

The Influences of Competence, Burnout and Work-Life Balance on Organizational Citizenship Behavior and Performance of Employees PT. Haleyora Power ULP Bangkalan

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Abstract

This study aims to determine and analyze the effects of competence, burnout, and work-life balance on organizational citizenship behavior and employee performance at PT. Haleyora Power ULP Bangkalan. The approach used in this research is a quantitative approach. The data collection technique used a questionnaire distributed to all employees with a total of 113 employees. The data analysis technique used is the Structural Equation Modeling (SEM) method. by using a tool in the form of statistical software, namely AMOS 24: (1) Competency has a positive and significant effect on Organizational Citizenship Behavior, (2) Competency has a positive and significant effect on Employee Performance, (3) Burnout has a negative and significant effect on Organizational Citizenship Behavior, (4) Burnout has a negative and significant effect on Employee Performance, (5) Work-Life Balance has an insignificant effect on Organizational Citizenship Behavior, (6) Work-Life Balance has an insignificant effect on Employee Performance, (7) Organizational Citizenship Behavior has a positive and significant effect on Employee Performance.

Keywords: Competency, Burnout, Work-Life Balance, Organizational Citizenship Behavior, Employee Performance.

INTRODUCTION

Human resources (HR) is the main capital in the continuity of a company's business. Human resources who have good competence and master the field of work they are in can help companies achieve their business targets, and will even be able to support the company's condition in the future. To maintain the quality of human resources, the company must also provide facilities for them to grow. One way is to provide training.

The Indonesian Minister of Manpower has regulated the national work competency standardization system in article 1 paragraph 1 which states that the national work competency standardization system is a comprehensive and synergistic arrangement of components of national work competency standardization in order to improve human resource competence. With the preparation of these competency standards, it is hoped that all relevant parties will have standards that can be used as guidelines in their implementation.

According to Renyut (2017) states that competency is a person's ability to work in accordance with the skills and knowledge possessed.

PT. Haleyora Power, the HR division has created a training program which is held annually. The training program is a competency certification which is a mandatory certification for PT. Haleyora Power. This certification is indeed required by the electricity law. If the competence of the technical workforce is standardized, then the work results will be optimal, and work accidents can be avoided that may occur.

Employees who work in the field certainly have encouragement and basic needs that are primary (physical and psychological) as well as social. Unknowingly everything demands satisfaction. If it is not fulfilled then it can cause tension. The tension can also have an effect in the form of work stress. Prolonged work stress can lead to depression. If it is not addressed immediately and lasts a long time, it can make employees exposed to burnout syndrome, which is an emotional condition in which a person feels tired and bored both physically and mentally, as a result of increased job demands.

According to Elloy and Patil (2014) states that burnout is the result of stress experienced by a person, which involves emotional and interpersonal stressors in the company.

Employees must be able to manage their time and energy in a balance between work, personal needs, recreation and family life.

According to McDonald and Bradley (2005) in Pangemanan et.al (2017:2) state that work-life balance is the extent to which a person is satisfied with carrying out all roles in life outside and inside his work. Hudson in Nur and Kadarisman (2016) adds that work-life balance includes more than time, including feeling good about the level of involvement in work and non-work roles.

The company has employees who are willing to work outside of the set working hours and are willing to do tasks that are not actually their job. In the field of industrial psychology, which specifically examines human behavior in an organization, employee behavior like this can be termed Organizational Citizenship Behavior (OCB).

Employees with a high level of Organizational Citizenship Behavior are an asset to an organization. Because employees like this will very easily obey orders given by their superiors.

According to Internal organs Putri and Utami (2017) state that Organizational Citizenship Behavior (OCB) is independent individual behavior, not directly or explicitly recognized in the reward system and in promoting the company's effectiveness function.

