

## Competency Analysis, Work Rusteristics, Work Environment, Spiritual Quotient, Organizational Commitment, Organizational Citizenship Behavior and Employee Performance

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### ABSTRACT

This research aims to prove and analyze the influence of competence, work characteristics, work environment, spiritual quotient, on organizational commitment, organizational citizenship behavior (OCB) and employee performance in the Laboratory Installation of RSUD Patut Patuh Patju West Lombok. This study is a causal explanatory study. A sample of 38 respondents, data analysis with Partial Least Square (PLS). The results showed there was a significant positive influence on: competence to OCB and employee performance; rusteristic work towards organizational commitment; work environment to organizational commitment; organizational commitment to OCB and employee performance; OCB on employee performance. Gained insignificant influence on: competence to organizational commitment; rusteristic of employment against OCB and employee performance; work environment towards OCB and employee performance; Spiritual quotient to organizational commitment, OCB and employee performance. The conclusion of the results of the study is that there are seven hypotheses that can be accepted and there are eight hypotheses that are rejected.

**Keywords:** Employee Performance, Organizational Commitment; Organizational Citizenship Behavior (OCB)

### INTRODUCTION

The hospital is an organization that provides health services that are required to improve the quality of services provided to the community. The increasing demands

on hospitals make hospitals have to be able to compete in their services, both medical, non-medical and administrative services. Human resources are a valuable asset for

hospitals, because all the success or failure of a hospital is heavily influenced by the quality of human resources (Andika, 2012).

The clinical laboratory installation is one of the supporting installations that must exist in every hospital. This is in accordance with Permenkes number 56 of 2014 concerning Hospital Classification and Licensing (Permenkes, 2014). The activities carried out include carrying out laboratory examination services for outpatients, inpatients, emergency units, and serving referral patients from outside the hospital, both from clinics and from private practice doctors. In its activities, it involves employees in various professions who take part in the laboratory field, including Clinical Pathology Specialist as the Head of Installation and Responsible for Clinical Laboratory, and Health Laboratory Technology Expert (ATLM) as technical implementer, as well as other personnel assigned to the administration section (Kahar, 2010).

The clinical laboratory installation must be able to provide complete, fast, precise and accurate services to satisfy customers. Thus,

employee performance must also be improved to improve the quality of service [1].

Good and bad performance of an employee can be known through employee performance appraisal. Performance appraisal is an ongoing process to assess the quality of the work of personnel and efforts to improve the work of personnel in the organization. This assessment aims to find out the results of a person's work compared to several criteria and targets or targets that have been determined (Wibowo, 2015).

The achievement of optimal employee performance based on the performance target standards that have been set by the organization will be realized if there is a high organizational commitment. Organizational commitment affects work comfort, increases work productivity, and strengthens the sense of belonging to the organization, so that it will provide results in the form of excellent employee performance and organizational performance (Khan, 2010).

Organizational commitment in clinical laboratory installations can be seen from employee compliance in

carrying out standard operating procedures correctly, using personal protective equipment for work safety, good communication skills, to the ability to solve problems found while on duty.

In addition to organizational commitment, one of the efforts to increase employee productivity is through the implementation of Organizational Citizenship Behavior (OCB). OCB is a behavior displayed by employees who not only carry out their obligations and responsibilities but also perform roles that are more than what they are responsible for without any rewards from the organization and solely for the benefit of the organization to achieve its goals (Santoso, 2017).

The application of OCB in the Clinical Laboratory Installation can be seen from the behavior of helping coworkers, the behavior of lightening the burden of coworkers, thoroughness, involvement in activities and willingness to tolerate without complaints.

Employee performance is also related to employee competence, which is an employee's ability based on knowledge, skills, and individual personality. Employees who already

have good competence, the organization will retain employees to keep working by providing salaries, benefits, incentives, and others according to their competence, with reciprocity between the organization and employees, so that employees will be committed to the organization where they work (Fadli , 2012). Building and developing competencies can only be done through organizational learning, so that the process of acquisition, integration, and application of new and unique knowledge will be carried out on internal activities through experimentation, improvement efforts, and innovation (Ressya, 2008). The 2017 Risfaskes data revealed that only 62.4% of the clinical laboratories at the Government General Hospital have education and training programs for laboratory personnel.

Organizational commitment can be achieved if it is supported by job characteristics. Job characteristics are factors related to how employees assess the tasks that exist in their work. Job characteristics have five dimensions, namely: 1) skill diversity, 2) task identity, 3) task significance, 4) autonomy, 5)

feedback feedback (Santoso, 2018).

