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THE INFLUENCE OF COMPETENCY AND MOTIVATION TO EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS MODERATING VARIABLE

(Study on Traffic Accident Investigators, Central Java Police Department)

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ABSTRACT

This study is aimed to analyze the influence of competency and motivation to performance with organizational citizenship behavior as moderating variable. The sample of this study is taken from traffic accident investigators, Central Java Police Department using simple random sampling technique. There are 210 respondents taken from the total population. This study uses multiple linear regression to analyze the influence of competency and motivation to performance. Linear regression interaction is used to analyze whether organizational citizenship behavior becomes moderating variable in the influence of competency to performance and motivation to performance. The result of this study shows that competency and motivation positively significantly influence performance. Organizational citizenship behavior is moderating variable strengthening the influence of competency and motivation to performance.

Keywords: Competency, Motivation, Organizational Citizenship Behavior, Performance

INTRODUCTION

Competency and motivation are the factors influencing employee performance. Wibowo (2014) stated that competency is an ability in completing task and duty based on skill, knowledge, and attitude. Competency refers to skill and knowledge showing professionalism in particular field. According to Kreitner and Kinicki (2012), motivation is psychological process stimulating and directing behavior to individual and organizational goal called goal-directed behavior.

Related to employee performance, individual character and work environment play important roles supporting employee to work professionally. Good individual character and work environment result in better performance. One of good individual characters is Organizational Citizenship Behavior (OCB). According to Luthans (2005), OCB is individual or group behavior decided willingly in working without being motivated by reward. OCB is a set of actions directed to effectiveness of organizational functions without being ordered and motivated by reward. Employee needs strong competency and motivation supported by good behavior to improve individual, group, and organizational performance. One of behaviors supporting competency and motivation is OCB.

Study of Wahyuningsih et.al (2013) concluded that motivation, discipline and competency significantly influence performance. While Rahardjo (2014) stated that competency does not influence performance directly and indirectly with motivation as intervening variable. Arifin (2014) stated that motivation does not significantly influence performance. Harwiki (2013) stated that OCB does not influence performance. The finding is supported by Sarmawa et.al (2015) saying that OCB does not influence performance.

Based on previous studies mentioned above, this study will test employee competency and motivation as predictors, performance as dependent variable, and OCB as moderating variable. This study is different from previous studies since it uses OCB as moderating variable. It means that OCB is able to strengthen or weaken the influence of competency to performance and motivation to performance. This study will be conducted on Traffic Accident Investigators, Central Java Police Department.

Individual character and work environment are supporting factors for working professionally in order to improve employee performance. Different individual character and work environment result in different quality of

performance. One of individual characters is OCB. According to Luthans (2005), OCB is individual behavior decided by the employee himself based on his awareness not explicitly regulated by organization. OCB refers to actions conducted for effectiveness of organizational functions.

Great number of traffic accident in Central Java reflects the quality of organizational performance. It demands professionalism of traffic accident investigators. Traffic accident investigators are demanded to have good competency and motivation. In addition, behaviours supporting competency and motivation are supposed to be owned in order to achieve good organizational performance.

Wahyuningsih et.al (2013) concluded that motivation, discipline and competency significantly influence performance. While Rahardjo (2014) stated that competency does not influence performance both directly and indirectly. According to Arifin (2014), motivation does not influence performance significantly. Harwiki (2013) and Sarmawa et.al (2015) stated that OCB does not influence performance.

Having learnt previous studies above, this study is inspired to test the influence of competency and motivation to performance conducted on traffic accident investigators, Central Java Police Department. This study is also attracted to find out if OCB is able to strengthen or weaken the relation between the influence of competency to performance and motivation to performance. In other word, this study specifically uses OCB as moderating variable.

Research questions of this study are: how is the influence of Competency to Performance, how is the influence of Motivation to Performance, is OCB moderating variable for the influence of Competency to Performance, is OCB moderating variable for the influence of Motivation to Performance?

