
Application of Human Resources Management on Employee Performance Mediated on Organizational Citizenship Behavior: Study at the Social Service Office of Aceh Selatan District

***Alimuddin, Muhammad Adam, & Mahdani**

Management Department, Universitas Syiah Kuala, Indonesia

DOI- <http://doi.org/10.37502/IJSMR.2022.5604>

Abstract

This research intends to examine the application of human resource management (HRM) on employee performance mediated by organizational citizenship behavior (OCB) at the social service office of Aceh Selatan Regency. The population was all employees at the Social Service of Aceh Selatan Regency, totaling 119 people. In this study, the determination of the sample was by using the census method. The research model was analyzed using a structural model. The descriptive hypothesis testing reveals that the HRM implementation, OCB, and employee performance are applied good, the Direct hypothesis testing proves that the implementation of HRM affects OCB, and the implementation of HRM and OCB affect employee performance, and the indirect hypothesis testing proves that OCB partially mediates the implementation of HRM effect on the performance of the Social Service of Aceh Selatan Regency employees. These findings prove that the model of improving employee performance at the Aceh Selatan district social service is a function of HRM implementation and OCB improvement, with OCB as a partial mediator. The meaning is that increasing the effectiveness of KSA (Knowledge, Skills, Abilities), motivation, and opportunities in the implementation of HRM, will increase OCB and have an impact on improving employee performance.

Keywords: HRM, OCB, Employee Performance

1. Introduction

The Aceh Selatan District Social Service Office has a role in implementing empowerment and assistance and guidance in the field of social welfare, providing assistance and guarantees for social welfare problems due to conflicts, natural disasters, and social disasters. Given the importance of the role of the Social Service in the Aceh Selatan District Government, it requires all existing human resources within the Aceh Selatan District Social Service to always appear more professional and responsive in dealing with the various demands for change. This is due to the good and bad performance of the Aceh Selatan District Social Service, inseparable from the role of employees in it.

However, the overall performance of employees at the Aceh Selatan District Social Service is still considered less than optimal in displaying their performance. This is reflected in the achievement of the main performance indicators (IKU) of the Aceh Selatan District Social Service in 2020 where there are still IKUs that have not reached the set targets. The Social Service of Aceh Selatan Regency must make systematic and comprehensive efforts to improve the performance value of these employees in a better direction so that the quality of service both administrative services, development, and social services can be improved.

The phenomenon of not optimal performance of the Social Service of Aceh Selatan Regency employees is caused by the low level of discipline and competence. Indiscipline and the inappropriateness of the scope of work given to the field under his control will have an impact on the performance produced by an employee. This indicates that stronger efforts must be made by the department and local government to improve work discipline and adjust the competence field to the employee's work position so that the resulting performance will be even more optimal. Apart from that, in terms of work discipline, the leadership and local governments must provide a comprehensive understanding of the importance of good work discipline. Every employee must obey the rules of time, government regulations, behavior at work, and other rules as determined by the service, local government, and regulations relating to the state civil apparatus of the Republic of Indonesia. Good discipline reflects a person's sense of responsibility towards the tasks assigned to him.

One of the factors that affect the performance of the Social Service employees of Aceh Selatan Regency is OCB. Organizational citizenship behavior (OCB) can be interpreted as behavior that likes to help at work in dealing with difficult problems without being forced. Another positive impact of OCB is that it can ease the tasks of the leadership because employees with high OCB will have consequences for improving individual, group, and even organizational performance. Thus, organizations need to shape OCB for every employee, because without OCB in an organization it will not maximize efforts to achieve the goals of the organization, especially in public sector organizations.

One of the factors that influence OCB and impact employee performance is the application of human resource management (HRM). Theoretically, HRM can be defined as HR development that functions to carry out HR planning, implementation, recruitment, training, career development, and organizational development (Sodikin, Permana, & Aida, 2020). The role of HR in an organization is very important and will even be able to determine the direction of development of the organization. The quality of service produced can be a benchmark for the success of organizational management. Therefore, it is mandatory for all organizations to systematically formulate HRM governance that has, as well as quality and quality organizational governance.

2. Literature Review

Employee Performance

Performance is an achievement that is produced in a certain period which is measured based on the comparison between the target data that has been determined at the beginning of the period with the realization data at the end of the period. In public sector organizations,

employee performance is regulated in Government Regulation (PP) no. 30 of 2019. The PP defines employee performance as the work achieved by each employee in a work unit/agency following their performance assessment and work behavior.

Every employee in every government agency is required to make work targets following the main duties and functions of the employee as stated in the SKP at the beginning of each year. The work target will be assessed for its level of success at the end of the year by each authorized leader or superior by giving a numerical value to each predetermined work target. This assessment is carried out to measure the level of performance achievement produced by each employee in one fiscal year. Employee performance appraisal is carried out based on the rules contained in PP No. 30 of 2019 where there are 2 (two) dimensions, namely, work goals and work behavior.

