

THE EFFECT OF MANAGERIAL COMPETENCE, COMPENSATION AND EFFECTIVENESS OF BEHAVIOR ORGANIZATIONAL CITIZENSHIP (Case Study at Bekasi City Transportation Office Government Office)

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Abstract

This study aims to determine and analyze the effects of competence, compensation, and managerial effectiveness on organizational citizenship behavior in the Bekasi City Transportation Department Government Office

The study was conducted at the Bekasi City Transportation Department Government Office using quantitative methods, with a total sample of 135 taken from the Slovin technique. Data collected through instruments in the form of statement sheets with a Likert scale model that has been tested. To solve the problem the author uses two methods of data collection namely, the first method of collecting data in the form of field data (field research) and library data. Both data analysis methods use correlation analysis and regression both partial and simultaneous.

Based on the results and discussion shows that partially there is a significant influence of competence on organizational citizenship behavior, partially there is a significant effect of compensation on organizational citizenship behavior, partially there is a significant effect of managerial effectiveness on organizational citizenship behavior and there is a significant influence of competency, compensation and managerial effectiveness towards organizational citizenship behavior at the Bekasi City Transportation Department Government Office

Keywords: Competence, Compensation, Managerial Effectiveness, Organizational Citizenship Behavior

I. PRELIMINARY

In the Regulation of the Minister of State for Administrative Reform Number: PER / 15 / M.PAN / 7/2014 concerning General Guidelines for Bureaucratic Reform, it is stated that various problems / obstacles that cause the system of governance to run or are not expected to work properly must be reorganized or updated. Bureaucratic reform is carried out in the context of realizing good governance. (<https://www.menpan.go.id/site/reformasi-bureaucracy/m> Meaning-and-target, downloaded October 10, 2019)

they want to respond to their positive experiences.

Based on the phenomenon that occurs where absenteeism Bekasi City Transportation Department employees who can be seen from the attendance recapitulation as the following table:

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Table 1.1. Attendance Pefor the Bekasi City Transportation Department Year 2017-2018

No	Period	Number of Employees	2017		2018	
			Not Entering / Missing	%	Not Entering / Missing	%
1	January	58	6	10.34	7	12.06
2	February	58	5	8.62	7	12.06
3	March	58	6	10.34	8	13.79
4	April	58	5	8.62	6	10.34
5	May	58	7	12.06	8	12.06
6	June	58	6	10.34	7	12.06
7	July	58	5	8.62	9	15.51
8	August	58	7	12.06	8	12.06
9	September	58	6	10.34	7	12.06
10	October	58	5	8.62	8	12.06
11	November	58	8	13.79	7	12.06
12	December	58	7	12.06	8	12.06
Total		58	73	125.81	90	148.18

Source: Bekasi City Transportation Agency (2019)

Based on attendance data above shows there are Bekasi City Transportation Department employees who have low discipline seen from absenteeism factors such as often arriving late, returning early and even alpha (not present without information). In 2018 there were 3 employees who received letters of reprimand for their indiscipline. However, leaders rarely seem to reprimand their subordinates who lack discipline. The leadership element focuses more on achieving work targets with top down or one-way communication patterns from the top down verbally or through the directorate whatsapp group. In addition, the leadership often goes on foreign business trips even though the external travel can be delegated to his subordinates.

Based on the background that has been described above, making researchers interested in conducting research on the influence of competence, compensation and managerial effectiveness on organizational citizenship behavior, so researchers take the title "The Effect of Competence, Compensation and Managerial Effectiveness on Organizational Citizenship Behavior (Case Studies in Government Offices Bekasi City Transportation Department) "

1.1. Formulation of the problem

Based on the background above, the problems that will be examined by the author are:

1. What is the effect of competence on organizational citizenship behavior at the Bekasi City Transportation Office Government Office?
2. What is the effect of compensation on organizational citizenship behavior at the Bekasi City Transportation Office Government Office?
3. What is the effect of managerial effectiveness on organizational citizenship behavior at the Bekasi City Transportation Office Government Office?
4. What is the effect of competence, compensation, and managerial effectiveness on organizational citizenship behavior at the Bekasi City Transportation Office Government Office?

1.2. Research purposes

The objectives of this study are:

1. To find out how much influence the competence of organizational citizenship behavior in the Government Office of the Department of Transportation of the City of Bekasi.
2. To find out how much the effect of compensation on organizational citizenship behavior at the Bekasi City Transportation Office Government Office.
3. To find out how much influence the managerial effectiveness of organizational citizenship behavior in the Government Office of the City of Bekasi Transportation.
4. To find out how much influence the competence, compensation, and managerial effectiveness on organizational citizenship behavior in the Government Office of the City of Bekasi Transportation.

II. LITERATURE REVIEW

2.1. Review of Previous Research Results

Previous research is a collection of research results conducted by previous researchers and has links with research to be conducted. Research studies on competence, compensation, and managerial effectiveness of organizational citizenship behavior have been carried out by researchers from within and outside the country. Some of the results from previous related studies are presented as follows:

The first review was titled "The Influence of Organizational Culture, Organizational Commitment, and Competence Against Organizational Citizenship Behavior in the Regional Secretariat of Denpasar" by Nugraha and Adyani (2018). *Eud Management E-Journal*, Vol. 7, No. 1, 2018: 1-28 ISSN: 2302-8912. The purpose of this study is to examine the partial and simultaneous influence of culture, organizational commitment and competence on OCB in honorary employees of the Denpasar City Secretariat. Data collection methods in this study used a questionnaire to 72 respondents and analyzed using multiple linear regression. The analysis showed that partially the influence of organizational culture on OCB in the Denpasar City Regional Secretariat was positive and significant. The partial influence of organizational commitment to OCB in the Denpasar City Regional Secretariat is positive and significant. That is, the better the organizational commitment, the higher the OCB of the honorarium employees at the Denpasar City Regional Secretariat. The partial effect of competence on OCB in the Denpasar City Regional Secretariat is positive and significant. This means that the better the competence, the higher the OCB at the Denpasar City Regional Secretariat. The simultaneous influence of organizational culture, organizational commitment and competence on OCB in the Denpasar City Regional Secretariat is positive and significant. The partial effect of competence on OCB in the Denpasar City Regional Secretariat is positive and significant. This means that the better the competence, the higher the OCB at the Denpasar City Regional Secretariat. The simultaneous influence of organizational culture, organizational commitment and competence on OCB in the Denpasar City Regional Secretariat is positive and significant. The partial effect of competence on OCB in the Denpasar City Regional Secretariat is positive and significant. This means that the better the competence, the higher the OCB at the Denpasar City Regional Secretariat. The simultaneous influence of organizational culture, organizational commitment and competence on OCB in the Denpasar City Regional Secretariat is positive and significant.

The second review entitled "The Effect of Leadership Style on Organizational Citizenship Behavior (OCB) at the Lp3i Jakarta Polytechnic, North Jakarta Campus" by Kartini (2017) *Journal of the Business Lantern* Vol. 6 No. 1, May 2017 / ISSN 2252-9993. The purpose of this study was to determine the effect of leadership style on citizenship organizational behavior in LP3I Polytechnic Jakarta, North Jakarta Campus and determine the leadership style indicators that predominantly influence the

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organization of Citizenship Behavior (OCB) in the LP3I Polytechnic of North Jakarta Campus conducted in this experiment. , namely descriptive quantitative research methods. The population of this study was all employees of the North Jakarta Campus LP3I Polytechnic, amounting to 33 employees and the sampling technique used was simple random sampling which produced a sample of 33 employees. The instrument used in this study was a questionnaire and data analysis used was simple regression. The results of this study that there is a positive and significant influence of leadership style on organizational citizenship behavior by 24.4%. There is a positive correlation between leadership style and organizational citizenship behavior as indicated by the correlation coefficient (R) of 0.494 (very high). The results of this study that there is a positive and significant influence of leadership style on organizational citizenship behavior by 24.4%. There is a positive correlation between leadership style and organizational citizenship behavior as indicated by the correlation coefficient (R) of 0.494 (very high). The results of this study that there is a positive and significant influence of leadership style on organizational citizenship behavior by 24.4%. There is a positive correlation between leadership style and organizational citizenship behavior as indicated by the correlation coefficient (R) of 0.494 (very high).