Some of the things above can be used as a measurement of employee performance. Measuring employee performance is certainly not an easy thing because there are many different employee behavior patterns and a large number of employees. According to Robbins (2016: 260) states that Employees Performance is a result achieved by employees in their work according to certain criteria that apply to a job. In the previous research conducted by Mangindaan, Tewal, and Dotulong (2020) it was found that competency did not have a significant positive effect on organizational citizenship behavior. However, in Suhardi's research (2019) it is found that competence has a significant effect on organizational citizenship behavior and competence has a significant effect on employee performance.

Research conducted by Abdurrohman (2019) has the effect of burnout on organizational citizenship behavior. And research conducted by Efendi (2022) found that significant effect on employee performance.

Research conducted by Hikmah and Lukito (2021) found that work-life balance has a significant effect on organizational citizenship behavior and employee performance.

Research conducted by Lukito (2020) found that organizational citizenship behavior has no positive effect on employee performance. However, in the research conducted by

Sutardy and Effendi (2023), it was found that Organizational Citizenship Behavior had a positive and significant effect on Employee Performance at PT. East Raya Lestari.

Literature Review

Human Resource Management

Hasibuan (2019) states that human resource management is the science and art of managing relationships and the role of the workforce so that it effectively and efficiently helps the realization of corporate, employee and community goals. Human resource management has several definitions put forward by experts. Dessler (2010), Human resource (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. Based on some of the definitions above, it can be concluded that human resource management is a study of human workforce issues that are arranged according to the sequence of functions, so that they are effective and efficient in realizing company, employee and community goals.

Competence

Competence comes from the word "competence" which means skill, ability and authority (Renyut, 2017). The definition of competence according to some experts is as follows. Competence is a person's ability to work in accordance with the skills and knowledge possessed (Renyut, 2017). The indicators used to measure competence according to Renyut (2017) are as follows:

1. Knowledge, is a series of job-related information that a person has, where the information is correct and useful.
2. Expertise, is a person's proficiency in understanding and doing the work being done.
3. Mastery, is the process, way and behavior of a person in mastering, understanding or being able to use the knowledge and intelligence they have for the work being done.
4. Professionalism, is a person's competence to carry out work properly and correctly and commitment to improving one's abilities as an employee.
5. Experience, is an event that has been experienced both in the past and in the present, which experience in this case is work experience.

Burnout

Elloy and Patil (2014) stated that Burnout is the result of stress experienced by a person, which involves emotional and interpersonal stressors in the company. The indicators used to measure burnout (Elloy and Patil, 2014) are as follows:

1. Exhaustion can be identified by prolonged fatigue both physically, mentally, and emotionally.
2. Cynicism is often regarded as a cynical attitude and the tendency to withdraw from the work environment.
3. Ineffectiveness can be distinguished by feelings of helplessness, feeling that all the tasks given are heavy.

Work-Life Balance

McDonald and Bradley (2005) in Pangemanan et.al (2017:2) Work-life balance is the extent to which a person is satisfied with carrying out all roles in life outside and within his work. According to McDonald and Bradley (2017) in Pangemanan et.al ., (2017), indicators for measuring Work-Life Balance consist of:

1. Time balance, Time balance refers to the amount of time that can be given by individuals, both for work and for things outside of work.
2. Involvement balance, refer on the amount or level of psychological involvement and commitment of an individual in his work and matters outside of work.
3. Satisfaction balance, refers to the total level of satisfaction of an individual with his work activities and things outside his work.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is independent individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the company. (Internal organs of Putri and Utami, 2017). OCB indicators according to Internal Organs (Putri & Utami, 2017) are Altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

1. Altruism, willingness to help colleagues in completing work in unusual situations.
2. Courtesy, behavior helps prevent problems related to work.
3. Sportsmanship, the sportsmanship of a worker in tolerating less than ideal situations at work.
4. Conscientiousness, carrying out duties and responsibilities more than what is expected.
5. Civic virtue, employee support for administrative functions within the organization.