Apart from measuring the level of performance achievement, the employee's performance appraisal also has an impact on promotion where if there is a lower work achievement value than the previous year it will provide obstacles to the employee in managing his promotion. Therefore, every employee is required to always be able to produce a good performance in their place of shelter even though they are faced with various obstacles and obstacles. Many experts define performance with different perceptions but have the same meaning and direction (Rivai & Mukti, 2018) interpreting performance as real behavior that produces results in the form of achievements in carrying out their roles as members of the organization.

From some of the opinions above, the researcher can conclude that performance is a behavior in the organization to try to achieve the goals of the organization by producing output that exceeds the predetermined target within a certain period.

OCB

OCB is an attitude of mutual assistance between colleagues which is not the main task, but a willingness without any coercion. (Organ, 2015) mentions OCB as individual initiative behavior that is not forced to organizational effectiveness. Besides that (Setiawan, Suwandy, & Widjaja, 2017) said that OCB is the involvement of workers which is not stated in the main tasks and functions but is carried out voluntarily. According to (Majeed, Ramayah, Mustamil, & Nazri, 2017) OCB is the behavior of doing or helping more than just carrying out daily tasks in achieving organizational goals.

This OCB includes behavior that includes helping others in completing their tasks and complying with organizational rules and procedures without having to be supervised. OCB can be carried out anywhere without having to be forced by other parties, not having to wait for a situation to act (Putri, 2018). OCB is a form of attitude that is an individual choice or initiative that has nothing to do with the formal system of the organization which in quality and quantity will be able to increase organizational effectiveness (Hendrawan, Suchayawati, & Indriyani, 2017). This can be interpreted as an activity carried out by each individual which is not a job requirement because it is voluntary and has a positive effect on development both for the organization and for colleagues.

Implementation of HRM

HRM is the efficient and effective use of a number of individuals optimally to achieve organizational goals. HRM can be defined as HR development that functions to carry out HR planning, implementation, recruitment, training, career development, and organizational development (Sodikin et al., 2020). The HRM approach runs strategically and coherently to maximize the contribution that is endowed with various productivity, quality, and profitability through business strategy improvement and support (Stewart & Brown, 2019).

A set of HRM practices can not only result in a higher form of corporate performance but can have a direct impact on the top management team's external and internal social networks (DeCenzo et al., 2018). Based on an extensive literature review, identify aspects of high-performing human resource practices during the company's management and development processes including job design, staffing, training, compensation, performance appraisal, and participation (Prieto & Pérez-Santana, 2014). (Mondy, Noe, & Premeaux, 2016) mentions HRM as planning, organizing, instruction, control, development, compensation, integration, maintenance, and termination of employees intending to realize the company's overall goals.

(Noe, Hollenbeck, Gerhart, & Wright, 2019) mentions HRM as the development and utilization of a person or group for the effective achievement of individual, organizational, community, and national goals and objectives. (Robbins, Coulter, & Cenzo, 2019) mention that an important part of an organization's strategy is good HRM. (Priyono & Marnis, 2014) mentions the notion of HRM as a policy is a means of maximizing the effectiveness of the organization to achieve its goals. (Mathis & Jackson, 2019), HRM is designed to ensure that employees' abilities and skills are used efficiently and effectively in achieving organizational goals

(Dessler & Angelica, 2016) defines HRM as a process to obtain, provide training, assessment, and compensation to employees, regulate employee relations with colleagues, and maintain employee safety and health, and other matters relating to justice. Organizations exist to implement HRM systems by aligning goals and values with employee goals within the organization and directing them according to employee discretionary goals, creativity, and productivity (Korff, Biemann, & Voelpel, 2017).

Framework

The framework for this research is shown in Figure 1 below.