The third review with the title "The Influence of Leadership, Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (OCB) for Rsd Panembahan Senopati Bantul Nurses" by Nurcahyo (2018) Journal of Synergy of ISSN 1410 - 9018. This study produced the following (1) to examine the leadership influence of Panembahan Senopati Bantul Hospital against Organizational Citizenship Behavior (OCB). It is proven that the t-statistic (t-test) is obtained, t-statistic is 6.088 and the probability of error (p-value) is 0.000; (2) to examine the effect of leadership on organizational partnerships. This is evidenced in the coefficient significance test that produces a t-statistic of -1,265 and p-value of 0.208, (3) to test the effect of leadership on job satisfaction. This is evidenced in the significance coefficient test that produces tstatistic 9, 024 and p-value 0,000, (4) to examine the effect of job satisfaction on Organizational Citizenship Behavior (OCB). This is evidenced in the coefficient significance test that produces a t-statistic of 1,247 and p-value of 0.021, (5) to test the effect of job satisfaction on organizational commitment. This is evidenced in the coefficient significance test that produces a t-statistic of 5.426 and a p-value of 0.000, (6) to test the effect of organizational commitment on Organizational Citizenship Behavior (OCB). This is evidenced in the coefficient significance test that produces a t-statistic of 4.034 and a p-value of 0,000 (5) to examine the effect of job satisfaction on organizational commitment. This is evidenced in the coefficient significance test that produces a t-statistic of 5.426 and a p-value of 0.000, (6) to test the effect of organizational commitment on Organizational Citizenship Behavior (OCB). This is evidenced in the coefficient significance test that produces a t-statistic of 4.034 and a p-value of 0,000 (5) to examine the effect of job satisfaction on organizational commitment. This is evidenced in the coefficient significance test that produces a t-statistic of 5.426 and a p-value of 0.000, (6) to test the effect of organizational commitment on Organizational Citizenship Behavior (OCB). This is evidenced in the coefficient significance test that produces a t-statistic of 4.034 and a p-value of 0,000

The fourth review entitled "The Effect of Motivation, Competence, Work Environment, Compensation on Organizational Citizenship Behavior and Employee Life Performance in Riau Islands Province" by Suhardi and Syaifullah (2012) Journal of *Benefita* 2 (1) February 2017 (55-71) Vol. 13 No. 1, June 2012 ISSN: 4025: 2210. The purpose of this study was to determine the effect of the strength of these human resources variables in particular are work motivation, competence, work environment, compensation for organizational citizenship behavior (OCB) and the performance of life insurance officers in Riau Islands Province. The sample of this study was 206

respondents with the method multistage sampling and designed positive sampling. Data were collected using a questionnaire with a Likert scale and then analyzed with the AMOS version 21 program.

The fifth review with the title "The Effect of Motivation, Compensation and Organizational Commitment on Organizational Citizenship Behavior (OCB)" by Danendra and Mujiati (2016) *Eud Management E-Journal*, Vol. 5, No. 10, 2016: 6229-6259 ISSN: 2302-8912. The purpose of this study was to determine the effect of motivation, compensation and organizational commitment on organizational citizenship behavior (OCB) at PT. Harapan Baru Tirta Megah Jaya. This company is located at Jl. Gatot Subroto Barat No.394-X, North Denpasar. The study was conducted on PT. Harapan Baru Tirta Megah Jaya with 50 employees as respondents. Research respondents were determined using the saturated sampling method. Data collection was carried out by distributing questionnaires using a 5-point Likert scale to measure 17 indicators. The data analysis technique used is simultaneous linear regression. The test results get a positive and significant effect on OCB, motivation, compensation has a positive and significant effect on OCB, and organizational commitment has a positive and significant effect on OCB. The limitations of this study are that the location of this study is only within the scope of the industry at PT. Harapan Baru Tirta Megah Jaya so that the results of this study cannot explain the situation in other industries besides PT. Harapan Baru Tirta Megah Jaya. The limitation of this study is that the location of this study is only in the scope of the industry at PT. Harapan Baru Tirta Megah Jaya so that the results of this study cannot explain the situation in other industries besides PT. Harapan Baru Tirta Megah Jaya. The limitation of this study is that the location of this study is only in the scope of the industry at PT. Harapan Baru Tirta Megah Jaya so that the results of this study cannot explain the situation in other industries besides PT. Harapan Baru Tirta Megah Jaya.

who used a sample of the entire population census or used BNNP Central Java employees. The data analysis method used is simultaneous and quantitative linear regression. Mechanical testing data used in this study include path analysis and multiple tests to test mediation. The results of this study indicate that financial compensation is negative and all for work discipline and positive and significant for achievement motivation. Work compensation and discipline have a positive and significant impact on Organizational Behavior and Behavior (OCB), while achievement motivation does not significantly influence Citizenship Community Behavior (OCB). . In addition, work discipline and motivation to achieve goals do not mediate the relationship between financial compensation in the Citizenship Behavior Organization (OCB).

The seventh review is entitled "The Effects Of Organizational Citizenship Behavior In The Academic Environment" by Magdalena (2013) Available online at www.sciencedirect.com ScienceDirect PSIWORLD 2013. ISSN: 1877-0428 © 2014 The Authors. Published by Elsevier Ltd. Open access under CC BY-NC-ND license. Selection and peer-review under the responsibility of the Romanian Society of Applied Experimental Psychology. doi: 10.1016 / j.sbspro.2014.03.346 *Procedia-Social and Behavioral Sciences* 127 (2014) 738 - 742. Organizational citizenship behavior-without being directly or explicitly provided by formal compensation systems, informal behavior contributes to organizational efficiency and obtains in context Romanian academic environment certain special features. It is known that OCB largely determines organizational success.

The eighth review entitled "Effect of Employee Compensation on Organizational Citizenship Behavior (OCVB): A Study On Private Commercial Banks in Bangladesh" by Rahman (2018) *International Journal of Economics, Commerce and Management United Kingdom* Vol. VI, Issue 5, May 2018 ISSN 2348 0386. The purpose of this study is to examine the effect of employee compensation (EC) on organizational citizenship

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behavior (OCB) (eg OCBO-OCB directed at the organization and OCBI-OCB directed at individuals) in individuals Bangladesh's private commercial banking sector. For this, data is collected from 74 current employees from 27 banks located in Dhaka city through a structured questionnaire using the purposive sampling method. To measure EC practice the six items were adapted from a scale developed by (Chuang & Liao, 2010) and sixteen items for the OCB scale were adapted from (Lee & Allen, 2002). SPSS 23 is used for data analysis. Correlation analysis is applied to analyze the relationship between EC and OCB. In addition, regression analysis is used to find out the influence of EC on OCB. In addition, the hypothesis was tested using t-test. This study found that EC practices have a significant positive relationship with OCB indicators and have a significant positive effect on OCB (both OCBO and OCBI).