Employee performance can also be improved by creating a comfortable work environment to work in. The work environment includes things that surround and surround the work of employees. The work environment can be in the form of: task structure, job design, leadership pattern, cooperation pattern, reward, and availability of tools, work infrastructure and work space (Widodo, 2010). The 2017 Risfaskes data revealed that the assessment of the completeness of standard rooms in clinical laboratories at Government General Hospitals showed a tendency that the lower the class of the Government Hospitals, the lower the standard rooms. Personal protective equipment available is incomplete, for example gloves are only available 96.2%.

One of the factors that also affect employee performance is spiritual quotient (SQ). SQ is reflected in employees' self-awareness of their life goals, spontaneity in responding to every incident experienced, caring for fellow employees, respecting differences of opinion with other employees [20]. Unfortunately, SQ

has not been implemented consistently, including in the Clinical Laboratory Installation.

The installation of the Clinical Laboratory of the Patut Patuh Patju Hospital, West Lombok as the place to be studied, is the main clinical laboratory in the Class Hospital C. From the performance achievement data for the period 2017 - 2019 it has not yet reached the set target. This can be seen in the table below.

**Table 1. Achievement of Clinical Laboratory Installation Performance in 2017-2019**

No	Performance Indicator	2017		2018		2019	
		Achievements	Target	Achievements	Target	Capaian	Target
1	Number of patient visits	38.751	40.000	46.975	50.000	58.226	60.000
2	Number of parameters inspection	238.914	250.000	279.425	300.000	341.178	350.000

This illustrates that until now the performance of employees at the Clinical Laboratory Installation at the Patut Patuh Patju Hospital in West Lombok needs to be improved again. The problem of employee performance in the Hospital Clinical Laboratory still needs to be studied and researched further, because until now there are not many studies that

examine this problem, as well as related variables such as competence, job characteristics, work environment, organizational commitment, organizational citizenship behavior (OCB)) and consideration of the spiritual quotient (SQ) variable which is assumed to be the implementation of SQ is often found in Lombok.

Employee performance is an action, behavior and measurable result, which is carried out by employees and is related to organizational goals and contributes to organizational goals (Kristianto, 2011). Six primary criteria that can be used to measure performance are as follows: 1) Quality, namely the degree to which the process or result of implementing activities is close to perfection or close to the expected goals. 2) Quantity, namely the amount produced, for example: the number of rupiah, the number of units, the number of cycles of activities completed. 3) Timeliness, namely the degree to which an activity is completed at the desired time by taking into account the coordination of other outputs and the time available for other activities. 4) Cost Effective, namely the extent to

which the application of human, financial, technological, material resources is maximized to achieve the highest results or reduce losses from each unit of resource user. 5) Need for Supervisor, namely the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent undesirable actions. 6) Interpersonal Import, namely the degree to which employees maintain self-esteem, good name and cooperation among colleagues and subordinates (Satriani, 2013).

Organizational commitment is an employee's emotional attachment, self-identification and involvement in part of the organization. Emotional attachment will make employees loyal to the organization (McShane, 2010). Organizational commitment is needed as an indicator of employee performance. Employees with high commitment can be expected to show optimal performance. Organizational commitment reflects three components, namely: 1) Affective commitment, which is related to the desire to be bound to the organization. Individuals stay in the organization of their own volition. 2) Continuance

commitment, is a commitment based on rational needs. This commitment is formed on the basis of profit and loss, considering what must be sacrificed, if it will remain in an organization. 3) Normative Commitment or normative commitment, is a commitment based on the norms that exist within employees, containing individual beliefs about responsibility for the organization (Umam, 2012)

Organizational Citizenship Behavior (OCB) is an employee behavior outside of duty, such as the disclosure of personal interest in other people's work, suggestions given to increase new employees, respect and a spirit of caring for the company, as well as timeliness and attendance above standard. or level implemented (Kreitner and Kinicki, 2014). According to Organ (2006) the assessment indicators developed to measure Organizational Citizenship Behavior are as follows: 1) Altruism, behavior to help co-workers; 2) Courtesy, is behavior that relieves work-related problems faced by other people; 3) Conscientiousness, behavior to comply with work rules and procedures; 4) Civic Virtue, involvement in organizational

functions; 5) Sportsmanship, willingness to tolerate without complaint

An individual's competence is something inherent in him that can be used to predict his level of performance. Something that is inherent includes motives, self-concept, traits, knowledge, abilities/skills (Setyowati, 2013). Several aspects are contained in the concept of competence, namely: 1) Knowledge, namely awareness in the cognitive field. 2) Understanding, namely the cognitive and affective depth possessed by the individual. 3) Ability (skill), which is something that is owned by an individual to carry out the tasks or work assigned to him. 4) Value, which is a standard of behavior that has been believed and psychologically has been integrated in a person. 5) Attitude, namely feelings (happy-not happy, likes-dislikes) or reaction to a stimulus that comes from outside. 6) Interest, which is a person's tendency to do an act (Fadli, 2012).