Employees Performance

Performance is a result achieved by employees in their work according to certain criteria that apply to a job. (Robbins, 2016:260). The quality of employee work can be measured from employee perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities (Robbins, 2016: 260). Following are some indicators to measure employee performance:

1. Quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks and skills and employee capabilities (Robbin, 2016: 260).
2. Quantity Represents the amount produced, expressed in terms (unit/cycle).
3. Timeliness is measured from the employee's perception of an activity completed at the beginning of time until it becomes output. (Robbins, 2016: 261).
4. Effectiveness here is the level of use of organizational resources (energy, money, technology and raw materials) is maximized with the intention of increasing the results of each unit in the use of resources (Robbins, 2016: 261).
5. Independence is the level of someone who will be able to carry out their work functions without receiving help, guidance from or supervisors (Robbins, 2016: 261).

Conceptual Framework

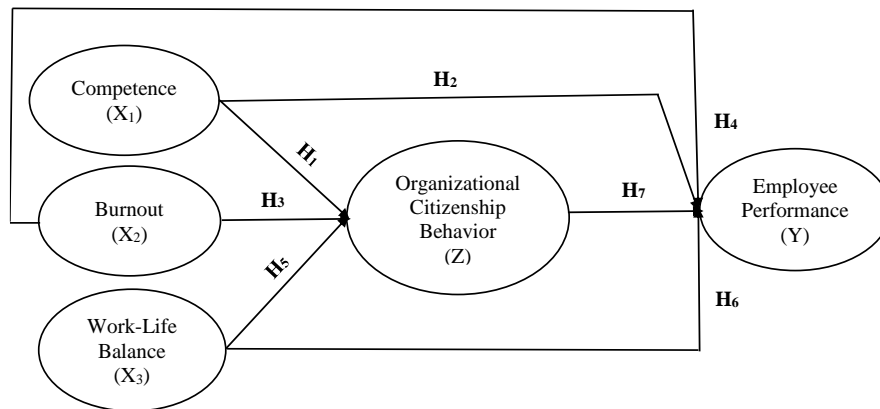


Figure 1. Conceptual Framework

Research Hypothesis

Based on research objectives and theories and the above research conceptual framework, formulation of research hypotheses are as follows:

Hypothesis 1: Competence has a significant influenced on Organizational Citizenship Behavior of employees of PT. Haleyora Power ULP Bangkalan.

Hypothesis 2: Competence has a significant influenced on Employee Performance at PT. Haleyora Power ULP Bangkalan.

Hypothesis 3: Burnout has a significant influenced on Organizational Citizenship Behavior of employees of PT. Haleyora Power ULP Bangkalan.

Hypothesis 4: Burnout has a significant influenced on Employee Performance at PT. Haleyora Power ULP Bangkalan.

Hypothesis 5: Work-Life Balance has a significant influenced on Organizational Citizenship Behavior of employees of PT. Haleyora Power ULP Bangkalan.

Hypothesis 6: Work-Life Balance has a significant influenced on Employee Performance at PT. Haleyora Power ULP Bangkalan.

Hypothesis 7: Organizational Citizenship Behavior has a significant influenced on Employee Performance at PT. Haleyora Power ULP Bangkalan.

RESEARCH METHODS

This research uses a quantitative approach and this type of research uses explanatory clauses. The data collection technique used a questionnaire which was distributed to all employees with a total of 113 employees. Testing was carried out using the SEM approach using tools in the form of statistical software, namely AMOS 24.

The population in this study were all employees of PT. Haleyora Power ULP Bangkalan, totaling 113 people. Samples taken in this case at PT. Haleyora Power ULP Bangkalan, totaling 113 people. The sample in this study used a saturated sample technique.

Sugiyono (2015) stated that a saturated sample is a sampling technique when all members of the population are used as samples. The independent variables of this study are Competence (X1), Burnout (X2), Work-Life Balance (X3). The intervening variable in this study is Organizational Citizenship Behavior (Z). The dependent variable of this research is Employee Performance (Y).