The ninth review titled Commitment and Competency As An Organizational Citizenship Behavior Predictor And Its Effect On The Performance of A Study of Private Vocational High Schools in Klungkung Regency, Bali, Indonesia by Sarmawa (2015) International Journal of Economics, Commerce and Management United Kingdom Vol. III, Issue 1, Jan 2015 ISSN 2348 0386. This study aims to conduct a study and analysis of the role of teacher commitment and competence as predictors of Organizational Citizenship Behavior (OCB) and also their effects on teacher performance. This research was conducted at several private vocational high schools in Klungkung Regency, Bali, Indonesia; it was analyzed using the SmartPLS 2.0 M3 program. The results found that teacher commitment and competence were OCB predictors. Teacher commitment does not significantly affect the performance of the teacher itself. OCB does not affect teacher performance. The factor that most influences teacher performance in this study is competence

Tenth Review entitled "Key Success Factors of Lecturer Work Engagement at the College of Economics" by Pranasari, Akbar and Hamidah (2019) Journal of Engineering and Applied Sciences 14 (11): 3615-3619, 2019 ISSN: 1816-949X Medwell Journals, 2019. This study aims to determine the key factors for the success of lecturer work engagement, which are expected to further improve the quality of education in Indonesia because lecturers are one of the key holders of success in the university education system process. This research was conducted on lecturers who have a National Lecturer Registration Number in Private Universities in East Jakarta. The population in this study was 377 lecturers and used proportional random sampling technique, the sample of this study was 200 lecturers. Data analysis method used in this study is Structural Equation Modeling (SEM), for data processing, this study uses Partial Least Square-Software. The results showed that managerial effectiveness had a positive direct effect but was not significant to the work involvement of lecturers. The work environment has a positive and significant direct effect on the work involvement of lecturers. Self development has a positive and significant direct effect on the work involvement of lecturers. Managerial effectiveness has a direct positive but not significant effect on self-development. The work environment has a positive and significant direct effect on self-development and has the greatest influence in this study, namely 0.657 Managerial effectiveness has a direct positive but not significant effect on self-development. The work environment has a positive and significant direct effect on self-development and has the greatest influence in this study, namely 0.657 Managerial effectiveness has a direct positive but not significant effect on self-development. The work environment has a positive and significant direct effect on self-development and has the greatest influence in this study, namely 0.657

Based on the results of previous studies, it explains that there is an influence between competence, compensation, and managerial effectiveness on organizational citizenship behavior, so the authors get a reference to be used as research material.

2.2. Human Resource Management

According Sutrisno (2014: 6) is the management of human resources is an acknowledgment of the importance of the organization's workforce as human resources which is very important in contributing to organizational goals, and uses several functions and activities to ensure that human resources are used effectively and fair for the interests of individuals, organizations and society.

2.3. Competence

Sutrisno (2014: 202) states that etymologically, competence is defined as an indicator of the behavior of expertise or excellence of a leader or staff who have good skills, knowledge, and behavior. Sedarmayanti (2012: 112) competence is a fundamental characteristic possessed by someone who has direct influence on, or can predict, excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results than what policy evaluators do. From some of the definitions above, it can be concluded that competence is a basic skill and skill as well as one's experience

2.4. Compensation

According to Hasibuan (2017: 119) Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. The establishment of effective compensation systems is an important part of human resource management because it helps attract and retain talented jobs. In addition the company's compensation system has an impact on employee performance. According to Handoko (2014: 155) Compensation is everything that employees receive as compensation for their work. Compensation programs are also important for companies, because they reflect the organization's efforts to maintain human resources.

2.5. Managerial Effectiveness

Yukl (2012) suggests the concept of effective leadership differs from one expert to another. Most researchers evaluate effective leadership based on the consequences of leadership actions for followers and other components in the organization. Various types of results used include the performance and growth of a group or leader organization, its readiness to face challenges or crises, follower satisfaction with leaders, commitment of followers to group goals, welfare and psychological development of followers, improvement of leader status in groups and leaders advance to positions of authority higher in the organization.

2.6. *Organizational citizenship behavior*

Organs in Titisari (2014: 5) argue that Organizational Citizenship Behavior (OCB) is very important in organizational survival. OCB can maximize the efficiency and productivity of employees and organizations which ultimately contribute to the effective functioning of an organization. According to Organ OCB (Organizational Citizenship Behavior) is an individual voluntary behavior (in this case employees) that are not directly related to the rewarding system but contribute to the effectiveness of the organization (in Budiharjo, 2011). In other words OCB is an employee's behavior not because of the demands of his task but rather based on volunteerism. According to Ehrhart (2004) OCB is defined as behavior that enhances the value and maintenance of a social psychological environment that supports work outcomes.

2.7. Relationship between Research Variables

2.7.1. Effect of competence on organizational citizenship behavior

Competence is an important factor that needs to be considered if the organization wants its employees to behave in OCB. Sutrisno (2014: 203) states that competence is an ability based on skills and knowledge that is supported by work attitudes and that refers to specified work requirements. Mangkunegara (2012: 111) states that human resource competencies need to be possessed for those who will career in the field of human resources most basic is that they have expertise in the field of human resource management, mastering the information management system of staffing, high-achieving motivation, creative, innovative and mature personality with good emotional intelligence. This is supported by the results of previous studies conducted by Nugraha and Adyani (2018), Suhardi and Syaifullah (2012),

2.7.2. Effect of compensation on organizational citizenship behavior

Compensation means a form of financial and non-financial compensation given to employees in the form of money or services they contribute to their work (Bangun, 2012). Garay (2016) says that compensation policies can be used as a tool to foster additional behavior or extra-role performance. Human resource practices, especially compensation / reward have been proven to have an influence on the performance of extra-roles or commonly called Organizational Citizenship Behavior. This is supported by the results of previous studies conducted by Suhardi and Syaifullah (2012), Danendra and Mujiati (2016), Prasetya and Yuniawan (2016), Magdalena (2013) and Rahman (2018) who said there was an effect of compensation on organizational citizenship behavior.

2.7.3. Effect of managerial effectiveness on organizational citizenship behavior

Discussing about behavior is closely related to Organizational Citizenship Behavior (OCB) where OCB is a positive behavior of people in the organization, which is expressed in the form of a conscious and voluntary willingness to work. The emergence of OCB has a positive impact not only on the employees themselves but also contributes to the organization more than what is formally demanded by the organization. Robbins and Judge (2016: 40) suggest that successful organizations need employees who will do more than their usual tasks and are willing to perform tasks that are not listed in their job descriptions, which will provide performance that exceeds expectations. Managerial effectiveness will depend on his expertise in gathering and communicating information and using it to coordinate with people (teamwork) optimally. Whatever the color or style of a leader must motivate his team, creating resources for the achievement of goals well. In its achievement, managers must know and understand their subordinates for the achievement of goals with coaching and good direction. This is supported by the results of previous studies conducted by Kartini (2017), Nurcahyo (2018), Magdalena (2013) and Pranitasari, Akbar and Hamidah (2019) who said there was an influence of managerial effectiveness on organizational citizenship behavior. creating resources for achieving goals well. In its achievement, managers must know and understand their subordinates for the achievement of goals with coaching and good direction. This is supported by the results of previous studies conducted by Kartini (2017), Nurcahyo (2018), Magdalena (2013) and Pranitasari, Akbar and Hamidah (2019) who said there was an influence of managerial effectiveness on organizational citizenship behavior. creating resources for achieving goals well. In its achievement, managers must know and understand their subordinates for the achievement of goals with coaching and good direction. This is supported by the results of previous studies conducted by Kartini (2017), Nurcahyo (2018), Magdalena (2013) and Pranitasari, Akbar and Hamidah (2019) who said there was an influence of managerial effectiveness on organizational citizenship behavior.