Job characteristics are jobs that are designed using five main job dimensions, namely: skill variety, task identity, task significance, autonomy, and feedback so that the

psychological needs of employees at work are met, thereby motivating employees to work which in turn will increase job satisfaction and performance. employees (Robbins, 2013)

The work environment is a place where employees carry out work activities every day. The work environment is divided into two, namely: 1) a social or non-physical work environment, and 2) a physical work environment. Factors that include a social work environment (non-physical) include: relations between employees, relations between employees and superiors, suggestions from coworkers, emotions, and work situations. The relationship between employees in the company also determines the enthusiasm and enthusiasm of employees' work. A harmonious relationship between employees and superiors will be able to facilitate employee performance in carrying out work activities and duties to achieve organizational goals (Putra, 2013).

Spiritual Quotient is intelligence to face and solve problems of meaning and value, namely intelligence to place our

behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life are more meaningful than others (Zohar, 2006). According to Zohar (2006), people who have a high SQ have 12 signs, namely: 1) Self-awareness, knowing what we believe in and knowing the values and things that really motivate us. We are aware of our deepest purpose in life; 2) Spontaneity, living and responding to every moment we experience and what each moment contains; 3) Guided by vision and values, act on deep principles and beliefs and live according to them; 4) Holism (awareness of systems or connectivity), the ability to see broader patterns, relationships and relationships. 5) Caring, the nature of feeling and deep empathy for the environment; 6) Celebrating diversity, respecting the differences of other people and unfamiliar situations and not insulting them; 7) Independence from the environment, the ability to be different and maintain our own beliefs; 8) Tendency to ask fundamental questions. The need to understand everything knows the point. Basis for criticizing existing; 9) Ability to

reframe. Based on the existing problem or situation to look for the bigger picture and wider context; 10) Take advantage of adversity in a positive way. The ability to face and learn from mistakes, to see problems as opportunities; 11) Humble, knowing our real place in this world. The basis for self-criticism and critical judgment; 12) A sense of calling, called to serve something bigger than ourselves. Thanks to those who have helped, hope to reciprocate.

### **Hypothesis**

H1: Competence has a significant effect on organizational commitment in the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H2: Competence has a significant effect on organizational citizenship behavior in the Clinical Laboratory Installation of Patut Patuh Patju Hospital, West Lombok;

H3: Competence has a significant effect on employee performance at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H4: Job characteristics have a

significant effect on Organizational Commitment at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H5: Occupational characteristics have a significant effect on Organizational Citizenship Behavior in the Clinical Laboratory Installation of Patut Patuh Patju Hospital, West Lombok;

H6: Job characteristics have a significant effect on employee performance at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H7: Work environment has a significant effect on Organizational Commitment in the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H8: The work environment has a significant effect on Organizational Citizenship Behavior in the Clinical Laboratory Installation of Patut Patuh Patju Hospital, West Lombok;

H9: The work environment has a significant effect on employee performance at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H10: Spiritual Quotient has a significant effect on Organizational



Commitment at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

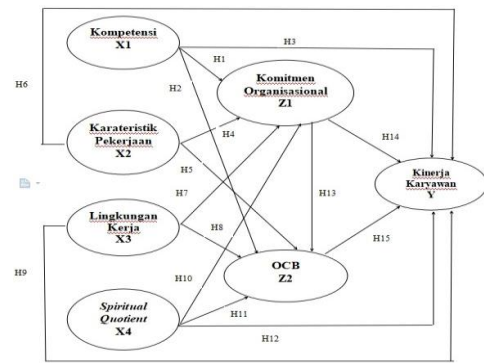
H11: Spiritual Quotient has a significant effect on Organizational Citizenship Behavior in the Clinical Laboratory Installation of Patut Patuh Patju Hospital, West Lombok;

H12: Spiritual Quotient The work environment has a significant effect on employee performance at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H13: Organizational commitment has a significant effect on Organizational Citizenship Behavior in the Clinical Laboratory Installation of Patut Patuh Patju Hospital, West Lombok;

H14: Organizational commitment has a significant effect on employee performance at the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok;

H15: Organizational Citizenship Behavior has a significant effect on Employee Performance in the Laboratory Installation of Patut Patuh Patju Hospital, West Lombok.



