	3	4	5			
Innovation Behaviour (X3)	X3.1	2	10	38	256	39	1355	1725	78.55
	X3.2	2	9	38	249	47	1365	1725	79.13
	X3.3	6	15	54	227	43	1321	1725	76.58
	X3.4	2	9	39	236	59	1376	1725	79.77
	X3.5	2	5	37	242	59	1386	1725	80.35
	X3.6	4	10	51	221	59	1356	1725	78.61
	X3.7	2	7	57	225	54	1357	1725	78.67
	X3.8	0	2	52	237	54	1378	1725	79.88
	X3.9	2	3	52	236	52	1368	1725	79.30
	X3.10	2	3	37	245	58	1389	1725	80.52
	X3.11	2	1	39	238	65	1398	1725	81.04
	X3.12	4	14	69	219	39	1310	1725	75.94
	X3.13	2	3	50	233	57	1375	1725	79.71
Total		32	91	613	3064	685	17734	22425	79.08
Average (%)		0.71	2.03	13.67	68.32	15.27	79.08		

Table 4. Results of respondents’ answers to organizational citizenship behavior variables

Variable	question	Score					Actual Score	Ideal Score	% Actual Score
		1	2	3	4	5			
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (X4)	X4.1	0	0	15	251	79	1444	1725	83.71
	X4.2	0	4	26	235	80	1426	1725	82.67
	X4.3	0	5	16	239	85	1439	1725	83.42
	X4.4	0	0	13	251	81	1448	1725	83.94
	X4.5	3	13	19	243	67	1393	1725	80.75
	X4.6	1	35	10	211	88	1385	1725	80.29
	X4.7	2	36	25	225	57	1334	1725	77.33
	X4.8	1	0	4	182	158	1531	1725	88.75
	X4.9	0	7	47	217	74	1393	1725	80.75
	X4.10	0	6	19	241	79	1428	1725	82.78
	X4.11	2	27	65	204	47	1302	1725	75.48
	X4.12	0	8	13	240	84	1435	1725	83.19
	X4.13	0	0	6	222	117	1491	1725	86.43
	X4.14	0	15	19	237	74	1405	1725	81.45
	X4.15	0	4	8	237	96	1460	1725	84.64
	X4.16	0	25	16	216	88	1402	1725	81.28
	X4.17	1	10	23	228	82	1412	1725	81.86
	X4.18	0	11	11	239	84	1431	1725	82.96
	X4.19	2	10	17	234	82	1419	1725	82.26
	X4.20	0	6	17	229	93	1444	1725	83.71
Total		12	222	389	4581	1695	28422	34500	82.38
Average (%)		0.17	3.22	5.64	66.39	24.57	82.38		

Table 5. Results of respondents' answers to the performance variable

Variable	question	Score					Actual Score	Ideal Score	% Actual Score
		1	2	3	4	5			
PERFORMANCE (Y)	Y.1	0	1	9	241	94	1463	1725	84.81
	Y.2	0	0	7	232	106	1479	1725	85.74
	Y.3	0	1	24	228	92	1446	1725	83.83
	Y.4	0	1	13	252	79	1444	1725	83.71
	Y.5	0	0	13	250	82	1449	1725	84.00
	Y.6	0	0	15	248	82	1447	1725	83.88
	Y.7	3	28	71	168	75	1319	1725	76.46
	Y.8	2	7	58	204	74	1376	1725	79.77
	Y.9	2	4	34	210	95	1427	1725	82.72
	Y.10	0	2	10	237	96	1462	1725	84.75
	Y.11	1	18	21	226	79	1399	1725	81.10
	Y.12	0	4	18	251	72	1426	1725	82.67
	Y.13	0	3	9	245	88	1453	1725	84.23
	Y.14	0	5	11	222	107	1466	1725	84.99
	Y.15	0	0	4	198	143	1519	1725	88.06
TOTAL		8	74	317	3412	1364	21575	25875	83.38
AVERAGE (%)		0.15	1.43	6.13	65.93	26.36	83.38		

Based on Table 5, it can be concluded that the overall performance variable obtained an actual percentage score of 83.38% which belongs to the Good category. Even so, there are statement items under the actual percentage score, that is, never come to work late" with an actual score percentage of 76.46%, "go to and leave work according to the time set by the office" with an actual score percentage of 79.77, "never miss vehicles (airplanes or cars) during official office travel assignments" with an actual percentage score of 82.72%, "complete work without spending money or using minimal costs from the office" with an actual percentage score of 81.10, and "able to excel at work" with a score percentage actual 82.67%.