RESEARCH RESULTS AND DISCUSSION

Characteristics of Respondents

Table 1. Characteristics of Respondents

Characteristics of Respondents		Amount	Percentage (%)
Gender	Man	113	100
Age	26-30 Years	50	44
	≥ 31 Years	63	56
Years of service	1-5 Years	61	54
	> 5 - 10 Years	49	43
	> 10 - 15 Years	3	3
Education	SMA/SMK	111	98
	S1	2	2
Position	Inspection	4	4
	Yandal	103	91
	Har Skill	3	3
	Har Non Skill	3	3

Table 1 shows that all employees of PT. Haleyora Power ULP Bangkalan who were respondents in this study were male (100%), the majority of PT. Haleyora Power ULP Bangkalan aged ≥ 31 years (56%), the majority of PT. Haleyora Power ULP Bangkalan is 1-5 years (54%), the majority of PT. Haleyora Power ULP Bangkalan is SMA/SMK (98%), and the majority of PT. Haleyora Power ULP Bangkalan as Yandal (91%).

Validity testing

The data provided has shown that the significant value of all questions is lesser than the predetermined significant value of 0.05. As a result, it can be determined that every item statement comprised in the questionnaire were approved and understood by the respondents. In other words, the data obtained is considered as valid.

Table 2. Result validity testing

Variable	Items	Pearson Correlation	Sig.	Information
Competency (X1)	X1.1.1	0.747	0.000	Valid
	X1.2.1	0.745	0.000	Valid
	X1.2.2	0.671	0.000	Valid
	X1.3.1	0.742	0.000	Valid
	X1.3.2	0.813	0.000	Valid
	X1.4.1	0.838	0.000	Valid
	X1.4.2	0.892	0.000	Valid

	X1.5.1	0.834	0.000	Valid
<i>Burnouts (X2)</i>	X2.1.1	0.832	0.000	Valid
	X2.1.2	0.901	0.000	Valid
	X2.1.3	0.723	0.000	Valid
	X2.2.1	0.318	0.000	Valid
	X2.2.2	0.506	0.000	Valid
	X2.3.1	0.653	0.000	Valid
<i>Work-Life Balance (X3)</i>	X3.1.1	0.604	0.000	Valid
	X3.1.2	0.601	0.000	Valid
	X3.2.1	0.819	0.000	Valid
	X3.2.2	0.585	0.000	Valid
	X3.3.1	0.797	0.000	Valid
	X3.3.2	0.717	0.000	Valid
<i>Organizational Citizenship Behavior (Z)</i>	Z. 1.1	0.792	0.000	Valid
	Z. 1.2	0.712	0.000	Valid
	Z. 2.1	0.225	0.000	Valid
	Z. 3.1	0.647	0.000	Valid
	Z.3.2	0.776	0.000	Valid
	Z. 4.1	0.734	0.000	Valid
<i>Employee Performance (Y)</i>	Z. 5.1	0.535	0.000	Valid
	Y.1.1	0.609	0.000	Valid
	Y.1.2	0.807	0.000	Valid
	Y.2.1	0.830	0.000	Valid
	Y.3.1	0.871	0.000	Valid
	Y.3.2	0.699	0.000	Valid
	Y.4.1	0.785	0.000	Valid
	Y.4.2	0.534	0.000	Valid
Y.5.1	0.811	0.000	Valid	

Reliability Test

Based on the test conducted using SPSS statistical program, it was identified that each variable has a Cronbach's alpha value more than 0.700. Cronbach's alpha value is exceeding the minimum limit of 0.70. Therefore, it can be concluded that the measurement scale of the dimensions of Competency (X1), Burnout (X2), Work-Life Balance (X3), Organizational Citizenship Behavior (Z) and Employee Performance are all reliable.