**Figure 1 Conceptual Framework**

## METHOD

This study uses a causal explanatory research design, which is intended to examine the effect of competency variables, job characteristics, work environment, spiritual quotient on organizational commitment, organizational citizenship behavior (OCB) and employee performance. The population and sample in this study were all employees at the Laboratory Installation of Patut Patuh Patju Hospital, West Lombok, amounting to 38 people. The respondents of this study were only employees who served in the Laboratory Installation of the Patut Patuh Patju Hospital, West Lombok.

### Variable Identification

1. Independent Variable : competence (X1), job characteristics (X2), work environment (X3), spiritual quotient (X4)

2. Dependent Variable : about the organization, helps other employee performance (Y) individuals, and exceeds normal expectations in their work [19].
3. Intervening Variables : Variable indicators: 1) organizational commitment Altuism/Behavior of helping (Z1), organizational citizenship behavior / OCB (Z2) colleagues (Z<sub>2.1</sub>); 2) Employee performance is what Courtesy/Behavior of lightening the has been produced by individual workload (Z<sub>2.2</sub>); 3) employees. Another term is human Conscientiosness/Accuracy/Behavior output which can be measured by of complying with work rules and productivity, absence, turnover, and procedures (Z<sub>2.3</sub>); 4) citizenship, and satisfaction [19]. Civic Indicator Variables : .1) knowledge Vertue/Involvement in organizational about work (Y<sub>1</sub>); 2) quality of work functions (Z<sub>2.4</sub>); 5) Sportsmanship/ work (Y<sub>2</sub>); 3) work quantity (Y<sub>3</sub>); 4) can Positive attitude (Z<sub>2.5</sub>). complete the work on time (Y<sub>4</sub>); 5) work effectively (Y<sub>5</sub>); 6) ability to work together in maintaining working relationships (Y<sub>6</sub>).

Organizational commitment is an employee's emotional attachment, self-identification and involvement in part of the organization. Emotional attachment will make employees loyal to the organization [8]. Indicator Variables: 1) affective commitment (Z<sub>1.1</sub>); 2) continuous commitment (Z<sub>1.2</sub>); 3) normative commitment (Z<sub>1.3</sub>); 4) engagement commitment (Z<sub>1.4</sub>).

Organizational Citizenship Behavior is the behavior of a satisfied employee, tends to speak positively

An individual's competence is something inherent in him that can be used to predict his level of performance. Something that is inherent includes motives, self-concept, traits, knowledge, abilities/skills [24]. Variable indicators: 1) Knowledge (X<sub>1.1</sub>); 2) Understanding (X<sub>1.2</sub>); 3) Ability/skill (X<sub>1.3</sub>); 4) Attitude (X<sub>1.4</sub>); 5) Interest (X<sub>1.5</sub>), 6) Standard (X<sub>1.6</sub>)

Job characteristics are jobs that are designed using five main job dimensions, namely: skill variety, task identity, task significance, autonomy, and feedback so that the psychological needs of employees at work are met, thereby motivating employees to work which in turn will

increase job satisfaction and performance. employees [19]. Variable indicators: 1) Skill variation (X2.1); 2) Task identity (X2.2); 3) Task significance (X2.3); 4) Task autonomy (X2.4); 5) Feedback (X2.5).

The work environment is defined as a place where employees carry out work activities every day. Variable indicators: 1) Workplace space (X3.1); Illumination lamp (X3.2); 3) Noise conditions (X3.3); 4) Air condition (X3.4); 5) Environmental cleanliness (X3.5); 6) Equipment for doing work (X3.6); 7) Protection against harm (X3.7); 8) Work relations between employees (X3.8); 9) Working relationship between employees and superiors (X3.9)

Spiritual Quotient is intelligence to deal with and solve problems of meaning and value, namely intelligence to place our behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life is more meaningful than others [30]. Variable indicators: 1) Self-awareness (X4.1); 2) Spontaneity (X4.2); 3) Guided by vision and values (X4.3); 4) Awareness of the system (X4.4); 5)

Concern (X4.5); 6) Celebrating diversity (X4.6); 7) independence towards the environment (X4.7); 8) tendency to ask fundamental questions (X4.8); 9) ability to reframe (X4.9); 10) take advantage of adversity positively (X4.10); 11) humble (X4.11); 12) a sense of calling (X4.12).