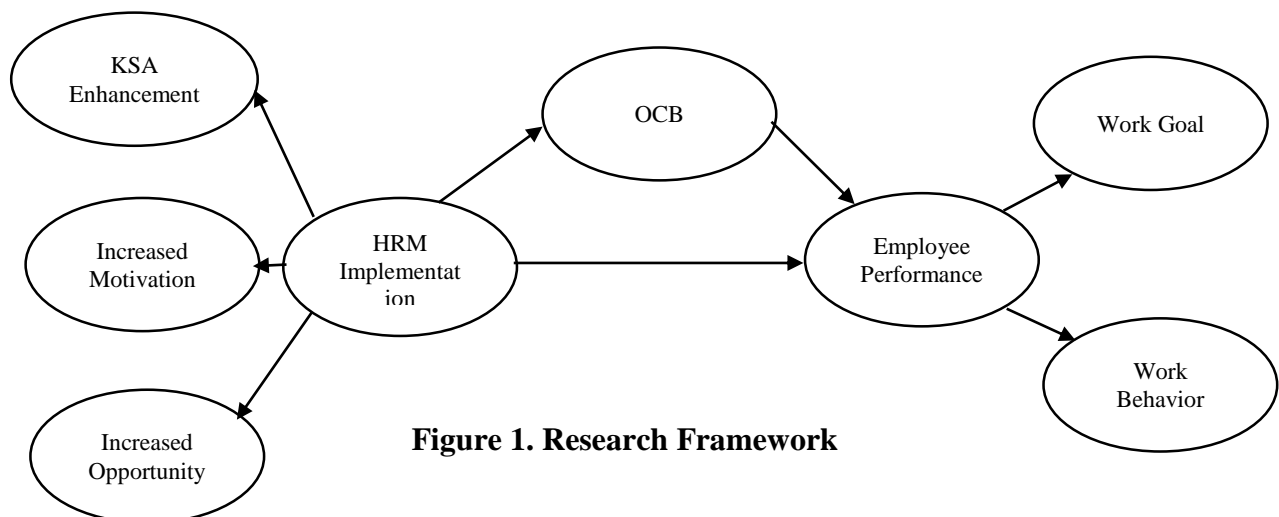


Figure 1. Research Framework

Hypothesis

Descriptive Hypothesis

H₁ : HRM Implementation, OCB, Employee Performance of the Social Service of Aceh Selatan Regency is good.

Direct Hypothesis

H₂ : HRM Implementation Affects OCB of Social Service Employees of Aceh Selatan Regency

H₃ : HRM Implementation has an impact on the Performance of Social Service Employees of Aceh Selatan Regency

H₄ : OCB Affects the Performance of Social Service Employees of Aceh Selatan Regency

Indirect Hypothesis

H₅ : OCB Mediates the Effect of HRM Implementation on Employee Performance at the Social Service Office of Aceh Selatan Regency

Novelty

This study focuses more on the role of HR on employee performance which is mediated by OCB to achieve or get reliable employees. State of the art The use of this indicator is different from previous research, wherein in this study the use of indicators is different from the indicators that have been used in previous studies. Another state of the art is that researchers want to prove the influence of HRM on OCB and its impact on employee performance where the results of pre-survey and field observations show differences with the results of causality studies.

One of the novelties in this research is to measure whether the variable of HRM on the performance of the Social Service Employees of Aceh Selatan Regency with OCB as a mediating variable. As far as the researcher's knowledge, there has never been any previous research that uses monitoring and evaluation as an intervening/mediation variable in measuring the performance of development success.

3. Method

This research is quantitative research. (Sugiyono, 2017) mentions that qualitative research is to describe and analyze phenomena, social activity events, beliefs, perceptions, and thoughts of people individually and in groups. This research was conducted at the Social Service of Aceh Selatan Regency which is located in Aceh Selatan District, Indonesia The object is HRM Implementation, OCB, and employee performance.

The population was all employees at the Social Service of Aceh Selatan Regency as many as 119 people. In this study, sampling was done by the census, this was because the population was relatively small and it was possible to be interviewed through a questionnaire that was circulated. Questions in the questionnaire were measured using a Likert scale.

To get the respondent's perspective on respondents' responses to each variable, the criteria range was 0.80 so that each score can be interpreted as very bad category, the score was 1.00-1.80; not good with a score of 1.81-2.60; not good with a score of 2.61-3.40; good

with a score of 3.41-4.20; very good with a score of 4.21-5.00. In this study, descriptive hypothesis measurements were carried out using SPSS, direct hypothesis measurements were used using SEM-AMOS statistical equipment and indirect hypothesis measurements were carried out using the Sobel calculator.

The indicators used are shown in table 1 below.

Table 1. Operational Variable

No	Variable	Variable definition	Dimension	Indicator
1	Employee Performance (Z)	The work achieved by each civil servant in the organization/unit is following the performance assessment and work behavior indicators. PP 30/2019	▪ Work Goal	<ul style="list-style-type: none"> ▪ Quality of work ▪ Work quantity ▪ Working Time ▪ Cost Pp 30/2019
			▪ Work Behavior	<ul style="list-style-type: none"> ▪ Service Orientation ▪ Integrity ▪ Commitment ▪ Discipline ▪ Cooperation ▪ Leadership Pp 30/2019
2	OCB (Y)	The helpful attitude of employees, which is constructive in nature, is appreciated by the organization but is not directly related to individual productivity (Organ, Podsakoff, & MacKenzie, 2006)		<ul style="list-style-type: none"> • Obey the rules • Behave honestly • Help with problems and difficulties • Assist those around • Attention to change • Take an active role in the association • Doesn't like to complain • Keep the relationship • Remind each other (Organ et al., 2006)
3	HRM (X)	Organizations exist to implement HRM systems to align goals and values with organizational employee goals and direct employees' discretionary goals, creativity, and productivity (Korff et al., 2017)	Improving KSA (Knowledge, Skills, Abilities)	<ol style="list-style-type: none"> 1. Selectivity 2. Training 3. Formal Education 4. Job Appraisal (Korff et al., 2017)
			Increase Motivation	<ol style="list-style-type: none"> 1. The need for achievement 2. Need for affiliation 3. The need for competence 4. Trust 5. Welfare (Korff et al., 2017)

No	Variable	Variable definition	Dimension	Indicator
			Increased Opportunity	1. Worker Safety 2. Flexible Working Hours 3. Complaint Procedure 4. Participation Program (Korff et al., 2017)

Source: Processed data (2022)

4. Result

Descriptive Hypothesis

The descriptive hypothesis testing result is shown below.