2.8. Hypothesis Development

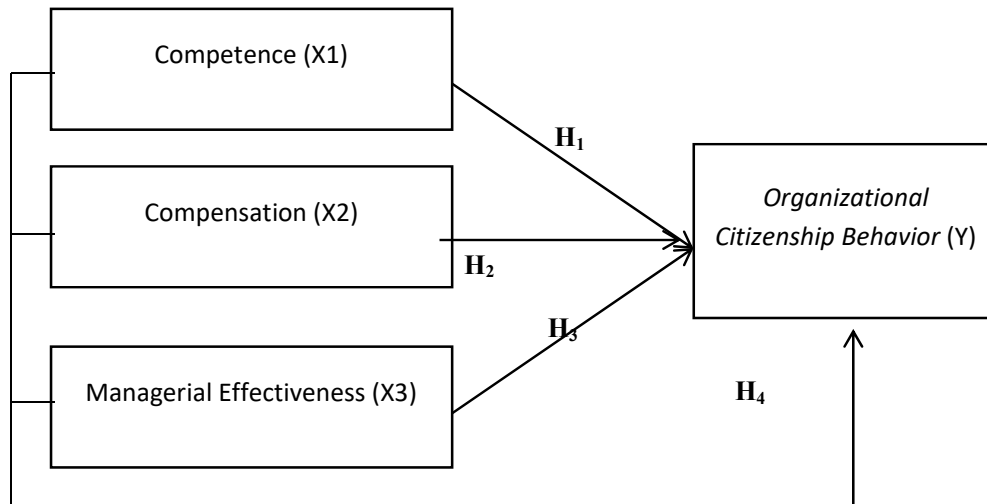
Based on the description of the theoretical framework above, it can be stated the following research hypothesis:

1. It is suspected that competence has an influence on organizational citizenship behavior in the Government Office of the Department of Transportation of the City of Bekasi
2. It is suspected that compensation has an influence on organizational citizenship behavior in the Government Office of the Department of Transportation of the City of Bekasi
3. It is suspected that managerial effectiveness has an influence on organizational citizenship behavior in the Bekasi City Transportation Office Government Office
4. It is suspected that competence, compensation, and managerial effectiveness have an influence on organizational citizenship behavior in the Bekasi City Transportation Office Government Office

2.9. Research Conceptual Framework

Referring to the relationship between research variables that have been explained, then a conceptual framework can be arranged in this study as presented in the form of a paradigm. The paradigm in this study is the paradigm of three independent variables and one dependent variable that can be described as follows:

Figure 2.1. Research Conceptual Framework



III. RESEARCH METHOD

3.1. Research Strategies

The strategy used is an associative strategy. Sugiyono (2017: 125) said associative is a research that aims to determine the relationship or influence between variables. This strategy is intended to be able to provide an explanation of the influence of competence, compensation, and managerial effectiveness which is an independent variable on organizational citizenship behavior which is a dependent variable.

3.2. Population and Research Samples

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Sekaran (2013: 121) defines the population (population) refers to the whole group of people events, or things that interest to be investigated. According to Sugiyono (2017: 115) states that the population is a generalization consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. In this study the population was all employees in the Government Office of the City of Bekasi Transportation Agency, which amounted to 204 employees consisting of 174 men and 30 women.

Understanding purposive sampling is a sampling technique with certain considerations. Determination of the number of samples in this study using the Slovin formula with an error rate of 5%, so that the reasonableness of the occurrence of errors in sampling can still be tolerated in this study. The Slovin formula used in determining the number of samples, namely:

$$n = \frac{N}{1 + Ne^2} \dots\dots\dots (3.1)$$

Information:

- n = Sample size
- N = population size
- e = Error rate (5%)

The sample calculation using the Slovin formula is as follows:

$$n = \frac{204}{1 + 204(0,05)^2} = \frac{204}{1,51} = 135,099 \approx 135$$

So, the number of samples used in this study were 135 people obtained from the Government Office of the Department of Transportation of the City of Bekasi.

3.3. Data and Data Collection Methods

3.3.1. Research data

This research uses primary data. Primary data. According to Sugiyono (2017: 187) primary data is data collected and processed by an organization or individual directly from the object. Primary data collected in this study are respondents' perceptions related to research variables.

3.2.2 Data Collection Method

The primary data collection methods used in this study were questionnaires and interviews. With the explanation as follows:

1. Questionnaire.

Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Sugiyono, 2017: 142). In this study the questions in the questionnaire are arranged in accordance with the order of variables in accordance with the indicators, the goal is that the questions in the questionnaire do not deviate from the research objectives.

Data collected in this study came from questionnaires with ordinal data measurements. Measurement of ordinal data (ordinal scale) will show data in accordance with a certain order or sequence (Ferdinand, 2015: 261). While the type of ordinal scale used is the semantic scale, which is the response to a stimuli that is presented in the form of a semantic category, which states a certain level of character or information.

To find out and assess the attitudes and perceptions of respondents about competence, compensation, managerial effectiveness and organizational citizenship behavior. In this study using a Likert scale. The answers to each instrument item have a weight value as listed in the table below:

Table 3.2. Weight of Likert Scale

No	Alternative Answers	Value Weight
1	Strongly Agree (SS)	4
2	Agree (S)	3
3	Disagree (TS)	2
4	Strongly Disagree (STS)	1

Source: Sugiyono (2017)

2. Interview.

Interview is a data collection technique that is carried out through face-to-face and direct questioning between data collectors and researchers towards resource persons or data sources.

3.1. Data Analysis Method

The steps used for data processing in this study are as follows:

3.1.1. Data processing method

The data obtained were then processed using SPSS Version 24.00 software. SPSS software is used to facilitate data processing, so the results are faster and more precise. Where do editing and coding. Editing is the first step in processing data obtained by researchers from the field by checking the possibility of respondents' answers to errors and uncertainty of respondents' answers. Coding is to give or sign or a certain code for alternative answers of a kind or classify so that it can facilitate researchers about tabulation.

3.1.2. Data presentation method

In this study the collected data is presented in tabular form so that it is easier to analyze and understand the data so that the data presented is more systematic. Where do tabulations. Tabulation is a calculation of data that has been collected in each category until arranged in a table that is easy to understand.

The data obtained, after being processed and sorted will be used for statistical analysis of data in accordance with the purpose of the study. Analysis of the data used is the analysis of the coefficient of determination and hypothesis testing.

3.1.3. Statistical analysis of data

To discuss the results of the study, the authors used paired data based on the data obtained. Because there are more than one independent variable, namely three independent variables, and one dependent variable, the analysis method used in this study is the analysis of the coefficient of determination and hypothesis testing (partial and simultaneous) as follows:

3.1.3.1. Test Instrument

A questionnaire depends on the quality of the data used in the test. Research data will not be useful if the instruments to be used to collect research data do not have high validity and reliability. The tests and measurements each indicate the consistency and accuracy of the data collected.

1. Validity test

Validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire, (Ghozali, 2012: 88). The basis for making a valid statement of whether or not a statement is stated by Sugiyono (2017: 126): If the count is > 0.30 (critical) then the statement item is valid.

The formula used to test the validity of this instrument is Product Moment from Karl Pearson, as follows:

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$$r_{hitung} = \frac{n \sum X Y - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}} \dots\dots\dots (3.2)$$

Information:

- r count = The coefficient of validity of the item in question
- n = Number of respondents (sample)
- X = Score obtained by the subject of each item
- Y = Total score obtained from all items

2. Reliability test

Reliability Test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if someone's answer to the statement is consistent or stable from time to time. The method used to test the reliability of the questionnaire in this study is to measure reliability with the Cronbach Alpha statistical test. To find out the questionnaire is reliable, it will be tested the reliability of the questionnaire with the help of the SPSS computer program. The instrument used in the variable is said to be reliable if it has a Cronbach Alpha of more than 0.60 (Duwi Priyatno, 2012: 26).

$$\text{Cronbach's Alpha Coefficient: } \alpha_{it} = \left(\frac{k}{k - 1} \right) \left(1 - \frac{\sum S_i^2}{S_t^2} \right)$$

Information :

- k = number of questionnaire items
- α_{it} = the coefficient of reliability of the questionnaire items
- $\sum S_i^2$ = number of valid item score variances
- S_t^2 = variance of the total score score

To find the magnitude of the item variance questionnaire and the total score variance of the items used the following formula:

$$S_i^2 = \frac{\sum X_i^2}{n} - \left(\frac{\sum X_i}{n} \right)^2$$

Information :

- $\sum X_i$ = number of scores for each item
- $\sum X_i^2$ = number of squares of each item

According to Sekaran (2013), the basis for making the reliability test is as follows:

If Cronbach's Alpha coefficient $\geq 0.6 \rightarrow$ then Cronbach's Alpha acceptable (construct reliable).

If Cronbach's Alpha $< 0.6 \rightarrow$ then Cronbach's Alpha is poor acceptable (construct unreliable).