The source of data used in this study is primary data in the form of questionnaires that have been filled out by respondents. Existing data were then collected and analyzed using the Partial Least Squares (PLS) method. The PLS analysis used in this research is using the Smart PLS computer application, and for descriptive data analysis, the SPSS Statistics version 24 program is used.

## RESULTS AND DISCUSSION

In this study, the respondents were 38 employees of the Clinical Laboratory Installation at Patut Patuh Patju Hospital, West Lombok, which were grouped according to several characteristics according to gender, education, age, years of service, and employment status (table 2).

**Tabel 2. Characteristics of Respondents**

Karakteristik	Klasifikasi	Jumlah	Presentasi
Jenis Kelamin	Laki-laki	11	29%
	Perempuan	27	71%
Pendidikan	Sarjana	2	5%
	D4 Analis	6	16%
	D3 Analis	20	53%
	D1 Transfusi	5	13%
	SLTA	5	13%
Pekerjaan	Dokter	2	5%
	ATLM	26	68%
	Transfusi	5	13%
	Administrasi	2	5%
	Transporter	3	8%
Usia	< 25	2	5%
	25 - 40	29	76%
	41 - 55	7	18%
	> 55	0	0%
Masa Kerja	< 5	29	76%
	6 - 10 th	7	18%
	11 - 20 th	2	5%
	> 21 th	0	0%
Status Pegawai	PNS	9	24%
	Kontrak	29	76%

Source: Results of filling out the 2020 questionnaire

According to gender, the majority of respondents were women with a total of 11 people or 29%. Based on education, the dominant respondent is with a D3 Analyst education with a total of 20 people or 53%. For work, ATLM respondents, amounting to 26 people or 68%, are the most dominant. As for age, the dominant respondents are those aged 25-40 years with a total of 29 people or 76%. In terms of tenure, respondents who dominate are those with less than 5 years of

service with a total of 29 people or 76%. Meanwhile, according to status, it is dominated by employees with contract employee status with a total of 29 people or 76%.

Referring to table 3 below, an assessment of each variable can be made. The highest average value on the spiritual quotient variable. While the lowest average value on the OCB . variable.

1. The average value of spiritual quotient (X4) is 3.81 which indicates that the spiritual quotient of employees is in the high category. The standard deviation value of 0.44 indicates a spiritual quotient difference among employees of 11.67% compared to the average spiritual quotient.
2. The average value of OCB (Z2) is 3.69 which indicates that the OCB of employees is in the high category. The standard deviation value of 0.53 indicates a difference in OCB behavior among employees of 14.46% compared to the average OCB of employees.

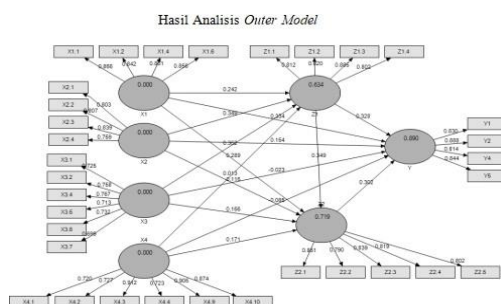
**Tabel 3. Descriptive statistics**

Variabel	Mean	Standard Deviation
Kompetensi ( $X_1$ )	3,70	0,55
Karakteristik Pekerjaan ( $X_2$ )	3,70	0,52
Lingkungan Kerja ( $X_3$ )	3,70	0,39
Spiritual Quotient ( $X_4$ )	3,81	0,44
Komitmen Organisasional ( $Z_1$ )	3,71	0,59
OCB ( $Z_2$ )	3,69	0,53
Kinerja Karyawan ( $Y$ )	3,79	0,61

Source: Appendix Descriptive Statistics

### Analysis of the Measurement Model or Outer Model

The analysis of the outer model is related to testing the validity and reliability of the indicators of the research variables. The indicator is considered valid if it has a loading value of 0.7 and the square root value of AVE for each construct is greater than the correlation value between the construct and other constructs in the model. The results of the PLS analysis showed that all variables had a loading value of more than 0.7 and above the root value of AVE.