Table 2. Respondents' Perceptions

	N	Mean	Std. Deviation	Std. Error Mean
HRM Implementation (X)	119	3.5414	1.01891	.09340
OCB (Y)	119	3.6120	1.02094	.09359
Employee Performance (Z)	119	3.4983	1.06445	.09758

Source: Processed data (2022)

From table 2 above, it can be seen that the average acquisition of respondents for each variable where all variables with the number of observations are 119 respondents. From the table above, it can also be seen that the standard deviation of each variable has a lower value than the average value of each variable. This value indicates that the distribution of data from each of the variables is good. Furthermore, statistical testing was carried out using a one-sample T-test using a significant value ($\alpha = 5\%$) and a cut-off value of 3.41.

Table 3. One-Sample T-Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
HRM Implementation (X)	1.407	118	.002	.13143	-.0535	.3164
OCB (Y)	2.158	118	.003	.20201	.0167	.3873
Employee Performance (Z)	.905	118	.000	.08832	-.1049	.2815

Source: Processed data (2022)

From the results of the one-sample T-Test, as shown in the table above, it can be seen the value of each variable where the variable HRM Application (X) obtains a Sig value. (2-tailed) of 0.002, the OCB variable (Y) obtained the value of Sig. (2-tailed) is 0.003 and the employee performance variable is 0.000. These values are smaller than 0.05 where the results of this test prove that the descriptive hypothesis testing (H1) in this study is accepted. These

results indicate that the condition of each variable at the Aceh Selatan District Social Service is good.

Direct Hypothesis

Before direct hypothesis testing, a series of tests for compliance with AMOS SEM processing standards were carried out where the tests were confirmatory factor analysis testing and Goodness Of Fit testing. After testing the standard SEM processing, the results are as shown in the following figure, which is then processed for data analysis for the research model as shown in Figure 2 below:

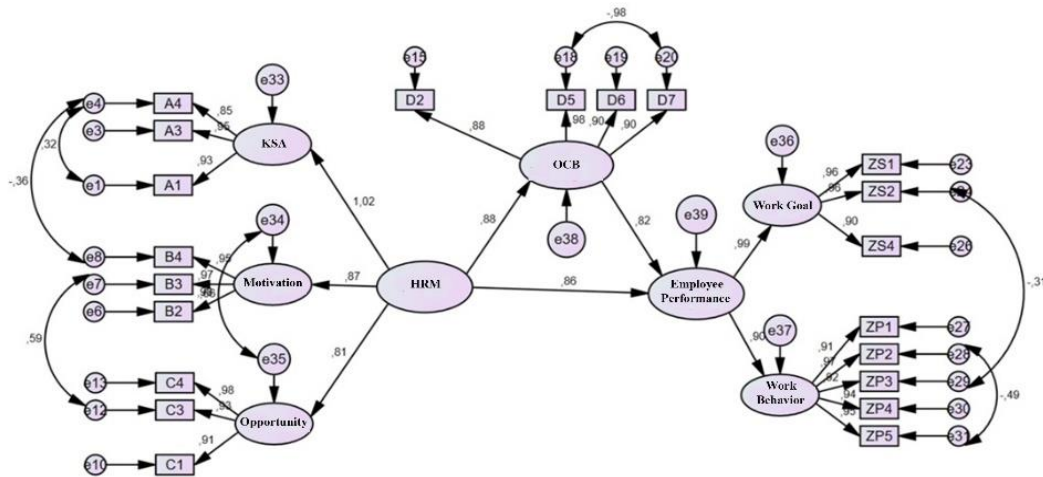


Figure 2. Structural Model

The structural test provides the results can be seen below.

Table 4. Regression Weight

Endogenous		Exogenous	Estimate		S.E.	C.R.	P
			Standardized	Unstandardized			
OCB	←	HRM Implementation	.883	.732	.059	12.405	***
Employee Performance	←	HRM Implementation	.859	.764	.091	8.387	***
Employee Performance	←	OCB	.821	.729	.098	6.322	***
Improving KSA (Knowledge, Skills, Abilities)	←	HRM Implementation	1.022	1.000			
Increase Motivation	←	HRM Implementation	.866	.924	.063	14.712	***
Increased Opportunity	←	HRM Implementation	.810	.829	.073	11.278	***
Work Goal	←	Employee	.992	1.000			

Endogenous		Exogenous	Estimate		S.E.	C.R.	P
		Performance					
Work Behavior	←	Employee Performance	.898	1.067	.076	13.949	***

Source: Processed data (2022)

The data as shown in the table above for direct hypothesis testing can be explained in the following sub-chapters:

HRM Implementation effect on OCB in the Social Service of Aceh Selatan Regency

The results of testing hypothesis 2 as shown in table 4.12 above can be seen that the acquisition of the Critical Ratio (C.R) value is 12.405 (>1.96) and the Probability value (P) is 0.000 (<0.05). These results prove that the HRM implementation affects the OCB of employees in the Social Service of Aceh Selatan Regency. These results indicate that hypothesis 2 is accepted. The coefficient of the HRM implementation in the Social Service of Aceh Selatan Regency in influencing OCB is 0.883 or 88.3%. This result is following the research by (Basuki, Widyanti, Yulianti, & Lamsah, 2021), (Fajar & Soeling, 2017), (Ahmed, 2016), and (Pratiwi & Salsabiela, 2015) where the results of their research also produce the same results as this study.