3.1.3.2. Determination Coefficient Analysis (R²)

R² analysis (R square) or the coefficient of determination is used to find out how much the percentage contribution of the influence of the independent variables together to the dependent variable. The coefficient of determination is between zero and one (0-1). If the value of R² approaches 1 (one), it can be said that the model is stronger in explaining the independent variables to the dependent variable. conversely, if R² approaches 0 (zero) then the weaker variation of the independent variable explains the dependent variable. (Priyatno, 2012: 125) To state the size of the contribution of independent variables to the dependent variable can be determined on the formula coefficient of determination as follows:

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1. Contribution of the effect of competence on organizational citizenship behavior
Q21 = $(r_{Y1.23})^2 \cdot 100\%$
2. Contribution of the effect of compensation to organizational citizenship behavior
Q22 = $(r_{Y2.13})^2 \cdot 100\%$
3. Contribution of managerial effectiveness to organizational citizenship behavior
R23 = $(r_{Y3.12})^2 \cdot 100\%$
4. Contribute to the influence of competence, compensation and managerial effectiveness together on organizational citizenship behavior
Q24 = $(r_{Y123})^2 \cdot 100\%$

3.1.3.3. Hypothesis test

Hypothesis testing is used to test the effect partially and simultaneously. The hypothesis that will be tested in this study are:

1. Effect of X1 on Y

Ho: $\beta_{y1.23} = 0$ (partially, there is no significant effect of competence on *organizational citizenship behavior*).

Ha: $\beta_{y1.23} \neq 0$ (Partially, there is a significant effect of competence on *organizational citizenship behavior*).

2. Effect of X2 on Y

Ho: $\beta_{y2.13} = 0$ (partially there is no significant effect of compensation on *organizational citizenship behavior*).

Ha: $\beta_{y2.13} \neq 0$ (partially there is a significant effect of compensation on *organizational citizenship behavior*).

3. Effect of X3 on Y

Ho: $\beta_{y3.12} = 0$ (partially, there is no significant effect of managerial effectiveness on *organizational citizenship behavior*).

Ha: $\beta_{y3.12} \neq 0$ (partially there is a significant influence on managerial effectiveness *organizational citizenship behavior*).

To test the effect of independent variables on partially dependent variables, seen from the P-value compared to α ($5\% = 0.05$)

Ho is rejected, Ha is accepted if P-value < 0.05 and

Ho is accepted, Ha is rejected if P-value > 0.05

or

Ho is rejected, Ha is accepted if $t > t_{table}$ and

Ho is accepted, Ha is rejected if $t_{count} < t_{table}$

4. Effect of X1X2 and X3 with respect to Y

Hypothesis testing is used to test the correlation coefficient simultaneously. The hypothesis that will be tested in this study are:

Ho: $\beta_{y123} = 0$ (simultaneously there is no significant effect of competence, compensation and managerial effectiveness on *organizational citizenship behavior*).

Ha: $\beta_{y123} \neq 0$ (simultaneously there is a significant influence of competence, compensation and managerial effectiveness on *organizational citizenship behavior*).

As for testing the effect of independent variables on the dependent variable simultaneously, the significance value of F is compared to α ($5\% = 0.05$).

Ho is rejected, Ha is accepted if Significance F < 0.05 and

Ho is accepted, Ha is rejected if Significance F > 0.05

or

Ho is rejected, Ha is accepted if $F_{count} > F_{table}$ and

Ho is accepted, Ha is rejected if $F_{count} < F_{table}$

IV. RESULTS AND DISCUSSION

4.1. Description of Research Object

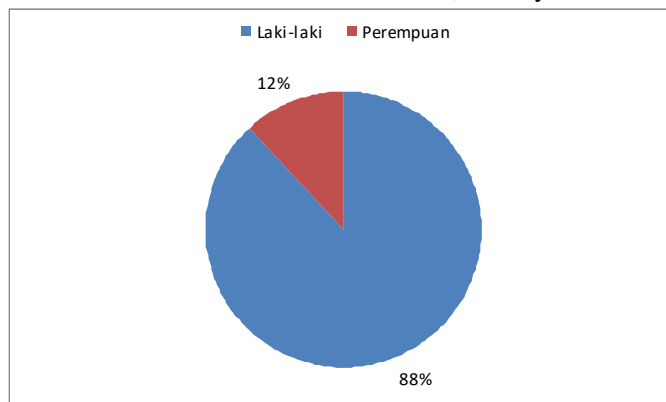
Previously, the Transportation Agency was the LLAJ (Road Traffic) Office, led by the Head of the Transportation Office who was directly responsible to the Mayor, established in 1997 based on Bekasi's Second Level Regional Regulation No. 4 of 1994, experiencing institutional changes to the implementation of regional autonomy based on Law Number 22 of 1999 whose implementation began in full on February 1, 2000, for that the Bekasi City Government arranged a new institutional LLAJ Bekasi City Office based on PERDA Number 5 of 2001 concerning the Organization and Work Procedures of the LLAJ Office. With the issuance of Government Regulation No. 8/2003 concerning Guidelines for Regional Apparatus Organizations,

The Bekasi City Transportation Department based on the Bekasi Mayor Regulation Number 66 Year 2008 concerning Tasks, Functions and Work Procedures and Job Position Details at the Bekasi City Government Transportation Service, that the organizational elements of the Office consist of:

1. The Chairperson is the Head of Service;
 2. Assistant Leaders are the Secretariat and Subdivisions;
- The executors are Fields, Sections, UPTDs and Functional Position Groups.

4.2. Description of Respondents

Based on data from the answers of 135 respondents who successfully collected through a questionnaire obtained information about the characteristics of respondents who were the object of research. Where respondents obtained based on the Slovin formula. The following figure describes the characteristics of the respondents' data that have been determined in this study include: age, gender, marital status of education. Detailed respondent data based on these characteristics, namely:

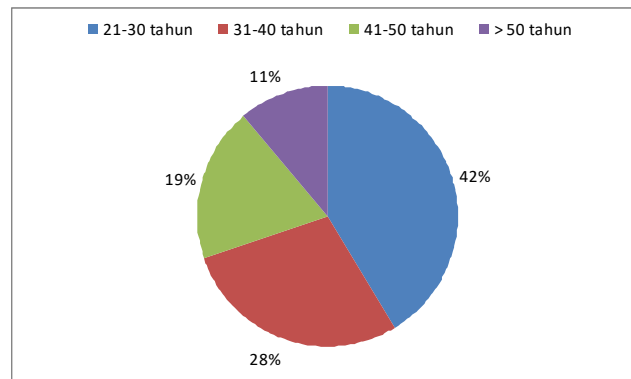


Source: Processed Data Results (2019)

Figure 4.1. Data Characteristics of Respondents Based Research Gender

Based on Figure 4.2 the gender group of respondents, respondents were male as many as 119 people or 88% and women as many as 16 people or 12%. The majority of respondents are male because of the scope of work, especially in the field, the dominant one is male.