**Figure 2 Outer Model Analysis**

### Structural Model Analysis or Inner Model

Testing the significance of the path coefficient can be done by

comparing the value of  $t$  statistics with the value of  $t$  table at a significance level of 5%, which is 1.96. If the value of  $t$  statistics is greater than the value of  $t$  table 1.96, then the path coefficient is considered to have a significant effect. The test results can be seen in Table 4.

**Tabel 4. Test Results of the Significance of Path Coefficient (Path) Structural Model**

Hubungan	Koefisien Jalur (Path)	$t$ statistics	Keterangan
$X_1 \rightarrow Z_1$	0.2423	1.8646	Tidak Signifikan
$X_1 \rightarrow Z_2$	0.2888	2.1999	Signifikan
$X_1 \rightarrow Y$	0.3338	3.5749	Signifikan
$X_2 \rightarrow Z_1$	0.3485	2.4673	Signifikan
$X_2 \rightarrow Z_2$	0.1161	0.7822	Tidak Signifikan
$X_2 \rightarrow Y$	0.1539	1.7695	Tidak Signifikan
$X_3 \rightarrow Z_1$	0.352	3.1747	Signifikan
$X_3 \rightarrow Z_2$	0.156	1.1667	Tidak Signifikan
$X_3 \rightarrow Y$	-0.0233	0.2533	Tidak Signifikan
$X_4 \rightarrow Z_1$	0.013	0.0965	Tidak Signifikan
$X_4 \rightarrow Z_2$	0.1711	1.545	Tidak Signifikan
$X_4 \rightarrow Y$	-0.0849	1.2727	Tidak Signifikan
$Z_1 \rightarrow Z_2$	0.3492	2.0498	Signifikan
$Z_1 \rightarrow Y$	0.3283	2.0388	Signifikan
$Z_2 \rightarrow Y$	0.3017	2.0644	Signifikan

Source: Attachment of PLS Analysis Results

The test of the significance of the path coefficient through the  $t$  statistic test in table 3 above shows the following results: seven

significant relationships and eight insignificant relationships.

### **1. The Effect of Competence on Organizational Commitment**

The results showed that competence had no significant effect on organizational commitment. This illustrates that competence does not contribute positively to organizational commitment. Competence is an employee's ability that is developed through education and training, which can include aspects of knowledge, understanding, abilities, values, attitudes, and interests. However, because employees whose jobs are quite heterogeneous, the needs for the above aspects are different for each part, so that the competencies for each are different and not the same. Moreover, most of the employees are dominated by contract employees whose tenure is still short, most of whom have not reached the 5-year period, so that their organizational commitment to the institution is not high enough. So this can have an impact on the influence of competence on organizational

commitment. This is not in line with the research of Syahrudin A, 2016: which reveals that competence has a significant positive effect on organizational commitment, job satisfaction, employee performance.

### **2. The Effect of Competence on OCB**

The results showed that competence had a significant positive effect on OCB. This shows that if the employee's competence is higher, the employee's OCB behavior will increase. Even though in the institution, employee competencies are very diverse because they are divided into several parts so that it affects the competencies of each part that must be possessed, the cooperation between the divisions is still good so that even though the competencies of each have different characters, due to strong cooperation, the behavior OCB can still get better. Each employee voluntarily helps each other and works together to get the job done. Therefore, the competence of employees who are different and yet high can

help improve the OCB behavior of employees within the institution. This is in line with the results of Suhardi's research (2019), which concludes that competence has a significant effect on OCB.

### **3. The Influence of Competence on Employee Performance**

The results showed that employee competence had a significant positive effect on employee performance. This shows that if the competence of employees is higher, the performance of employees will also be better. Employee competencies will adjust for each type of work according to their respective job descriptions. Competencies that are increasingly in line with the demands of the work of each section will make employee performance better. This is because they have become more and more experts in their respective fields, so they do not encounter difficulties with the demands of the work of each section. The more appropriate the competencies possessed, the ability and willingness to

overcome employee problems will become better, so that challenges in work problems can be faced easily, and employee performance will be better. This is in accordance with Sari (2013) in his research which revealed that competence and work environment have a significant and positive effect on job satisfaction.

### **4. The Effect of Job Characteristics on Organizational Commitment**

The results showed that job characteristics had a significant positive effect on organizational commitment. This shows that the more appropriate the characteristics of the work owned by the employee will make the employee's psychological needs more fulfilled and motivate employees to work better, so that organizational commitment becomes higher because they feel fit in their work. Organizational commitment can be better if the work plan for employees is based on the desires and abilities of employees, so that employees become more

satisfied, and have a higher commitment to the company. This study is in line with Djastuti (2011) who revealed in his research that there is a positive and significant direct effect of job characteristics on organizational commitment.