#### KMO and Bartlett's Test factor analysis

KMO (Kaiser — Meyer — Olkin Test) is a test to show whether the sampling method used meets the requirements or not, which has the implication whether the data can be analyzed further using factor analysis or not (Usman, Sobari, 2013). KMO is a test performed to determine the appropriateness of a factor analysis to be performed. The KMO test scale ranges from 0 to 1. If the calculated KMO value is lower than 0.5, then factor analysis is not feasible. Meanwhile, if the calculated KMO value is greater than 0.5, then factor analysis is feasible.

Bartlett's Test of Sphericity, is a factor analysis that determines whether a variable is correlated with other variables. In the Bartlett's test of sphericity, it can be determined whether the variable has a correlation or not by looking at the significance level value obtained. If the sig value is below alpha 0.05, then the correlation between variables is low so that factor analysis cannot be continued. Conversely, if the sig value is less than 0.05, then the correlation between variables is high and the factor analysis process can be continued (Subagja, 2020). Bartlett's Test of Sphericity is a test used to test the interdependence between variables that are indicators of a factor. This analysis aims to state that the variables in question are not correlated with each other in the population. The significance in Bartlett's test must also show a number <0.05 so that factor analysis can be carried out. (Santoso, 2012).

Table 6. KMO and Bartlett's Test

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.605
Bartlett's Test of Sphericity	Approx. Chi-Square	480.666
	df	6
	Sig.	.000

Based on the output of table 6, it is known that the KMO value is 0.605, meaning the value is above the standard value > 0.5 and the Bartlett's Test of Sphericity (Sig) value of 0.000 means the value is below the standard <0.005, thus the factor analysis in this study can be continued.

Table 7. Anti-image matrices research variables

		<b>Anti-image Matrices</b>		
		Quality Of Work Life	Organizational Citizenship Behaviour	Competence
Anti-image Covariance	Quality Of Work Life	.606	-.204	.101
	Organizational Citizenship Behaviour	-.204	.539	-.272
	Competence	.101	-.272	.459
	Innovation Behaviour	-.267	.074	-.242
Anti-image Correlation	Quality Of Work Life	.606 <sup>a</sup>	-.357	.191
	Organizational Citizenship Behaviour	-.357	.621 <sup>a</sup>	-.548
	Competence	.191	-.548	.585 <sup>a</sup>
	Innovation Behaviour	-.486	.143	-.505

		<b>Anti-image Matrices</b>	
		Innovation Behaviour	
Anti-image Covariance	Quality Of Work Life		-.267
	Organizational Citizenship Behaviour		.074
	Competence		-.242
	Innovation Behaviour		.499
Anti-image Correlation	Quality Of Work Life		-.486
	Organizational Citizenship Behaviour		.143
	Competence		-.505
	Innovation Behaviour		.610 <sup>a</sup>

Based on Table 7, the measure of sampling adequacy (MSA) value for each variable studied is as follows:

1. Quality of work life is 0.606
2. Organizational citizenship behavior is 0.621
3. Competence of 0.585
4. Innovation behavior of 0.610

The requirements that must be met in factor analysis are MSA > 0.50. From the results above it is known that all variables have MSA more than 0.50 which shows that the requirements for factor analysis are met.

Table 8. Communalities research variables

Communalities		
	Initial	Extraction
Quality Of Work Life	1.000	.531
Organizational Citizenship Behaviour	1.000	.611
Competence	1.000	.668
Innovation Behaviour	1.000	.655

Extraction Method: Principal Component Analysis.

Based on the output of table 8, it is known that the extraction value for all variables is greater than 0.500. Thus it can be concluded that all variables can be used to explain factors.

Table 9. Total variance explained

Total Variance Explained						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.465	61.631	61.631	2.465	61.631	61.631
2	.725	18.128	79.759			
3	.568	14.212	93.970			
4	.241	6.030	100.000			

Extraction Method: Principal Component Analysis.