THEORITICAL REVIEW

Performance

According to Gibson et al. (2014), performance is the result of work related to organizational goal consisting of quality, efficiency, and effectiveness. Bernadin (2014) stated that performance is record of work result according to the position in particular period. Based on definitions above, it is concluded that performance is not only the result of work but trait and behavior of employees. It is supported by Sonnentag & Frese (2001) saying that :

“Authors agree that when conceptualizing performance one has to differentiate between an action/behavioral aspect and an outcome aspect of performance. The behavioral aspect refers to what an individual does in the work situation. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals. Thus, performance is not defined by the action itself but by judgemental and evaluative processes. Only actions which can be scaled, measured, are considered to constitute performance.”

In the quotation, behavior aspect refers to action related to organizational goal. Performance is not only measured from individual behavior but also through evaluation process. Thus, performance is measured based on the result of individual, group, and organizational action. Outcome aspect refers to the consequence or result of the individual behavior.

Based on the findings above, it is concluded that performance is the record of work result performed by an employee in completing his duty and responsibility in particular period according to his job description.

According to Timple (2013), performance is influenced by internal and external factors. Internal factor is the factor related to individual characters for instance skillful, willing to work hard, and diligent. External factor is the factor influencing individual performance coming from the environment for instance attitude, behavior, and action of partner, supervisor, subordinate, facilities, and organizational climate. Internal and external factors are individual attributions.

According to Armstrong & Baron (2014) the factors influencing performance are:

1. Personal factors.
It is shown from individual skill, competency, motivation, and commitment.
2. Leadership factors.
Determined by quality of managerial support, supervision, and guidance
3. Team factors
Shown by quality of support given by partners
4. System factors
Shown by system and facilities provided by organization
5. Contextual/situational factors
Shown by level of pressure resulted from internal and external environment change

According to Atkinson (2014), performance is resulted from motivation and ability. Porter & Lawler (2014), stated that performance is the result of intention, skill, and comprehension in completing work. Lorsch & Laurence (2014), stated that performance is resulted from individual, organizational, and environment attribute.

Based on the definitions of performance mentioned above, it is concluded that the factors influencing performance are:

1. Competency
It refers to skill, knowledge, and attitude supporting in completing work. The three dimensions owned by employees are formed by IQ, education, training, and psychological condition.
2. Motivation
Motivation is factor coming from intention of employee and surroundings able to drive employee behavior to achieve the goal.

According to Darmawan (2013), dimensions of performance are:

1. Work Quality
It includes accuracy, carefulness, skill, and tidiness in working.
2. Work Quantity
It includes output and time accuracy in working.
3. Reliability
It includes obedience, initiative, carefulness, and diligence in working.
4. Attitude
It includes attitude in organization, partnership, and cooperation in working.
Bernardin & Russel (2013) mentioned three primary criteria used to measure employee performance such as:
 1. Quality is about how far the work is done according to the standard
 2. Quantity is about how much the result is gained in form of number of unit, amount of money, and number of activities.
 3. Timeliness is the time given to complete a task or activity in order to achieve target.
 4. Cost effectiveness is the amount of organizational resources used to achieve maximal result or loss reduction for every unit in organization.
5. Need for supervision is about the level of ability of employee to work without supervision.
6. Interpersonal impact is ability of employee to keep dignity, goodwill, and cooperation among partners and subordinates.

Organizational Citizenship Behaviour (OCB)

Luthans (2005) defined OCB as independent individual behavior done without formal reward system for organizational effectiveness. It is also stated by Organ (2014) that OCB is employee behavior having availability to work as good as possible without considering formal reward system for organizational effectiveness.