Table 3. Results of reliability testing

Variable	Number of Items	Cronbach's Alpha	Description
Competence (X1)	8	0.905	Reliable
<i>Burnouts (X2)</i>	6	0.766	Reliable
<i>Work-Life Balance (X3)</i>	6	0.783	Reliable
<i>Organizational Citizenship Behavior (Z)</i>	7	0.757	Reliable
Employee Performance (Y)	8	0.883	Reliable

FIT Model Results

The modified model results show a better goodness of fit with 4 criteria classified as fit (Chi-Square, GFI, AGFI, TLI) and 3 criteria classified as marginal (close to) fit (CMIN/DF, RMSEA, and CFI). Thus the modified structural model is suitable for further testing.

Table 4. Value of Goodness of Fit and Cut off Value of Structural Model Modification

Criteria	Model Test Results	Critical Value	Information
Chi-Square	0.05	2883,895	fit
Significance	0.05	0.000	Unwell
CMIN/df	2.00	2,370	Marginal Fit
RMSEA	0.08	0.098	Marginal Fit
GFI	0.90	0.916	fit
AGFI	0.90	0.932	fit
TLI	0.95	0.935	fit
CFI	0.95	0.890	Marginal Fit

Hypothesis Test Results

Table 5. Hypothesis Test Results

Relationship between variables	Estimates	SE	CR	P	Information
Competence → <i>Organizational Citizenship Behavior</i>	1,251	0.266	4,698	0.000	Significant
Employee Performance Competency →	0.557	0.128	4,346	0.000	Significant
<i>Burnout</i> → <i>Organizational Citizenship Behavior</i>	-0.294	0.059	-5,013	0.000	Significant
<i>Burnout</i> → Employee performance	-0.135	0.029	-4,742	0.000	Significant
<i>Work-Life Balance</i> → <i>Organizational Citizenship Behavior</i>	0.096	0.164	0.584	0.559	Not significant
<i>Work-Life Balance</i> → Employee performance	0.057	0.072	0.795	0.426	Not significant
<i>Organizational Citizenship Behavior</i> → Employee performance	0.172	0.057	3,029	0.002	Significant

Discussion

The Effect of Competence on OCB Employees of PT. Haleyora Power ULP Bangkalan.

The results of testing the hypothesis prove that competence has a positive and significant effect on organizational citizenship behavior of employees of PT. Haleyora Power ULP Bangkalan. The estimate score of the influenced of competence on OCB employees 1.251. CR value was $4.698 > 1.96$ and p-value $0.000 < 0.05$ (significant). The higher the competence of PT.Haleyora Power ULP Bangkalan employees, the higher their on OCB Employees.

The Influences of Competence on Employees Performance of PT. Haleyora Power ULP Bangkalan.

The results showed that the estimate score of the influence of competence on employees was positive 0.557. The influenced of competency on employees performance of PT. Haleyora Power ULP Bangkalan was significant. CR value $4.346 > 1.96$ and the p-value $0.000 < 0.05$ (significant). The higher the competence of PT.Haleyora Power ULP Bangkalan employees, the higher their on employees performance.

The Influences of Burnout on OCB Employees of PT. Haleyora Power ULP Bangkalan.

The results showed that the estimate score of the influence of burnout on OCB employees was negative -0.294. The smaller the burnout, the higher OCB employees of PT. Haleyora Power ULP Bangkalan was significant. CR value $-5.013 > 1.96$ and the p-value $0.000 < 0.05$ (significant). The lower the level of burnout, The higher the OCB employess of PT.Haleyora Power ULP Bangkalan.

The Influences of Burnout on Employee Performance of PT. Haleyora Power ULP Bangkalan.

The results showed that the estimate score of the influence of burnout on employee performance was negative -0.135. The smaller the burnout, the higher employees permance of

PT. Haleyora Power ULP Bangkalan was significant. CR value = $-4.742 > 1.96$ and the p-value $0.000 < 0.05$ (significant). The lower the level of burnout, The higher the employee performance of PT.Haleyora Power ULP Bangkalan.