The results of this study also prove that the better the application of HRM at the Aceh Selatan District Social Service, the better the OCB of its employees as a whole. HR in an organization is an internal organ that is very important for its function and existence. Although the era of globalization has changed the paradigm of how to work, where almost most can be replaced by machines, there are many things in an organization that still require the touch of a human hand to complete. This is because the machine is only able to work according to the program that has been set, while humans will be able to do more than that. Therefore, it is very important in an organization to be able to manage HRM effectively and efficiently. (Fajar & Soeling, 2017) and (Ahmed, 2016) mentioned that good HRM practices in an organization will have a positive impact on improving OCB.

Based on the results of respondents' responses, shows that to improve the implementation of HRM, the leadership must provide opportunities for employees to develop so that any challenges they face can be resolved. This development can be passed through participating in educational programs both formally and informally. OCB possessed by employees cannot be separated from the individual abilities possessed by these employees. Apart from that, leaders must plan employee development programs into a strategic target within the Social Service so that this program can be implemented within a certain period. Leaders must also be able to increase a sense of security in their work environment so that every employee can work comfortably in completing their responsibilities.

HRM Implementation effect on the Performance of Social Service Employees of Aceh Selatan Regency

The results of testing hypothesis 3, namely the HRM implementation effect on the performance of the Social Service employees of Aceh Selatan Regency, obtained C.R 8.387

(>1.96) and $P < 0.000$ (< 0.05). These results indicate that the application of HRM affects the performance of the employees of the Social Service of Aceh Selatan Regency. These results prove that hypothesis 3 is accepted. The magnitude of the role of the application of HRM in influencing the performance of the employees of the Social Service of Aceh Selatan Regency is 0.859 or 85.9%. This result follows the research by (Ratnasari, Saulina, & Tanjung, 2021), (Maharani, 2019), and (Sari, 2018) where the results of their research produced similar results to the results of this study.

These results prove that the better the implementation of HRM at the Aceh Selatan District Social Service, the better the overall performance of employees. HRM is the efficient and effective utilization of a number of individuals and can be used optimally to achieve organizational or company goals. Based on the results of respondents' perceptions, it can be seen that there are still many improvements that must be made by the leadership of the Aceh Selatan District Social Service, especially regarding the application of HRM in improving the performance of their employees. The improvement must be done starting from the recruitment of employees, especially honorary employees where the process of recruiting honorary workers must go through the same system as the CPNS (civil servant candidates) recruitment process so that the candidates for honorary workers who are accepted meet the qualifications required by the Social Service. In addition, the leadership must also allocate special funds for its HR development program so that each employee will be able to improve their abilities, especially those related to their field of work. Leaders must provide rewards for outstanding employees so that with this reward they will be able to motivate all employees to always excel in their field of work.

Leaders must also increase the commitment and work discipline of their employees so that employees who have high commitment and discipline in their work will be able to produce work that is in line with expectations both effectively and efficiently in terms of quality, quantity, and even time for the completion of their work. Leaders must be able to create a conducive work environment, especially in maintaining good working relationships between fellow employees and with the leadership so that the process of carrying out work can be carried out smoothly.

OCB effect on the Performance of Social Service Employees of Aceh Selatan Regency

The results of testing hypothesis 4, namely the OCB effect on the performance of the Social Service Office of Aceh Selatan Regency as shown in table 4, obtained a C.R value of $6.322 > 1.96$ and a P value of $0.000 < 0.05$. These results prove that hypothesis 4 is accepted. It is interpreted that OCB affects the performance of the Aceh Selatan District Social Service employees. OCB has a role in influencing employee performance by 0.821 or 82.1%. This result is following the research by (Hakim, Purnama, Fatma, Rahmah, & Rahma, 2021), (Harmius, Mukhlis, & Musnadi, 2021), (Waqiah, Firdaus, & Agustin, 2021), (Triani, Halin, & Wadud, 2020), (Yanti, Nasir, & Faisal, 2020), (Albloush et al., 2020), (Makhfudho & Abadiyah, 2019) and (Sandhika & Sobandi, 2018) where the results obtained is the same as this study.

The results of this study indicate that the better the OCB of the Social Service employees of Aceh Selatan Regency, the better the performance of the employees produced.

With such an attitude of employees, certainly, the organization will always benefit, because it can achieve its goals with full support from its employees who fall into the OCB category. Studies argue that OCB is positive and has many benefits for both managers and organizations (Sadeghi, Ahmadi, & Yazdi, 2016). This is also shown by (Firdaus, Syafruddin, & Utami, 2019) who conclude that a good OCB will affect increasing employee performance

Based on the respondents' perceptions, it reveals that to improve OCB, it is mandatory for all Social Service employees to always obey the rules even though they are not supervised, every employee is aware to always behave honestly at work, always be willing to help each other in solving difficult problems or even problems faced by fellow employees, each employee plays an active role in improving and improving the organization, and reminding each other to avoid and prevent problems from arising. These improvements will certainly make a very big contribution to improving the overall performance of employees.