While according to Dyne et.al (2014) OCB is beneficial behavior of employee based on awareness beyond organizational demand. The elements of this concept are:

1. OCB is behavior beyond leader's expectation
2. OCB is not an obvious behavior
3. OCB is behavior indirectly related to formal reward system
4. OCB is an important behavior for organizational effectiveness improvement

As Luthans' finding (2015), Organ *et al.* (2014) stated that OCB consists of five dimensions such as:

- a. Altruism
It is a behavior always helping partners in organization. The behavior includes actions in helping partners in trouble related to organizational task or personal matter. Altruism refers to the action out of obligation. For instance, helping partners with heavier duty, replacing partners who are absent, and guiding new employee.
- b. Courtesy

It is a behavior keeping good relationship among partners in order to avoid from interpersonal conflict. Employee having this dimension is able to honor and pay attention to partners. For instance, thinking of the effect of every single deed to partners, giving information needed, appreciating partners' right and privacy.

c. Sportsmanship

It is a behavior giving tolerance to unpleasant situation without complaining. Employee having good sportsmanship is able to create positive work environment. For instance, taking no time for complaining about job, not blowing up any problem in organization, and taking positive side of problem.

d. Civic virtue

It is a behavior showing responsibility for organization. For instance, following organizational change, having initiative to improve operation and procedure in organizational process. This dimension refers to responsibility given by organization to improve the quality of work.

e. Conscientiousness

It is a behavior doing beneficial activities beyond the standard. This behavior is shown from the availability of employee in handling work out of his job description. For instance, obeying rules without supervision, keeping punctuality, wasting no time, cleaning and tidying work place, and maintaining organizational resources.

According to Organ (2014), the two main factors influencing the improvement of OCB are:

1. Internal Factor

It comes from the employee himself, for instance work satisfaction, commitment, competency, personality, moral, and motivation.

2. External factor

It comes not from the employee himself, for instance leadership style, organizational culture, and work environment.

26 Competency

According to Spencer & Spencer (1993), competency is defined as :

"A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Underlying characteristic means the competency is a fairly deep and enduring part of a person's personality and can predict behavior in a wide variety of situations and job tasks. Causally related means that a competency causes or predicts behavior and performance. Criterion-referenced means that the competency actually predicts who does something well or poorly, as measured on a specific criterion or standard."

Thus, based on the definition of competency above, competency is related to primary characteristic, causality, and criterion or standard.

According to Wibowo (2014), competency is ability to do work or task based on his skill, knowledge, and attitude. In other words, competency reflects professionalism of employee in particular field. According to Spencer & Spencer (1993), there are five characteristics of competency such as:

a. Motives

It refers to something thought and expected consistently stimulating an action. It generates, directs, and select behavior of employee to achieve a goal.

b. Traits

It refers to physical characteristic and constant responses to situation or information.

c. Self concept

It refers to attitude, value, and image.

d. Knowledge

It refers to information owned by an employee in particular field.

e. Skill

It refers to ability to do physical or mental work.

The dimensions of competency can be classified into two types. Skill and knowledge are visible; and can be easily trained and improved in human resources development training program. While self concept, attitude, and motive are invisible and hard to be trained and improved.

Motivation

According to Mc. Chelland developed by Robbins (2009),: "Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. The three key elements in our definition are intensity, direction, and persistence."

Based on the statement, it is concluded that motivation is willing to carry out a set of actions in order to achieve the goal. Motivation theory used in this study is the one stated by David Mc.Clelland called Three Needs Theory consisting of need for achievement, need for power, and need for affiliation.

Need for achievement is reflected on willing to gain improvement and achievement according to the standard. The standard can be intrinsic or extrinsic. Intrinsic means everyone decides his own standard to achieve. Extrinsic means the standard decided by organization or manager. High degree of *need for achievement* drives someone to achieve over the standard and others' achievement. The person tends to find the right situation to show his superiority. Someone having high degree of need for achievement likes challenging and risky work which chance of success has been considered before.

Need for power is willing to have authority in giving order to others. Everyone wants to influence someone with whom he needs to interact. There are three elements in need for power. The first is there is someone having need for power, The second is other people to be influenced. The third is dependence perception between the first and the second element. The greater the need for power, the stronger the intention to hold higher position in organization. The stronger the authority, the stronger the influence of someone to others. Commonly, someone having great need for power likes competition and orientation on status. He also tends to pay attention to every single thing strengthening his influence to others.