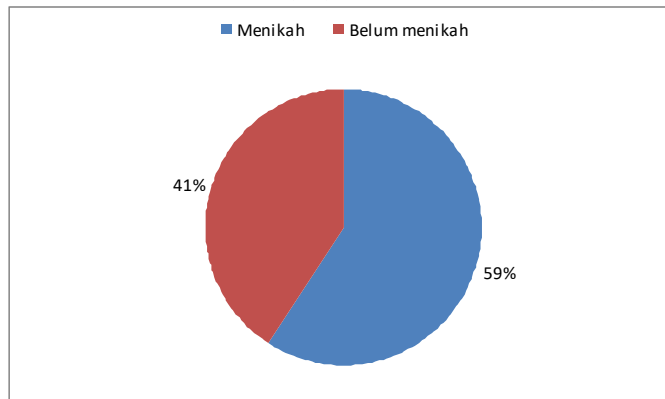
THE EFFECT OF MANAGERIAL COMPETENCE, COMPENSATION AND EFFECTIVENESS OF BEHAVIOR ORGANIZATIONAL CITIZENSHIP (Case Study at Bekasi City Transportation Office Government Office)



Source: Processed Data Results (2019)

Figure 4.2. Data Characteristics of Respondents Based Research Age

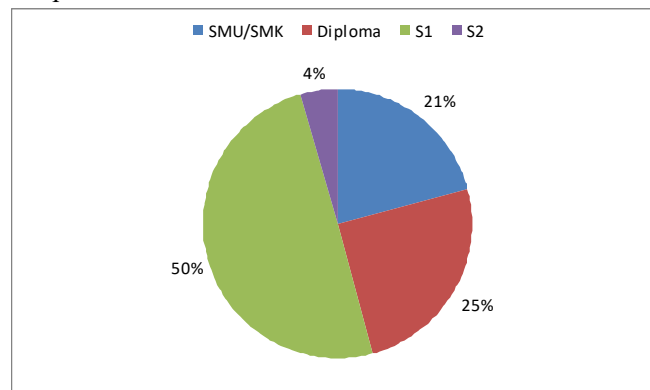
Based on Figure 4.2 the age group of respondents, respondents aged between 21-30 years as many as 56 people or 41%, aged 31-40 as many as 38 people or 28%, age 41-50 as many as 26 people or 19%, age > 50 as many as 15 people or 11%. The majority of respondents aged between 31-40 years, because at that age the employees are workers who are still positive and have a working age that is still relatively good for working.



Source: Processed Data Results (2019)

Figure 4.3. Data Characteristics of Respondents Based Research Marital status

In this study, the highest number of respondents were respondents who were married as many as 80 people or 59% and were not married as many as 55 people or 41%. The majority of respondents are married.



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Source: Processed Data Results (2019)

Figure 4.4. Data Characteristics of Respondents Based Research Profession

In this study, the highest number of respondents were respondents who had high school education levels of 28 people or 21%, Diploma as many as 34 people or 25%, S1 as many as 67 people or 50% and Masters with 6 people or 4%. It can be concluded that the majority of respondents are educated S1.

4.3. Research Instrument Testing Results

4.3.1. Validity test

Validity is the accuracy of research measuring tools about the content or the actual meaning of what is measured in the research variable. An instrument is said to be valid if it has the ability to measure what should be measured. Then, to determine the validity of each statement of the research instrument, the validity test per item was carried out. Tests using the product moment formula, with the help of SPSS Version 24.00. With an explanation of the results of the study as follows:

Data processing results for all statements in the competency instrument consisting of 10 statement items (Appendix 6), in Table 4.1. as follows :

Table 4.1. Validity of Instruments per Item for Competency Variables

No. Statement	count	critical	Decision
1	.689	0.30	Valid
2	0.742	0.30	Valid
3	.887	0.30	Valid
4	.888	0.30	Valid
5	0.823	0.30	Valid
6	.476	0.30	Valid
7	0.734	0.30	Valid
8	0.814	0.30	Valid
9	.909	0.30	Valid
10	0.499	0.30	Valid

Source: Processed Data Results (2019)

Based on Table 4.51 above, the results obtained for the competency variable (X1), all statements have a calculated value greater than 0.30 so that all statements on the competency variable (X1) can be used in data collection in this study.

Data processing results for all statements in the compensation instrument consisting of 5 statement items (Attachment 7), in Table 4.2. as follows :

Table 4.2. Validity of Instruments per Item for Compensation Variables

No. Statement	count	critical	Decision
1	.771	0.30	Valid
2	.773	0.30	Valid
3	.376	0.30	Valid
4	0.637	0.30	Valid
5	0.768	0.30	Valid

Source: Processed Data Results (2019)

Based on Table 4.2. above, the results obtained for the compensation variable (X2), all statements have a calculated value greater than 0.30 so that all statements on the compensation variable (X2) can be used in data collection in this study.

Data processing results for all statements in the managerial effectiveness instrument consisting of 10 statement items (Appendix 8), in Table 4.3. as follows :

Table 4.3. Validity of Instruments per Item for Managerial Effectiveness Variables

No. Statement	count	critical	Decision
1	0.790	0.30	Valid
2	.778	0.30	Valid
3	0.748	0.30	Valid
4	0.437	0.30	Valid
5	0.822	0.30	Valid
6	.802	0.30	Valid
7	0.759	0.30	Valid
8	0.729	0.30	Valid
9	0.664	0.30	Valid
10	0.562	0.30	Valid

Source: Processed Data Results (2019)

Based on Table 4.3. above, obtained results for the managerial effectiveness variable (X3), all statements have a calculated value greater than 0.30 so that all statements on the managerial effectiveness variable (X3) can be used in data collection in this study.

The results of data processing for all statements in the organizational citizenship behavior instrument consisting of 10 statements (Appendix 9), in Table 4.4. as follows :

Table 4.4. Validity of Instruments per Item for Organizational Variables y

No. Statement	count	critical	Decision
1	0.761	0.30	Valid
2	0.836	0.30	Valid
3	0.841	0.30	Valid
4	0.812	0.30	Valid
5	0.841	0.30	Valid
6	.693	0.30	Valid
7	0.557	0.30	Valid
8	0.743	0.30	Valid
9	0.831	0.30	Valid
10	0.335	0.30	Valid

Source: Processed Data Results (2019)

Based on Table 4.4. above, the results obtained for the variable organizational citizenship behavior (Y), all statements have a calculated value greater than 0.30 so that all statements on the variable organizational citizenship behavior (Y) can be used in data collection in this study.

4.3.2. Reliability test

Reliability test is used to determine the consistency or stability of the measuring instrument, whether the instrument used is reliable and remains consistent if the measurement can be repeated. In this reliability test the SPSS program is used by the Cronbach's Alpha method. For reliability testing of the same instrument the Cronbach's Alpha formula was used. This formula is used to see the extent to which the measuring instrument can give relatively no different results if the measurements are taken again to the same symptoms at different times. So the measurement of reliability is related to the consistency and accuracy of the measurement. Reliability test results for all variables (SPSS instrument reliability test results are in the appendix):

Table 4.5. Overall Reliability Test Results

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Variable	Alpha Cronbach	> / <	Constant	Information
Competence (X1)	.898	>	0.60	Reliable
Compensation (X2)	.676	>	0.60	Reliable
Managerial Effectiveness (X3)	.889	>	0.60	Reliable
Organizational citizenship behavior (Y)	0.871	>	0.60	Reliable

Source: Processed Data Results (2019)

From the output table the reliability test results above show the Alpha Cronbach value for the four variables used in this study is greater than 0.60. So it can be concluded that all variables in this study are reliable.

4.4. Statistical Analysis of Data

4.4.1. Analysis of the coefficient of determination

The influence of competence, compensation, and managerial effectiveness on organizational citizenship behavior is shown by the coefficient of determination (R²). The coefficient of determination (R²) shows the proportion or percentage of influence in the Y variable that can be explained by the independent variables X1 X2 and X3.

1. Coefficient of Determination

- a. The coefficient of determination of competence (X1) on organizational citizenship behavior (Y) is as follows:

Table 4.10. Competency Determination Coefficient (X1) against Organizational citizenship behavior (Y)

Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,847a	,717	,715	3.18051

- a. Predictors: (Constant), Competence_X1

Source: Processed Results of SPSS (2019)

This shows that the coefficient of determination or R² of 0.717 can be interpreted that the effect of competence on organizational citizenship behavior by 71.7% or in other words 71.7% of variations in organizational citizenship behavior variables can be explained by competency variables, while the remaining 28.3% is the influence of other variables that are not included in this research model.

- b. The coefficient of compensation determination (X2) on organizational citizenship behavior (Y) is as follows:

Table 4.11. Compensation Determination Coefficient (X2) against Organizational citizenship behavior (Y)

Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,841a	,707	,704	3.24127

- a. Predictors: (Constant), Compensation_X2

Source: Processed Results of SPSS (2019)

This shows that the coefficient of determination or R² of 0.707 can be interpreted that the effect of compensation on organizational citizenship behavior is 70.7% or in other words 70.7% of variations in organizational citizenship behavior variables can be explained by compensation variables, while the remaining

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29.3% is the influence of other variables that are not included in this research model.