Effect of Work-Life Balance on OCB Employees of PT. Haleyora Power ULP Bangkalan.

The results showed that the estimate score of the influence of work life balance on employees was positive 0.096. The influenced of work-life balance on OCB employees of PT. Haleyora Power ULP Bangkalan was insignificant. CR value = $0.584 < 1.96$ and the p-value $0.559 > 0.05$ (insignificant). So, the hypothesis which states that work-life balance has a significant effect on organizational citizenship behavior in this study cannot be accepted as true.

Effect of Work-Life Balance on Employee Performance of PT. Haleyora Power ULP Bangkalan.

The results showed that the estimate score of the influence of work-life balance on employees was positive 0.057. The influenced of work-life balance on employee performance of PT. Haleyora Power ULP Bangkalan was insignificant. CR value = $0.795 < 1.96$ and the p-value $0.426 > 0.05$. So, the hypothesis stating that work-life balance has a significant effect on employee performance in this study cannot be accepted as true.

OCB Influence on Employee Performance of PT. Haleyora Power ULP Bangkalan.

The results showed that the estimate score of the influence of OCB on employees performance was positive 0.172. The influenced of OCB on employee performance of PT. Haleyora Power ULP Bangkalan was significant. CR value = $3,029 > 1.96$ and the p-vauue = $0.002 < 0.05$ (significant). The higher the OCB of PT.Haleyora Power ULP Bangkalan employees, the higher their on employees performance.

CONCLUSION

Based on research problem, theoretical review and data analysis, the subsequent conclusions can be drawn as follows, competence has a positive and significant effect on organizational citizenship behavior of employees of PT. Haleyora Power ULP Bangkalan The results of this study can confirm the theory put forward by Renyut (2017). The results of this study are the same as those of Alhasani, Suswati, and Wahyono (2021), and Suhardi (2019). Competence has a positive and significant effect on the performance of employees of PT. Haleyora Power ULP Bangkalan. The results of this study can confirm the theory put forward by Renyut (2017). The results of this study are the same as those of Rahman, Anwar, Sahabuddin, and Ruma (2022), Satriawan, Brahmasari, and Brahma Ratih (2022), Hikmi, Brahmasari, and Brahma Ratih (2022). Burnout has a negative and significant effect on organizational citizenship behavior of employees of PT. Haleyora Power ULP Bangkalan. The results of this study can confirm the theory put forward by Elloy and Patil (2014). The results of this study are the same as those of Abdurroh'im's research (2019). Burnout has a negative and significant effect on the performance of employees of PT. Haleyora Power ULP Bangkalan. The results of this study can confirm the theory put forward by Elloy and Patil (2014). The results of this study are the same as those of Khustina (2019), Almaududi (2019), Yosanti and Kasmita (2020), Sya'hroni (2019), and Efendi (2022). Work-life balance has no significant effect on organizational citizenship behavior of employees of PT. Haleyora Power

ULP Bangkalan. The results of this study do not confirm the theory of McDonald and Bradley (2005) in Pangemanan et.al (2017). The results of this study are also different from those of Tatimu (2022), Fajri (2022), and Salahuddin (2021). Work-life balance has no significant effect on the performance of employees of PT. Haleyora Power ULP Bangkalan. The results of this study do not confirm the theory of McDonald and Bradley (2005) in Pangemanan et.al (2017). The results of this study are also different from those of Hikmah, Lukito (2021), Muliawati, Frianto (2020), and Natakusumah, Hidayatullah, Windhyastiti, Sudiby (2022). Organizational citizenship behavior has a positive and significant effect on the performance of employees of PT. Haleyora Power ULP Bangkalan. The results of this study can confirm the theory put forward by Robbins (2006). The results of this study are the same as those of Abrar and Isyanto (2019), Saputro (2021), Syaifudin, Kirana, Septyarini (2021), Fatmawati, Sulistyowati, Asmike (2022), and Sutardy, Effendi (2023).

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