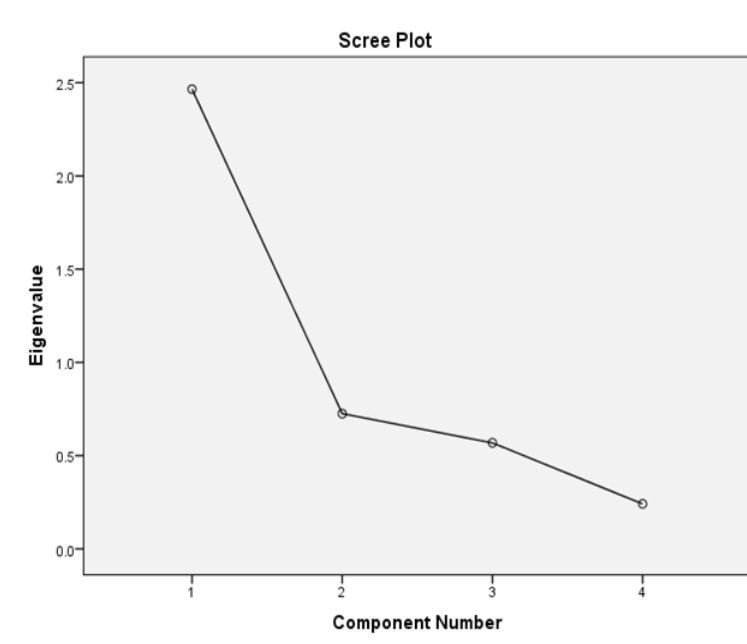


Figure 2. Scree plot diagram

Table 9 shows the value of each variable analyzed. There are four components studied in two analysis of variants, namely the Initial Eigenvalues variant showing the factors formed by adding up all the factors to form the number of variables studied, namely  $2.465 + 0.725 + 0.568 + 0.241 = 3.999$  (rounded to 4,000) variables. While the extraction sums of squared loading shows the number of variations and the number of factors that can be formed, the output in the table is formed by one factor, namely 2.465. The condition for being a factor is that the eigenvalue is  $> 1$ . The output above shows one component that has more than one value, namely component 1 of 2.465 with the ability to explain variations of 61.631%.

The diagram above explains that the number of factors formed is one factor with the condition that the eigenvalue is > 1, the value is 2.465.

Table 10. Component matrix research variables

**Component Matrix<sup>a</sup>**

	Component 1
Quality Of Work Life	.729
Organizational Citizenship Behaviour	.782
Competence	.817
Innovation Behaviour	.809

Extraction Method: Principal Component Analysis.<sup>a</sup>

Table 10 depicts the correlation value of each variable on one factor. which shows the highest level of correlation is the innovation behavior variable with a value of 0.809 while the smallest is the quality of work life variable with a correlation value of 0.729.

**Hypothesis testing with regression analysis**

In testing the hypothesis, it can be said to be significant when the T-statistics value is greater than 1.96, whereas if the T-statistics value is less than 1.96 then it is considered insignificant. Decision making is done by looking at the significance value in the Coefficients table. Usually, the basis for testing the regression results is carried out with a confidence level of 95% or with a significance level of 5% ( $\alpha = 0.05$ )

The criteria for the t-statistical test are:

1. If the significance value of the t-test > 0.05 then  $H_0$  is accepted and  $H_a$  is rejected. This means that there is no influence between the independent variables on the dependent variable.
2. If the significance value of the t-test < 0.05 then  $H_0$  is rejected and  $H_a$  is accepted. This means that there is influence between the independent variables on the dependent variable.

Table 11. Competency on performance

		Coefficients <sup>a</sup>			
	Model B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	11.164	2.439	4.578	.000
	TOTAL_ COMPETENCE	.613	.029	.752	21.141

a. Dependent Variable: TOTAL\_PERFORMANCE

The results of hypothesis testing (T-Test) in the table above show that the significance value of the competency variable is 0.000. This shows that the competency variable has an influence on performance.