- c. The coefficient of determination of managerial effectiveness (X3) on organizational citizenship behavior (Y) is as follows:

Table 4.12. Coefficient of Determination Managerial Effectiveness (X3) against Organizational citizenship behavior (Y)

Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,937a	,877	,876	2.09752

a. Predictors: (Constant), Managerial Effectiveness_X3

Source: Processed Results of SPSS (2019)

This shows that the coefficient of determination or R² of 0.877 can be interpreted that the effect of managerial effectiveness on organizational citizenship behavior by 87.7% or in other words 87.7% of variations in organizational citizenship behavior variables can be explained by managerial effectiveness variables, while the remaining 12, 3% is the influence of other variables that are not included in this research model.

2. Simultaneous Determination Coefficient

The simultaneous determination coefficient values of competence (X1), compensation (X2), and managerial effectiveness (X3) on organizational citizenship behavior (Y) are as follows:

Table 4.13. Simultaneous Determination Coefficient

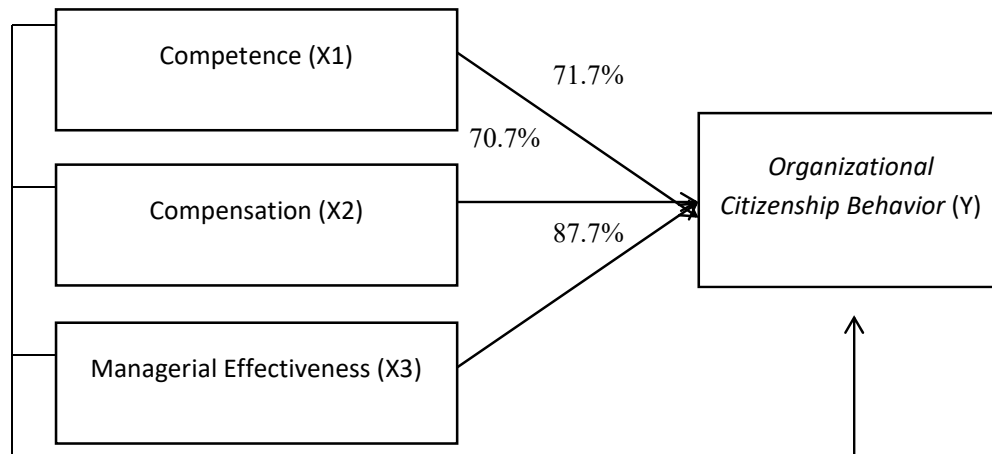
Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,958a	,918	,916	1,72486

a. Predictors: (Constant), Managerial Effectiveness_X3, Competency_X1, Compensation_X2

Source: Processed Results of SPSS (2019)

Still in Table 4.13, the results of the simultaneous determination coefficient calculation with an adjusted R² value of 0.916 can be interpreted that the effect of competency, compensation, and managerial effectiveness together on organizational citizenship behavior is 91.6% or in other words 91.6% variation variable organizational citizenship behavior can be explained by variables of competence, compensation, and managerial effectiveness together, while the remaining 8.4% is the influence of other variables that are not included in this research model.



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91.6%

Source: *Processed Data Results (2019)*

Figure 4.9. The coefficient of determination and simultaneous results.

4.4.2. Hypothesis test

1. Partial testing

Table 4.14. Testing the partial competency hypothesis (X1), compensation (X2), and managerial effectiveness (X3) on organizational citizenship behavior (Y)

Coefficients ^a		
Model	t	Sig.
(Constant)	1,481	,141
Competency_X1	7,728	,000
1 X_compensation	5,268	,000
Managerial Effectiveness X3	5,407	,000

a. Dependent Variable: Organizational citizenship behavior (Y)

Source: *Processed Results of SPSS (2019)*

a. Effect of competence (X1) on organizational citizenship behavior (Y)

Ho: $\beta_{y1.23} = 0$ partially there is no significant effect of competence on *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

Ha $\beta_{y1.23} \neq 0$ partially there is a significant influence on competence *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

After testing the hypothesis above, and based on the results of the calculation of SPSS Version 24.0, the P-value variable X1 of 0,000 (Table 4.14) is smaller than the real level or $0,000 < 0.05$. In addition to the tcount of 7.728 with $df\ 135-2 = 133$ at $\alpha(0.05)$ obtained a table of 1.978 then $tcount\ 7.728 >$ a table of 1.978. Therefore, it can be concluded that Ho is rejected or Ha accepted, partially there is a significant effect of competence on organizational citizenship behavior at the Bekasi City Transportation Office.

b. Effect of compensation (X2) on organizational citizenship behavior (Y)

Ho: $\beta_{y2.13} = 0$ partially there is no significant effect of compensation on *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

Ha: $\beta_{y2.13} \neq 0$ partially there is a significant effect of compensation on *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

After testing the hypothesis of the research above and based on the results of the calculation of SPSS Version 24.0, the P-value variable X2 of 0,000 (Table 4.14) is smaller than the real level or $0,000 < 0.05$. In addition to the tcount of 5.268 with $df\ 135-2 = 133$ at $\alpha(0.05)$ obtained a table of 1.978, then $tcount\ 5.268 >$ table of 1.978. Therefore, it can be concluded that Ho is rejected or Ha accepted, partially there is a significant effect of compensation on organizational citizenship behavior at the Bekasi City Transportation Department Government Office

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- c. Effect of managerial effectiveness (X3) on organizational citizenship behavior (Y)
 Ho: $\beta_{y3.12} = 0$ partially there is no significant effect on managerial effectiveness *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office
 Ha: $\beta_{y3.12} \neq 0$ partially there is a significant influence on managerial effectiveness *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

After testing the hypothesis of the above-mentioned research and based on the results of the calculation of SPSS Version 24.0, the X3 variable P-value of 0,000 (Table 4.14) is smaller than the real level or $0,000 < 0.05$. In addition to the tcount of 5.407 with $df\ 135-2 = 133$ on $\alpha(0.05)$ obtained a table of 1.978, then $tcount\ 5.407 >$ table of 1.978. Therefore, it can be concluded that Ho is rejected or Ha accepted, partially, there is a significant effect of managerial effectiveness on organizational citizenship behavior at the Bekasi City Transportation Office.

Table 4.15. Results of partial hypothesis testing X1, X2, X3 with Y

Variable	Significance test results t	T test results	Decision process
Competence (X1)	0,000 <0.05	7,728 > 1,978	Significantly influential
Compensation (X2)	0,000 <0.05	5,268 > 1,978.	Significantly influential
Managerial effectiveness (X3)	0,000 <0.05	5,407 > 1,978	Significantly influential

Source: Processed Data Results (2019)

2. Simultaneous testing

Table 4.16. Simultaneous Hypothesis Testing of competence (X1), compensation (X2), and managerial effectiveness (X3) on organizational citizenship behavior (Y)

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4371,694	3	1457,231	489,803	000b
Residual	389,743	131	2,975		
Total	4761,437	134			

a. Dependent Variable: Organizational Citizenship Behavior_Y

b. Predictors: (Constant), Managerial Effectiveness_X3, Competency_X1, Compensation_X2

Source: Processed Results of SPSS (2019)

Ho: $\beta_{y123} = 0$ simultaneously there is no significant effect of competence, compensation and managerial effectiveness on *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

Ha: $\beta_{y123} \neq 0$ simultaneously there is a significant influence of competence, compensation and managerial effectiveness on *organizational citizenship behavior* at the Bekasi City Transportation Department Government Office

After testing the hypothesis in accordance with the test steps mentioned in the previous chapter and based on the results of the calculation of SPSS Version 24.0, the

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Significance F obtained is 0,000 (Appendix 18) smaller than the real level or 0,000 <0.05. Besides that the Fcount value is 489,803 and the Ftable value

$$\begin{aligned}
 \text{Table} &= F_{(1-\alpha) \{(dk = k), (dk = nk-1)\}} \\
 &= F (1 - \alpha) \{(dk = 3), (dk = 135-3-1)\} \\
 &= F_{(1-0.05) (3,131)} \\
 \text{How to find } F_{\text{table}} &= 3, \text{ as a numerator} \\
 &= 131, \text{ as the denominator} \\
 \text{Table} &= 2,674
 \end{aligned}$$

Means the value of Fcount (489,803) > Ftable (2,674), therefore it can be concluded that Ho is rejected or Ha accepted then simultaneously there is a significant influence of competence, compensation and managerial effectiveness on organizational citizenship behavior in the Government Office of the Department of Transportation of the City of Bekasi which means the addition and reduced competency, compensation, and managerial effectiveness will have a significant impact on increasing and decreasing organizational citizenship behavior.