#### **5. Effect of Job Characteristics on OCB**

The results showed that job characteristics had no significant effect on OCB. This shows that job characteristics do not have a strong influence on the OCB behavior of employees in this institution. Each employee who has different sections causes their job descriptions to be very different for each section, so that not entirely each section can help each other, especially for the type of work that requires a variety of skills, task significance and high autonomy. Because the work that requires these things is becoming more specific and cannot be done by just any employee, so not all employees can show appropriate OCB behavior to be able to help the specific employee's work, so that job characteristics cannot have a

significant effect on the OCB behavior of employees at work. in this institution. This is not in line with the results of research by Restin (2016), which concludes that job characteristics have a significant positive effect on OCB.

#### **6. The Influence of Job Characteristics on Employee Performance**

The results of the study indicate that job characteristics have no significant effect on employee performance. This shows that in this institution the job characteristics for each have not been able to improve employee performance better. Most of the employees are still young and the working period is dominated by employees who have not yet worked in the institution for 5 years, making employees unable to adjust to their maximum working conditions. Employees still need a high enough experience to get a better adjustment so that they can master their work well. Therefore, in this case the job characteristics have not been able to improve employee



performance. This is not in line with Putu (2012) in his research which reveals that the work environment has a positive effect on organizational commitment and employee performance.

#### **7. Influence of Work Environment on Organizational Commitment**

The results showed that the work environment had a significant positive effect on organizational commitment. This shows that a more suitable work environment for employees will be able to increase employee commitment to the company or institution. The work environment is a place where employees carry out their daily work activities. A safe, good and appropriate environment makes employees feel comfortable at work. Because it makes them feel at ease and at home at work. Therefore, a work environment that is both physical and non-physical in nature will be able to create a good working atmosphere so that employee commitment becomes better towards the company. Therefore, a comfortable and safe work

environment makes employees feel more at home to work and it is accompanied by a pleasant work environment between members, it will make employees have a high commitment to the company. This is in line with Putu (2012) in his research which reveals that the work environment has a positive effect on organizational commitment and employee performance.

#### **8. Influence of Work Environment on OCB**

The results showed that the work environment had no significant effect on OCB. This shows that in this institution a good work environment is still not able to encourage employees' OCB behavior to increase. Although the work environment in the institution has met the good criteria, it is still not possible to improve OCB behavior. This is because the type of work for each job is still specific so that employees for certain types of work still cannot cooperate well with each other, due to differences in very specific job descriptions and different

educational backgrounds. Therefore, a good work environment still cannot improve OCB behavior in this institution. The results of Suhardi's research (2019), which concludes that the work environment has a significant effect on OCB is not in line with the results of this study.

#### **9. Influence of Work Environment on Employee Performance**

The results showed that the work environment had no significant effect on employee performance. This means that a good work environment is still not able to improve employee performance better. Most of the employees are young and have recent work experience, which makes their skills and work abilities not maximized, so that even though their work environment is good, they still need time to be able to have really maximum performance. Therefore, the work environment in the institution has not been able to have a strong influence on the performance of employees in this institution. This is in line with the

results of research conducted by Saleh A (2016) with the research title: Factors Affecting the Job Satisfaction and Performance of Nurses Private Hospitals Class B in Makassar. The results of the study: competence, work environment have a significant effect on job satisfaction. Work environment, job satisfaction have a significant effect on performance. Competence has no significant effect on performance. But it is not in line with the results of research by Rahardjo (2014) in his research which reveals that leadership, motivation, and work environment have a significant influence on employee performance.

#### **10. The Influence of Spiritual Quotient on Organizational Commitment**

The results showed that spiritual quotient had no significant effect on organizational commitment. Although the results of the study show that the overall spiritual quotient of employees shows a fairly high category, this has not been able to boost their better commitment to the institution.

This could be due to the status of employees who are still contract employees, their age is dominated by young people and their working period has not yet reached five years. These things cause the possibility of employees to move to other institutions is still high. Because they still have high emotions and demands for well-being that can be obtained from their respective jobs. Therefore, spiritual quotine does not have a strong effect on organizational commitment, because employees are still influenced by these factors. The results of this study are not in line with the results of research conducted by Mohd Pakarul Razy Mohamad (2009) which concluded that Spiritual Quotient has a positive and significant effect on Organizational Commitment..