Table 12. Quality of work life on performance

		Coefficients <sup>a</sup>			
	Model B	Unstandardized coefficients Std. Error	Standardized coefficients Beta	t	Sig.
1	(Constant)	42.750	2.996	14.268	.000
	TOTAL_QOWL	.258	.039	.337	6.637

a. Dependent Variable: TOTAL\_PERFORMANCE

The results of hypothesis testing (T Test) in the table above show that the significance value of the QWL variable is 0.000. This shows that the QWL variable has an influence on performance.

Table 13. Innovative behavior on performance

Coefficients <sup>a</sup>						
Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	31.619	1.850		17.087	.000
	TOTAL_IB	.601	.036	.673	16.843	.000

a. Dependent Variable: TOTAL\_PERFORMANCE

The results of hypothesis testing (T-test) in the table above show that the significance value of the innovation behavior variable is 0.000. This shows that the innovation behavior variable has an influence on performance.

Table 14. Organizational citizenship behavior on Performance

Coefficients <sup>a</sup>						
Model	B	Unstandardized coefficients		Standardized coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	25.421	3.210		7.920	.000
	TOTAL_OCB	.450	.039	.531	11.604	.000

a. Dependent Variable: TOTAL\_PERFORMANCE

The results of hypothesis testing (T-Test) in the table above show that the significance value of the OCB variable is 0.000. This shows that the OCB variable has an influence on performance.

## Discussion

### The influence of competency on performance

Based on the results of hypothesis testing, the statistical T-value is a total of 21.141 with a variable significance value of 0.000, this shows that the competency variable has an influence on the performance variable, thus Hypothesis 1 (H1) competence has a positive effect on performance is acceptable, this is in accordance with the research (Pramularso, 2018) on employees of Inaura Anugerah Jakarta CV., obtained a relationship between competency variables that has a positive effect on employee performance.

### The influence of quality of work life on performance

Based on the results of hypothesis testing, the statistical T-value is a total of 6.637 with a variable significance value of 0.000, this shows that the QWL variable has an influence on the performance variable, thus Hypothesis 2 (H2) QWL has a positive effect on Performance can be accepted, this is in accordance with research by (Ari Wibowo, 2017) on sub-district employees in Kulonprogo Regency, DI. Yogyakarta who found that the QWL variable had a positive and significant effect on employee performance. This is the case with research conducted by on employees of PT (Farmi et al., 2021). Pos Indonesia (Persero) Lhoksumawe City also shows that the Quality of Work Life variable has a positive and significant influence on employee performance.

### The influence of innovative behavior on performance

Based on the results of hypothesis testing, the statistical T-value is a total of 16.842 with a variable significance value of 0.000. This shows that the innovation behavior variable has an influence on the performance variable, thus Hypothesis 3 (H3) innovation behavior has a positive

effect on Performance is acceptable. This is on employees at several community health centers in Pati Regency, Central Java, shows that innovation behavior has a positive effect on the performance of community health center employees (Purwanto et al., 2020). Likewise, the same thing was done on Vasco Group employees which showed that innovative work behavior had a significant positive effect on employee performance (Ajiardani, Anjaningrum, 2022).

### **The influence of organizational citizenship behavior on performance**

Based on the results of testing the hypothesis that the value of the T statistic is a total of 11.604 with a variable significance value of 0.000 this indicates that the OCB variable has an influence on the performance variable, thus Hypothesis 4 (H4) OCB has a positive effect on performance is acceptable, this is in accordance with research on dr. Soegiri Lamongan which shows organizational citizenship behavior variables of Nurses have a significant influence on their performance variables (Novelia Mery et al., 2016).

## **Conclusion**

Several studies on individual behavior have a lot of variables that can be used as the main indicator in research to show the level of employee performance, thus in the case of this study, there are four variables that are used as guidelines to determine the level of performance of the state civil apparatus at the Ministry of Transportation, namely competency factors, quality of work life, organizational citizenship behavior and innovation behavior. Based on the results of the analysis above, it can be seen that the four variables have a significant influence on performance, and if traced to the analysis of the respondent's score criteria, that the competency factors possessed by employees provide the greatest contribution to their performance with a percentage score of 84.09%, while the quality of work life is the smallest variable influencing employee performance levels with a percentage score of 76.73%.

Thus, there needs to be an effort to improve the quality of work life patterns both in terms of social relations between co-workers, compensation and benefits as well as career advancement for employees at the Ministry of Transportation, so as to have a positive impact on improving the quality of work of the employees themselves.