Need for affiliation is willing of someone to socialize with others without considering his position. This kind of need not only belongs to manager but also the followers. This need appears considering human being is social creature. Need for affiliation is reflected in willing of someone to have a close relationship with others. In organization, great need for affiliation is shown in cooperation with partners. Yet, in fact, they consider the benefit of the cooperation no matter how good the cooperation is.

Previous Studies

The supporting previous studies are displayed in Table 1

Tabel 1
Previous Studies

No	Relation among Variables	Researcher/Journal	Result
1.	The influence of competency to performance	¹⁴ Sabah Agha, Laith Alrubaiee, Manar Jamhour; 2012; <i>Effect of Core Competence on Competitive Advantage and Organisational Performance.</i>	Core competence positively significantly influences organizational performance
		¹⁸ Kwangseek Choe, David booth, Michael Hu; 1997; <i>Production Competence and Its Impact on Business Performance</i>	Production competence positively significantly influences business performance
2.	The influence of motivation to performance	⁷ Hasan Afzal, Imran Ali, Muhammad Aslam Khan, Kashif Hamid; 2010; <i>A Study of University Student's Motivation and Its Relationship with Their Academic Performance.</i>	Motivation positively significantly influences performance
		³ S. O. Adeogun, O. E. Fapojuwo, M. T. Ajayi; 2011; <i>Motivation Factors Affecting Employees Job Performance in Selected Agricultural Oil Palm Industries in Edo State, Nigeria.</i>	Motivation positively significantly influences performance

		Wanyonyi Kadian Wanyama, Dankit Nassiuma, C. Zakayo; 2014; <i>Impact of Motivation as HR Bundle on Performance of Teachers of Public Schools in Bungoma County.</i>	Motivation positively significantly influences performance
3.	The influence of OCB to performance	Achmad Sani; 2013; <i>Role of Procedural Justice, Organisational Commitment and Job Satisfaction on Job Performance: The Mediating Effects of Organisational Citizenship Behaviour.</i>	OCB positively significantly influences performance

Relation among Variables and Hypothesis Development

The Influence of Competency to Performance

Spencer & Spencer (1993) stated that it is proven that competency is able to predict individual performance according to the standard. The higher competency drives better performance. According to Agha et.al (2012), core competence positively significantly influences organizational performance. The finding is supported by Choe et.al (1997), that Production competence positively significantly influences business performance. As the conclusion, higher competency supports professionalism shown as better performance. Based on the findings of previous studies, hypothesis 1 is arranged:

H1: Competency positively influences performance.

The Influence of Motivation to Performance

David McClelland et.al, (2012) mentioned three needs theory to facilitate organization in order to interfere in employees' activities. The right interference is able to empower employees in achieving the goal. According to Afzal et.al (2010), Adegoun et.al (2011), and Wanyama et.al (2014), motivation positively significantly influences performance. Logically, the existence of organizational interference to employees is able to generate motivation in working. The stronger motivation drives better performance. Based on the findings of previous studies, hypothesis 2 is arranged:

H2: Motivation positively influences performance.

The Influence of Competency to Performance with OCB as Moderating Variable

According to Organ (2014), OCB is a set of behavior improving organizational effectiveness in achieving the goal. Logically, OCB plays its role as strengthening variable in the relation between competency and performance. High competency supported with voluntary behavior done in order to achieve organizational goal without hoping for any reward. Interaction between competency and OCB contributes advantages to organization. Based on the thought, hypothesis 3 is arranged:

H3: Organizational Citizenship Behaviour is moderating variable for the influence of competency to performance.