Indirect Hypothesis Testing (Mediation)

HRM Implementation effect on Employee Performance through OCB

As explained earlier, the mediation test to see the role of OCB in mediating the application of HRM on the performance of the Social Service employees of Aceh Selatan Regency in this study used the Sobel calculator. The results of testing hypothesis 5 are shown in the following figure.

Input:		Test statistic:	Std. Error:	p-value:
a	0.732	Sobel test: 6.3798977	0.08364209	0
b	0.729	Aroian test: 6.36470842	0.0838417	0
s _a	0.059	Goodman test: 6.39519624	0.08344201	0
s _b	0.098	Reset all	Calculate	

Figure 3. Sobel Test of Hypothesis 5

The test produces t-statistical 6,934 (>1.96) and P 0.000 (<0.05). The result proves that OCB mediates the effect of implementing HRM on the performance of the Social Service employees of Aceh Selatan Regency. The results also reveal that hypothesis 5 is accepted.

From the calculation of the significance for path C', it can be visually depicted a chart for all paths A, B, C, and C' to test the HRM implementation effect on the performance of the Social Service employees of Aceh Selatan Regency through OCB in the figure below.

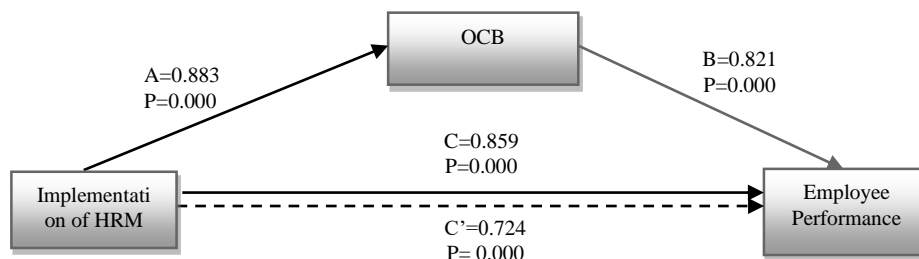


Figure 4. Chart of Hypothesis 5

Based on Figure 4 above, shows the HRM effect on OCB has a coefficient 0.883 and $p < 0.000$ (< 0.05). The value of the path B coefficient or the OCB effect on the employee performance of the Social Service Office of Aceh Selatan Regency is 0.821 and $p < 0.000$ (< 0.05). The relationship between the implementation of HRM on the performance of the Social Service employees of Aceh Selatan Regency explains that the path coefficient value C has a value 0.859 and $p < 0.000$ (< 0.05), and path C' or the relationship between the application of HRM to the performance of the Social Service employees of Aceh Selatan Regency through OCB has a value $0.883 \times 0.821 = 0.724$ and $p < 0.000$ (< 0.05).

From the test results, as shown in Figure 4.6 and Figure 4.7, it can be concluded that OCB partially mediates the effect of implementing HRM on the performance of the Social Service employees of Aceh Selatan Regency. It is called partial mediation because either directly or through OCB, the application of HRM to the performance of the Social Service employees of Aceh Selatan Regency. The magnitude of the role of OCB in mediating the application of HRM on the performance of the Social Service of Aceh Selatan Regency employees is 0.724 or 72.4%.

5. Conclusion

The results of the research at the Aceh Selatan District Social Service can be concluded as follows:

1. The descriptive hypothesis (H1) is accepted. This is revealed from the average respondents' responses and the results of the One-Sample T-Test where the variable HRM implementation obtained an average value of $3.54 > 3.41$ and a significant (2-tailed) value of $0.002 < 0.05$, the OCB variable obtained the mean value of $3.61 > 3.41$ and a significant value (2-tailed) of $0.003 < 0.05$, the employee performance variable obtained an average value of $3.50 > 3.41$ and a significant value (2-tailed) of $0.000 < 0.05$. These values mean that all variables in this study are good.
2. The direct hypothesis testing proves that the implementation of HRM which is dimensioned by KSA, motivation, and opportunities affects OCB with a large effect of 88.3%. The implementation of HRM which is dimensioned by KSA, motivation, and opportunities affect employee performance which is dimensioned by work goals and work behavior with a large influence of 85.9%. And OCB affects employee performance which is dimensioned by work goals and work behavior with a large influence of 82.1%.
3. The indirect hypothesis testing indicates that OCB mediates the effect of HR implementation as dimensioned by KSA, motivation, and improvement on employee performance which is dimensioned by work goals and work behavior. In this study, job satisfaction mediates partially these two influences.

These findings prove that the model of improving employee performance at the Aceh Selatan district social service is a function of HRM implementation and OCB improvement, with OCB as a partial mediator. The meaning is that increasing the effectiveness of KSA, motivation, and opportunities in the implementation of HRM, will increase OCB and have

an impact on improving employee performance. This finding acts as a new scientific finding and academics and researchers can use this model as the basis for developing new theories by combining it with other variables. This finding can also be the basis for improving regulations for research subjects, namely the Aceh Selatan district social service.