### **Theoretical contributions**

Although there is much research on the study of human resource behavior within an organization or company, there are quite a number of variables that can be used as indicators that can influence individual performance. In this case, Competence factors is dominant in various studies as factors influencing individual performance. Research on employee performance with the four variables above provides a theoretical contribution to the theory of organizational behavior for individual level categories (Robbins, 2013).

### **Empirical implications**

Empirically, quality of work of life, competence, organizational citizenship, innovation behavior have a direct effect on performance, The results of the research state that improving the quality of work life both in terms of salary, relationships with colleagues or work leaders, job security, office facilities and career promotion provide a good contribution to employee performance, but the level of contribution is still below the competency factors possessed by employees such as The results of employee knowledge, skills, attitudes, motivation and independence have the greatest impact on employee performance.

Increasing the OCB variable in the sense that it can be said that voluntary behavior or “extra roles” that arise in employees such as altruism, conscience, civic virtue, courtesy and sportsmanship have a direct effect on improving performance, as does the innovation behavior variable in employees.

### Limitations

This research experienced many limitations, when conducting the survey, the analysis was global, it did not map to the job desk, so that survey opinions, especially on personal behavior, became dominant in several survey indicators. There are still several units of the Ministry of Transportation agencies that cannot be covered in this research because of the small number of employees sampled, the quantity of work is minimal, so it is very difficult to know the level of employee response to the research variables.

### References

- Ajiardani, R. L. B., Anjaningrum, W. D. (2022). Bagaimana keterlibatan kerja, perilaku kerja inovasi, dan lingkungan kerja fisik menjelaskan kinerja karyawan vosco Group? *Jurnal Ecogen*, 5(3), 328. <https://doi.org/10.24036/jmpe.v5i3.13379>
- Ari Wibowo, S. (2017). Pengaruh quality of work life (qwl) dan motivasi terhadap kinerja pegawai kecamatan Di Kabupaten Kulonprogo D.I Yogyakarta. *JBTI : Jurnal Bisnis Teori Dan Implementasi*, 8(1), 84–96. <https://doi.org/10.18196/bti.81085>
- Ashworth, P. D., Saxton, J. (1990). On ‘Competence.’ *Journal of Further and Higher Education*, 14(2), 3–25. <https://doi.org/10.1080/0309877900140201>
- Bratton, J., Gold, J. (2012). *Human resource management theory & Practice. Human Resource Management*. <https://doi.org/10.4324/9780203417881-7>
- Dennis W. Organ, Philip M. Podsakoff, S. B. M. (2006). *Organizational Citizenship Behavior Its Nature, Antecedents and Consequences*. Sage Publications.
- Davis, K., Newstrom, J. W. (2012). *Perilaku Dalam Organisasi. Edisi Ketujuh. Jilid 1 dan 2*. Alih Bahasa: Agus Dharma. Jakarta: Penerbit Erlangga.
- Farmi, N., Apridar, A., Bachri, N. (2021). Pengaruh Quality of Work Life Terhadap Kinerja Karyawan Pt. Pos Indonesia (Persero) Kprk Lhokseumawe Dengan Motivasi Intrinsik Dan Kepuasan Kerja Sebagai Variabel Intervening. *J-MIND (Jurnal Manajemen Indonesia)*, 5(2), 84. <https://doi.org/10.29103/j-mind.v5i2.3437>
- Helmiatin. (2012). Implementasi Kualitas Kehidupan Kerja (Quality Of Work Life) dalam Mempertahankan Karyawan dan Meningkatkan Produktivitas. *Semnas Fekon*, 13.
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behavior. *Journal of Occupational and Organizational Psychology*, 287–302.
- Ketelaar, A., Manning, N., Turkisch, E. (2006). OECD Working Papers on Public Governance No. 5 *Arrangements for Senior Civil Servants OECD and other Country Experiences*. 5.
- Novelia, M., Swasto, B., Ruhana, I. (2016). Pengaruh Komitmen dan Organizational Citizenship Behavior (OCB) Terhadap Kinerja (Studi Pada Tenaga Keperawatan Rumah Sakit Umum Daerah dr. Soegiri Lamongan). *Jurnal Administrasi Bisnis*, 38(2), 71–78.
- Pasalong, H. (2022). *Manajemen Talenta Aparatur Sipil Negara*. Depok. PT. Rajagrafindo Persada
- Pramularso, E. Y. (2018). Pengaruh Kompetensi terhadap Kinerja Karyawan CV Inaura Anugerah Jakarta. *Widya Cipta*, II(1), 40–46.
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., Setiawan, S. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 9(01), 19–27. <https://doi.org/10.33221/jikm.v9i01.473>