Table 4.17. Results of simultaneous hypothesis testing X1, X2, X3 with Y

Variable	Significance test results F	F test results	Decision process
Competence (X1), Compensation (X2), Managerial Effectiveness (X3)	0,000 <0.05	489,803 > 2,674	Significantly influential

Source: Processed Data Results (2019)

4.5. Research Findings

Based on the research analysis shows that partially there is a significant effect of competence on organizational citizenship behavior in the Government Office of the Department of Transportation in Bekasi City where P-value variable X1 is obtained by 0,000 smaller than the real level or 0,000 <0.05 then Ho is rejected or Ha is accepted. With the contribution of the effect of competence on organizational citizenship behavior by 71.7% or in other words 71.7% variation in organizational citizenship behavior variables can be explained by competency variables, while the remaining 28.3% is the influence of other variables that are not included in this research model. This means that employees who have high competence will be able to increase their Organizational Citizenship Behavior (OCB) employees, employees who have high competence will increase to be willing to help their coworkers. Means that agencies, employees who have high competence, will be able to improve Organizational Citizenship Behavior (OCB) to be an employee who is willing to volunteer to help colleagues (altruism), civic virtue, conscientiousness, countesy, sportsmanship. The results of the study confirm the research Nugraha and Adyani (2018), Suhardi and Syaifullah (2012), Magdalena (2013) and Sarmawa (2015) whose research results show that competence has a significant effect on Organizational Citizenship Behavior (OCB).

Partially, there is a significant effect of compensation on organizational citizenship behavior at the Bekasi City Transportation Department Government Office where the P-value of X2 variable is 0,000 smaller than the real level or 0,000 <0.05 then Ho is rejected or Ha is accepted. With the contribution of compensation effect on organizational citizenship behavior by 70.7% or in other words 70.7% variation in organizational citizenship behavior variables can be explained by compensation variables, while the remaining 29.3% is the influence of other variables that are not included in this research model. This means that the better the amount of compensation given by the

agency to employees affects the level of Organizational Citizenship Behavior (OCB) employees to be willing to help their colleagues, conversely what if the compensation given by agencies is high, then the employee's desire to be willing to help his coworkers Organizational Citizenship Behavior (OCB)) will be high. The results of this study are in line with the research conducted Suhardi and Syaifullah (2012), Danendra and Mujiati (2016), Prasetya and Yuniawan (2016), Magdalena (2013) and Rahman (2018) the results of his research concluded that compensation affects the Organizational Citizenship Behavior (OCB)

Partially there is a significant effect of managerial effectiveness on organizational citizenship behavior in the Government Office of the Department of Transportation in Bekasi City where the P-value of variable X3 is 0,000 smaller than the real level or 0,000 <0.05 then Ho is rejected or Ha is accepted. With the contribution of the effect of managerial effectiveness on organizational citizenship behavior by 87.7% or in other words 87.7% of the variations in organizational citizenship behavior variables can be explained by managerial effectiveness variables, while the remaining 12.3% is the influence of other variables that are not included in the model this research. Managerial effectiveness has a direct positive effect on organizational citizenship behavior, this means that the accuracy of the managerial effectiveness carried out by the agency will cause an increase in performance by the employee. Managerial effectiveness is defined as the ability of a manager to carry out management functions effectively. Improvement, improvement and accuracy of managerial effectiveness in carrying out their roles and functions will lead to increased organizational citizenship behavior. This result is supported by the results of previous studies conducted by Kartini (2017), Nurcahyo (2018), Magdalena (2013) and Pranitasari, Akbar and Hamidah (2019) who said there was an influence of managerial effectiveness on organizational citizenship behavior. the increase and accuracy of managerial effectiveness in carrying out their roles and functions will lead to increased organizational citizenship behavior. This result is supported by the results of previous studies conducted by Kartini (2017), Nurcahyo (2018), Magdalena (2013) and Pranitasari, Akbar and Hamidah (2019) who said there was an influence of managerial effectiveness on organizational citizenship behavior. the increase and accuracy of managerial effectiveness in carrying out their roles and functions will lead to increased organizational citizenship behavior. This result is supported by the results of previous studies conducted by Kartini (2017), Nurcahyo (2018), Magdalena (2013) and Pranitasari, Akbar and Hamidah (2019) who said there was an influence of managerial effectiveness on organizational citizenship behavior.

Simultaneously there is a significant effect of competence, compensation and managerial effectiveness on organizational citizenship behavior at the Bekasi City Transportation Office Government Office which means the addition and reduction of competence, compensation, and managerial effectiveness will have a significant impact on increasing and decreasing organizational citizenship behavior where the Significance F is more than 0,000 smaller than the real level or 0,000 <0.05 then Ho is rejected or Ha is accepted. By contributing the influence of competence, compensation, and managerial effectiveness together to organizational citizenship behavior by 91.6% or in other words 91.6% of the variable variations in organizational citizenship behavior can be explained by variables of competency, compensation, and managerial effectiveness together- same,

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the research analysis concluded that:

1. Partially there is a significant effect of competence on organizational citizenship behavior in the Former Office of the Department of Transportation and the contribution of competence to organizational citizenship behavior by 71.7% while the

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remaining 28.3% is the influence of other variables that are not included in this research model.

2. Partially there is a significant effect of compensation on organizational citizenship behavior at the Bekasi City Transportation Office and the contribution of compensation to organizational citizenship behavior by 70.7% while the remaining 29.3% is the influence of other variables that are not included in this research model.
3. Partially there is a significant effect of managerial effectiveness on organizational citizenship behavior at the Bekasi City Transportation Office and the contribution of managerial effectiveness on organizational citizenship behavior by 87.7% while the remaining 12.3% is the influence of other variables not included in this research model .
4. Simultaneously there is a significant influence of competence, compensation and managerial effectiveness on organizational citizenship behavior at the Bekasi City Transportation Office Government Office and the contribution of competence, compensation, and managerial effectiveness together on organizational citizenship behavior by 91.6% while the remaining 8.4 % is the influence of other variables that are not included in this research model.

5.2. Suggestion

Based on the results of the analysis of the discussion and conclusions that have been made, the suggestions that can be given are as follows:

1. Competence influences organizational citizenship behavior, so to improve organizational citizenship behavior can be done by increasing competence, especially in terms of improving the quality of human resources through education and training activities as well as providing motivation and appreciation to employees of the Government Office of the Department of Transportation Bekasi
2. Compensation affects organizational citizenship behavior, so to improve organizational citizenship behavior can be done by increasing compensation, especially in providing benefits to employees so that employee welfare also increases
3. Managerial effectiveness influences organizational citizenship behavior, so to improve organizational citizenship behavior can be done by increasing managerial effectiveness, especially improvement, improvement and accuracy of managerial effectiveness in carrying out their roles and functions will lead to increased employee performance.
4. Employees' attitude in working should always obey the rules and be diligent in carrying out the work given by the leadership in order to improve employee competence and agencies to increase employee skills and knowledge by conducting training related to their daily duties and employees are given the opportunity to attend events or events for the institution to develop knowledge for employees.

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