#### **11. The Influence of Spiritual Quotient on OCB**

The results showed that spiritual quotient had no significant effect on employee OCB behavior. This could be because, although the spiritual quotient of employees as a whole is quite

high, specific fields of work and different educational backgrounds can cause employees to not be able to work together on crucial matters, only on general matters. This condition causes the employee's OCB behavior to not be maximized. Therefore, spiritual quotient has not been able to influence employee OCB behavior for the better. This is not in line with the research results of Muhdor, H.M (2015) which concludes that Spiritual Quotient has a significant effect on OCB.

#### **12. The Influence of Spiritual Quotient on Employee Performance**

The results showed that spiritual quotient had no significant effect on employee performance. This shows that a fairly high spiritual quotient is still not able to contribute to improving employee performance for the better. This could be due to the age of the employees who are still dominated by young people and the working period of most of them is still under five years. This causes their work

experience is still lacking. Their ability to carry out work tasks may still not be maximized, so they still need experience in handling problems or job training that is adapted to current working conditions. Therefore, spiritual quotient has no significant effect on employee performance. This is not in line with the results of Salehi's research (2016) which concludes that Spiritual Quotient has a significant effect on employee performance.

### **13. The Effect of Organizational Commitment on OCB**

The results showed that organizational commitment had a significant positive effect on employee OCB behavior. this shows that the higher organizational commitment will be able to improve employee OCB behavior for the better. Commitment is an employee's emotional attachment to the company and the people who work in it. The stronger employee commitment makes employees more loyal to the company. Strong employee commitment makes employees

willing to sacrifice for the benefit of the company, so this will encourage better OCB behavior. Because employees have a high attachment to the company so that everything related to the company is worth fighting for. Therefore, the higher the employee's organizational commitment, the higher the employee's OCB behavior. This is in line with the research of Merry Ristiana (2013), in his research concluded that organizational commitment has a significant effect on OCB. This is in accordance with [11] which defines OCB as independent individual behavior, not directly related to the reward system and can improve the effective functioning of the organization.

### **14. The Effect of Organizational Commitment on Employee Performance**

The results showed that organizational commitment had a significant positive effect on employee performance. This shows that the higher employee organizational commitment will encourage employee performance to increase.

Employees who are highly committed will be emotionally attached to the company and they are eager to fight for the interests of the company, especially to achieve the goals that have been set by the company. Therefore, employees who are highly committed are more productive at work so that their performance becomes better and increases. They consider the company worth fighting for because it is part of the employees themselves, or their extended family. Therefore, high organizational commitment will be able to create better employee performance. This is in accordance with the results of research [20] which concluded that organizational commitment has a positive and significant effect on employee performance

### **15. The Effect of OCB on Employee Performance**

The results showed that OCB had a significant positive effect on employee performance. This shows that the better the OCB behavior of the employees, the higher the employee's

performance will be. OCB behavior involves solid cooperation between employees as well as good innovative and spontaneous behavior from employees. Employees who have high OCB behavior will like to help and voluntarily sacrifice for the benefit of the company. Employees are also obedient to the rules and procedures in the workplace so they tend to be disciplined at work. Because OCB behavior can make employees work together, lighten each other's workload, be obedient and obedient to work rules and procedures, always be actively involved in company activities and always want to contribute, and have high tolerance, these things can encourage performance. employees are getting better. Because employees become active in supporting and contributing to the company, this is in line with the results of research [26], which concludes that OCB has a significant effect on employee performance.

## CONCLUSION

This study concludes that there are seven hypotheses that can be accepted as true and eight hypotheses are rejected. The hypothesis that can be accepted as true is that Competence has a significant positive effect on OCB and Employee Performance; Job characteristics have a significant positive effect on Organizational Commitment; Work Environment has a significant positive effect on Organizational Commitment; Organizational Commitment has a significant positive effect on OCB and Employee Performance; OCB has a positive significant effect on employee performance. While the rejected hypothesis is that Competence has no significant effect on Organizational Commitment; Job characteristics have no significant effect on OCB and Employee Performance; Work Environment has no significant effect on OCB and Employee Performance; Spiritual Quotient has no significant effect on Organizational Commitment, OCB and Employee Performance.

The findings obtained from the results of this study can be used as study material for the development of

further research, especially those related to variables of competence, job characteristics, work environment, spiritual quotient, organizational commitment. Organizational citizenship behavior and employee performance. It is recommended for further researchers that research should be carried out on a larger population and a wider location of the Clinical Laboratory.

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