References

- 1) Abduh, E. M. (2020). Human Capital Concept. Bantennews. Retrieved from <https://www.bantennews.co.id/konsep-human-capital/>
- 2) Ahmed, N. O. A. (2016). Impact of Human Resource Management Practices on Organizational citizenship Behavior: an Empirical investigation from Banking Sector of Sudan. *International Review of Management and Marketing (IRMM)*, 6(4), 964–973.
- 3) Albloush, A., Taha, S., Nassoura, A., Vij, A., Bohra, O. P., Masouad, N., & Hussien, A. A. (2020). Impact of Organizational Citizenship Behavior on Job Performance in Jordan: The Mediating Role of Perceived Training Opportunities. *International Journal of Psychosocial Rehabilitation*, 24(5), 5584–5600. <https://doi.org/10.37200/IJPR/V24I5/PR2020264>
- 4) Andriansyah, Mukhlis, & Musnadi, S. (2021). The Influence Of Participatory Leadership And Communication On Intrinsic And Extrinsic Motivation And Its Impact On The Performance Of Bureau Of Goods And Services Procurement Of Aceh Regional Secretariat. *International Journal of Business Management and Economic Review*, 4(03), 174–182. <https://doi.org/http://doi.org/10.35409/IJBMER.2021.3268>
- 5) Basuki, Widyanti, R., Yulianti, F., & Lamsah. (2021). The Influence of Human Resource Practices on Organizational Citizenship Behavior. *AL – Ulum Ilmu Sosial Dan Humaniora*, 7(1), 102–115.
- 6) Bintoro, & Daryanto. (2017). *Employee Performance Appraisal Management*. Yogyakarta: Gava Media.
- 7) DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2018). *Fundamentals of Human Resource Management* (13th Ed.). New York: John Wiley & Sons, Inc.
- 8) Dessler, G., & Angelica, D. (2016). *Human Resource Management* (14 Ed). Jakarta: Salemba Empat.
- 9) Edison, E., Riyanti, A., & Yustiana, D. (2016). Organizational Culture in Aspects of Employee Performance Improvement (Case Study At Hotel Perdana Wisata, Bandung). *Tourism Scientific Journal*, 1(2), 134–151. <https://doi.org/http://dx.doi.org/10.32659/tsj.v1i2.8>
- 10) Fajar, A. P., & Soeling, P. D. (2017). The Effect of HRM Practices on Employee Organizational Citizenship Behavior in ICT Companies. *First International Conference on Administrative Science, Policy and Governance Studies (1st ICAS-PGS 2017)*, 282–294. Jakarta: Atlantis Press.
- 11) Firdaus, M. I., Syafruddin, & Utami, S. (2019). The Effect Of Organizational Citizenship Behavior (OCB) And Educational And Training On Employee Performance Through Discipline And Work Motivation Of Employees Of Surabaya

- Polytechnic. *International Journal of Social Science & Economic Research*, 4(5), 3472–3486.
- 12) Gibson, J., Ivancevich, J., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes* (14th ed.). New York: McGraw Hill.
 - 13) Hakim, L., Purnama, C., Fatma, D., Rahmah, M., & Rahma, Z. Z. (2021). Role of Organizational Citizenship Behavior in Mediating The Relationship Between Job Involvement and Job Performance. *The International Journal of Business Review*, 4(2), 121–132.
 - 14) Harmius, Mukhlis, & Musnadi, S. (2021). The Effect Of Organizational Climate And Organizational Commitment On Organizational Citizenship Behaviour And Its Impact On Employee Performance At Pidie Jaya Regional Secretariat Office. *International Journal of Business Management and Economic Review*, 4(2), 75–91. <https://doi.org/http://doi.org/10.35409/IJBMER.2021.3242>
 - 15) Hendrawan, A., Sucahyawati, H., & Indriyani. (2017). Organizational Citizenship Behavior (OCB) for Nusantara Maritime Academy Employees. *Prosiding Seminar Nasional & Internasional*, 39–48. Semarang: LPPM Universitas Muhammadiyah Semarang.
 - 16) Huang, J., Wang, L., & Xie, J. (2014). Leader-Member Exchange and Organizational Citizenship Behavior: The Roles of Identification with Leader and Leader's Reputation. *Social Behavior and Personality An International Journal*, 42(10), 1699–1712. <https://doi.org/https://doi.org/10.2224/sbp.2014.42.10.1699>
 - 17) Ibrahim, M. A., Jamal, M., & Burhanudin. (2019). Factors Affecting the Performance of the State Civil Apparatus (ASN) in Improving Administrative Services to the Community in the District of West Bontang, Bontang City. *EJournal Ilmu Pemerintahan*, 7(2), 701–712.
 - 18) Korff, J., Biemann, T., & Voelpel, S. C. (2017). Human resource management systems and work attitudes: The mediating role of future time perspective. *Journal of Organizational Behavior*, 38(1). <https://doi.org/10.1002/job.2110>
 - 19) Maharani, D. (2019). The Influence of Human Resource Management and Organizational Culture on the Quality of Employee Performance at the Cikijing District Office, Majalengka Regency. *Dinamika Governance: Jurnal Ilmu Administrasi Negara*, 9(2), 101–110.
 - 20) Majeed, N., Ramayah, T., Mustamil, N., & Nazri, M. (2017). Transformational Leadership and Organizational Citizenship Behavior: Modeling: Emotional Intelligence as a Mediator. *Management & Marketing: Challenges for the Knowledge Society*, 12(4), 571–590. <https://doi.org/10.1515/mmcks-2017-0034>
 - 21) Makhfudho, S., & Abadiyah, R. (2019). Impact of Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable in Transportation Companies in Sidoarjo, Indonesia. *Indonesian Journal of Law and Economics Review*, 5, 7–13. <https://doi.org/https://doi.org/10.21070/ijler.2019.V5.353>
 - 22) Mathis, R. L., & Jackson, J. H. (2019). *Human Resource Management : Personnel Human Resource Management* (Ed. 15). USA: Harvard Business Review.
 - 23) Mondy, R. W., Noe, R. M., & Premeaux, S. R. (2016). *Human resource management*