The Influence of Motivation to Performance with OCB as Moderating Variable

OCB is able to improve organizational performance, productivity, and effectiveness. OCB gives more power to motivation in order to improve performance. The motivation of employee strengthened by OCB stimulates employee to work better. Interaction between motivation and OCB is expected to influence performance positively. Based on the thought, hypothesis 4 is arranged

H4: Organizational Citizenship Behaviour is moderating variable for the influence of motivation to performance.

RESEARCH METHOD²⁵

Population and Sample

The population chosen by this study is 415 traffic accident investigators of Central Java Police Department. The sample is taken by using simple random and probability sampling. The methods result in 210 respondents as representatives of 35 districts of Central Java Police Department.

Type and Source of Data

There are two types of data used in this study such as primary and secondary data. Primary data is gained from respondents. They are 210 traffic accident investigators. Secondary data is gained from Personnel Division, Central Java Police Department.

Variable Conceptual and Operational Definition

Variable conceptual and operational definition used in this study is shown in table 2
Table 2

Variable Concept and Operation				
No	Variable	Conceptual Definition	Operational Definition	
			Dimension	Indicator
1.	Performance	Achievement record of employee in doing task and responsibility according to job description in particular term related to organizational goal. Bernardin & Russel (1995).	1. Quality	1. Comprehension on job description.
				2. Careful, effective, initiative, risk-considering
			2. Quantity	3. Number of accomplished case
			3. Timeliness	4. Able to complete work on time or earlier
			4. Cost effectiveness	5. Able to complete work with the provided fund
				6. Able to use work facilities properly
			5. Need for supervision	6. Able to complete work without supervision
				7. High consistency and integrity
			6. Interpersonal impact	8. Strong commitment to organization
				9. Able to cooperate and appreciate one to another
2.	OCB	Individual voluntary behavior out of job description without considering reward beneficial for organizational effectiveness. Organ (1995)	1. Altruism	1. Helping partner with over workload
				2. Helping voluntarily without any order
			2. Courtesy	3. Polite, respectful, generous to partner
				4. Togetherness

			3. Sportsman Ship	5. Tolerance to unpleasant situation. 6. Not easy to complain
			4. Civic virtue	7. Availability to participate and take responsibility. 8. Care for organization
			5. Conscientiousness	1. Intention to do beneficial action for organization over the standard 11. Proper to be inspiration for others
3.	Competence	Ability and characteristics owned by employee showing skill, knowledge, and attitude. ¹⁰ Spencer & Spencer (1993)	1. Motives	1. High target and goal oriented 2. Good achievement
			2. Traits	3. Good self control. 4. High initiative
			3. Self concept	5. Able to appreciate for partners' achievement 6. Self confidence to complete work
			4. Knowledge	1. Knowledge in traffic accident investigation 2. Knowledge in law and related constitution.
			5. Skill	3. Supporting technical skill 4. Skill in using information and communication technology. 5. Managerial skill .
4.	⁸ Motivation	Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Mc. Chelland in Robbins (2009)	⁴ 1. Need for Achievement	1. Performing better achievement 2. Working better than before and others
			2. Need for Power	1. Tends to direct and manage organization 2. Tends to lead group in organization
			3. Need for Affiliation	1. Tends to keep togetherness in work environment with good interaction and communication 2. Available to help partners

Measurement Scale

The measurement scale used in the questionnaire is Likert Scale. According to Sugiyono (2012), ⁵ Likert scale is used to measure attitude, opinion, and perception of individual or group on social phenomena. With Likert scale,

variables measured are turned into indicators. The instrument items are made based on the indicators. The answer of questionnaire is ranged from strongly disagree to strongly agree. Strongly disagree gets score 1, disagree gets score 2, rather disagree gets score 3, neutral gets score 4, rather agree gets score 5, agree gets score 6, and strongly agree gets score 7.