- Robbins, S. P., Judge, T. A. (2015). *Organizational Behaviour, 16<sup>th</sup> Edition*. Pearson Education, New Jersey
- Rosman. (2014). Analisis Kinerja Pegawai Dalam Penyelenggaraan Pemerintahan Dikecamatan Sambaliung Kabupaten Berau. *EJournal Ilmu Pemerintahan*, 2(2), 2753–2766.
- Saleem, S., Amin, S. (2013). The impact of organizational support for career development and supervisory support on employee performance: An empirical study from Pakistani academic sector. *European Journal of Business and Management*, 5(5), 194–207.
- Santoso, S. (2012). Analisis SPSS pada statistik parametrik. Jakarta: PT. Elex Media Komputindo.
- Suwardi, W. Z. (2021). Efek Inflasi, Pengeluaran Pemerintah, Kredit Perbankan, dan Upah Minimum Terhadap Penyerapan Tenaga Kerja di Indonesia (2000-2020). In *Program Doktor Ilmu Ekonomi Fakultas Ekonomi dan Bisnis Universitas Hasanuddin Makassar*. Hasanuddin University.
- Suzanna, A. (2017). Pengaruh Organizational citizenship terhadap kinerja karyawan pada PT Taspen (PERSERO) kantor cabang Cirebon. *Jurnal Logika*, XIX(1), 42–50.
- Usman, H., Sobari, N. (2013). *Aplikasi Teknik Multivariate untuk Riset Pemasaran*. Jakarta: Rajawali Press.

Received 20.10.2023

# Роль компетентности, качества трудовой жизни, инноваций и гражданского поведения в эффективности работы сотрудников Министерства транспорта Индонезии

ЧАНГАРА Мух Фирдаус Фаджрин

ORCID: 0009-0005-7954-7248

*Университет Хасануддина, Макаassar, Индонезия*

МУИС Махлия

*Университет Хасануддина, Макаassar, Индонезия*

ТАБА Мухаммад Идрус

*Университет Хасануддина, Макаassar, Индонезия*

УМАР Фаузия

*Университет Хасануддина, Макаassar, Индонезия*

**Аннотация.** Индивидуальное поведение государственного гражданского аппарата является примером концепции обслуживания государственных учреждений в Индонезии. Государственного гражданского аппарата находится на передовой линии обслуживания, поскольку является эталоном для обслуживания общества. Если ГСА предоставляет качественные услуги, это можно описать как хорошую организационную систему учреждения; наоборот, если услуги предоставляются плохо, то и картина в организационной системе учреждения будет плохой. Существуют факторы индивидуального поведения человека, которые часто используются в качестве стандартных критериев при анализе уровня производительности труда сотрудников. *Цель.* Цель данного исследования состоит в том, чтобы определить, насколько уровень производительности труда сотрудников зависит от этих четырёх факторов. *Дизайн исследования.* Исследование проводилось путём проведения опроса, в котором приняли участие 345 респондентов. Для анализа данных использовались статистический анализ, включающий описание результатов, анализ КМО, тест Бартлетта и проверку гипотез с помощью регрессионного анализа. *Результаты.* Результаты исследования показали, что такие переменные, как компетентность, качество трудовой жизни, инновационное поведение и организационное гражданское поведение надёжно предсказывают производительность труда сотрудников. *Ограничения исследования.* В своей реализации данное исследование ограничивается изучением поведения сотрудников с учётом только этих четырёх факторов. *Оригинальность.* Обзор литературы показывает, что исследований по четырём индивидуальным поведенческим переменным, влияющим на эффективность работы сотрудников Министерства транспорта Индонезии, не проводилось.

**Ключевые слова:** компетентность, качество трудовой жизни, инновационное поведение, организационное гражданское поведение, эффективность работы.