RESULT AND DISCUSSION

Respondent Description

Respondent description based on sex is 19 male (94.8%), and 11 female (5.2%). Based on age it is 95 respondents aged under 30 (45.2%), 90 respondents aged 31 to 40 (42.9%), 19 respondents aged 41 to 50 (9%), and 6 respondents aged over 50 (2.9%). Respondent description based on job tenure is 160 respondents have been working for 0 to 5 years (76.2%), 16 respondents for 6 to 10 years (7.6%), 21 respondents 11 to 15 years (10%), 9 respondents for 16 to 20 years (4.3%), 2 respondents for 20 to 25 years (1%), and 2 respondents for over 25 years (1%). Respondent description based on formal education is 2 respondents from Junior High School (1%), 114 respondents from Senior High School (53.4%), 93 respondents from Bachelor degree (44.3%), and 1 respondent from Magister degree (0.5%).

Variable Description

Value of Competency based on mean and median is 5.00. It means that most respondents answer rather agree for questionnaire items. Value of motivation based on mean and median is 5.13. It means that most respondents answer rather agree for questionnaire items. Value of OCB based on mean and median is 5.36. It means that most respondents answer rather agree for questionnaire items. Value of employee performance based on mean and median is 5.30. It means that most respondents answer rather agree for questionnaire items.

Result of Validity Test

Validity test in this study is conducted using Factor Analysis showing sample adequacy test, and value of loading factor for each item on instruments. The sample of this study is adequate if KMO value is over 0.5 and can be proceeded. When Loading factors is over 0.4, the items of instrument are valid. Factor Analysis shows that KMO value of all variables is over 0.5. It means that sample is adequate and can be proceeded.

As the result of loading factor test on 24 items of competency, the loading factor value of 23 of them is over 0.4. While the other one item is not valid since its loading factor value is below 0.4. As the result of loading factor test on 15 items of motivation, loading factor value of all items is over 0.4. It means that all items are valid.

As the result of loading factor test on 23 items of OCB, the loading factor value of 21 of them is over 0.4. While the other two items are not valid since their loading factor value is below 0.4. As the result of loading factor test on 24 items of performance, the loading factor value of 23 of them is over 0.4. While the other one item is not valid. Consequently, the items having loading factor value below 0.4 are not proceeded.

Reliability Test

Reliability test conducted to measure how reliable an instrument in measuring consistency of variables. An instrument is reliable if Cronbach's alpha value is over 0.7. Reliability test on all instruments of all variables shows that Cronbach's alpha value is over 0.7. It means that all variables are reliable.

Model and Hypothesis Test

After doing validity and reliability test on all instruments, hypothesis test is conducted. The result of model test and hypothesis test is shown in Table 3

Tabel 3
Model & Hypothesis Test

Equation Model	Adj R. Square	F Test	T Test		Remark
		Sig	B	Sig	
Multiple Regresion Equation	0.717	0.000			
Influence of Competency to Performance			0.623	0.000	Hypothesis 1 Accepted
Influence of Motivation to Performance			0.258	0.000	Hypothesis 2 Accepted
Moderation Effect Interaction					
Interaction Between Competency and OCB			1.307	0.001	Hypothesis 3 Accepted
Interaction Between Motivation and OCB			0.616	0.048	Hypothesis 4 Accepted

Result of Test on Determination Coefficient (R^2)

Table 3 shows that adjusted R Square value is 0.717. The value indicates that Competency and Motivation are able to explain 71.7% of Performance. While the rest 28.3% is explained by other variables out of model.

Result of F Test (Goodness of Fit)

Table 3 shows that F value is 266.333 and significance probability value is 0.000 (below 0.05). It means that Competency and Motivation simultaneously influence Performance. Thus, regression model is able and fit to predict Performance.

Result of Test on Hypothesis 1 (H1)

Hypothesis 1 states that Competency positively influences Performance. Based on the result of t test in table 1, it is proven that Competency positively significantly influences Performance. Significance value is 0.000 (below 0.05) and regression coefficient is positive with value 0.623. It means that hypothesis 1 (H1) is accepted. The higher Competency, the better the performance.

Result of Test on Hypothesis 2 (H2)

Hypothesis 2 states that Motivation positively influences Performance. Based on the result of t test in table 1, it is proven that Motivation positively significantly influences Performance. Significance value is 0.000 (below 0.05) and regression coefficient is positive with value 0.258. It means that hypothesis 2 (H2) is accepted. The stronger the motivation, the better the performance.

Result of Test on Hypothesis 3 (H3)

Hypothesis 3 states that OCB strengthens the influence of Competency to Performance. Based on the result of t test in table 1, it is proven that interaction between Competency and OCB positively significantly influences Performance. Significance value is 0.001 (below 0.05) and regression coefficient is positive with value 1.307. It means that hypothesis 3 (H3) is accepted. OCB is moderating variable strengthening the influence of Competency to Performance.

Result of Test on Hypothesis 4 (H4)

Hypothesis 4 states that OCB strengthens the influence of Motivation to Performance. Based on the result of t test in table 1, it is proven that interaction between Competency and OCB positively significantly influences Performance. Significance value is 0.048 (below 0.05) and regression coefficient is positive with value 0.616. It means that hypothesis 4 (H4) is accepted. OCB is moderating variable strengthening the influence of Motivation to Performance.

DISCUSSION

Hypothesis 1 has proven that Competency positively significantly influences Performance. The finding supports the previous study by Atkinson quoted by Wibowo (2014) that Performance is influenced by Motivation and Ability. It also supports the statement of Porter dan Lawler (2014) that Performance is influenced by intention in doing work and skill. According to Spencer & Spencer (1993), Competency includes skill & ability, knowledge, and attitude as basic characteristics of someone in working. The same finding was found in the previous studies conducted by Agha et.al (2012), Choe et.al (1997).

Hypothesis 2 (H2) has proven that Motivation positively significantly influences Performance. The finding supports the statement of Robbins (2009) that motivation is a process stimulating intensity and persistent effort in order to achieve the goal. It is concluded that an employee having strong motivation tends to struggle for the expected result by showing good Performance. The finding also supports the previous studies by Afzal et.al. (2010), Adeogun et.al. (2011), and Wanyama et. al. (2014).

Hypothesis 3 (H3) has proven that OCB strengthen the influence of Competency to Performance. OCB proven as moderating variable between Competency and Performance is an important finding in this study. The finding can be reference for future study.

The finding of Hypothesis 4 (H4) is OCB is moderating variable strengthening the influence of Motivation to Performance. The finding is important to be reference for future study.

CONCLUSION AND SUGGESTION

Conclusion

This study is aimed to analyze the influence of competency and motivation to performance with OCB as moderating variable. Based on the result and discussion above, it can be concluded that:

- a. Competency positively significantly influences performance. It indicates that higher competency drives better performance on Traffic Accident Investigator, Central Java Police Department.
- b. Motivation positively significantly performance. It indicates that stronger motivation drives better performance on Traffic Accident Investigator, Central Java Police Department.
- c. Organizational Citizenship Behavior becomes moderating variable for the influence of competency to performance. It means that OCB strengthens the influence of competency to performance on Traffic Accident Investigator, Central Java Police Department.
- d. Organizational Citizenship Behavior becomes moderating variable for the influence of motivation to performance. It means that OCB strengthens the influence of motivation to performance on Traffic Accident Investigator, Central Java Police Department.
- e.

Suggestion

Based on the result and discussion of this study it is suggested:

- 1) Both private and public institution need to pay special attention to competency and motivation of employees in order to improve individual performance. It has been proven that higher competency and stronger motivation are able to improve individual performance. The accumulated good individual performance forms good group performance. The accumulated good group performance forms good organizational performance.
- 2) Both private and public institution need to facilitate and socialize the forming of good OCB. This study has proven that OCB strengthens the influence of competency and motivation to performance. It is an important finding which can be tested in future research on different sample.

- 3) This study only uses competency and motivation as independent variables and OCB as moderating variable in influencing performance. Future research may have additional independent variable for instance leadership, job characteristic, and resistance to change.

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