- (14th ed.). Boston: Allyn and Bacon.
- 24) Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2019). *Fundamentals of Human Resource Management* (8th ed.). United States: McGraw-Hill Education.
 - 25) Organ, D. W. (2015). *Organizational Citizenship Behavior* (Second). Amsterdam: Elsevier Ltd.
 - 26) Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Retrieved from <http://sk.sagepub.com/books/organizational-citizenship-behavior>
 - 27) Pratiwi, & Salsabiela, A. Z. (2015). The Impact of Strategic Human Resources Management to Organizational Citizenship Behavior for the Environment in Manufacturing Company. *Asia-Pacific Management and Business Application*, 4(2), 32–47.
 - 28) Prawirosentono, S. (2010). *Human Resource Management: Employee Performance Policy: Tips for Building a Competitive Organization in the Free Trade Era Dudia*. Yogyakarta: BPFE.
 - 29) Prieto, I. M., & Pérez-Santana, M. P. (2014). Managing innovative work behavior: the role of human resource practices. *Personnel Review*, 43(2), 184–208. <https://doi.org/https://doi.org/10.1108/PR-11-2012-0199>
 - 30) Priyono, & Marnis. (2014). Human Resource Management. In *Journal of Chemical Information and Modeling* (Vol. 53). <https://doi.org/10.1017/CBO9781107415324.004>
 - 31) Putri, A. R. (2018, January 13). The Importance of “Organizational Citizenship Behavior” in Organizations. *Kompasiana.Com*. Retrieved from <https://www.kompasiana.com/alifahputri/5a58faf2cf01b431412aee42/pentingnya-organizational-citizenship-behavior-dalam-organisasi?page=1>
 - 32) Ratnasari, S. L., Saulina, B., & Tanjung, R. (2021). The Influence of the Role of Human Resources, Training, and Work Discipline on Employee Performance. *JENIUS: Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 4(2), 153–163.
 - 33) Rivai, V., & Mukti, A. G. (2018). *Performance Appraisal The Right and Easy Way to Measure and Assess Employee Performance in the Company (Keti Edition)*. Depok: PT. RajaGrafindo Persada.
 - 34) Robbins, S. P., Coulter, M. A., & Cenzo, D. A. De. (2019). *Fundamentals of Management* (11th ed.). London: Pearson.
 - 35) Sadeghi, G., Ahmadi, M., & Yazdi, M. T. (2016). The relationship between organizational citizenship behavior and organizational performance (case study: Agricultural Jihad Organization of Mazandaran Province). *Problems and Perspectives in Management*, 14(3), 317–324. [https://doi.org/10.21511/ppm.14\(3-si\).2016.03](https://doi.org/10.21511/ppm.14(3-si).2016.03)
 - 36) Sandhika, D., & Sobandi, A. (2018). Organizational Citizenship Behavior as Factors Affecting Employee Performance. *Manajerial*, 3(5), 174–183.
 - 37) Sari, Y. (2018). Influence of Human Resource Management on Employee Performance of PT. Sumber Alfaria Trijaya Tbk Lampung. *Sosialita: Jurnal Ilmu Administrasi*, 12(2), 1–13.
 - 38) Setiawan, A., Suwandy, K., & Widjaja, D. (2017). Analisis Perbedaan Organizational Citizenship Behavior Karyawan Dilihat Dari Faktor Demografis Di Kafe Excelso

- Surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, 5(1), 1–15.
- 39) Sodikin, D., Permana, D., & Aida, S. (2020). *Human Resource Management: Building a New Paradigm*. Jakarta: Penerbit Salemba.
- 40) Stewart, G. L., & Brown, K. G. (2019). *Human Resource Management*. New York: Wiley.
- 41) Sugiyono. (2017). *Metode Penelitian Bisnis*. Bandung: Alfabeta.
- 42) Suwanto, & Priansa, D. J. (2016). *HR Management in Public and Business Organizations*. Bandung: Alfabeta.
- 43) Triani, F., Halin, H., & Wadud, M. (2020). Effect of Organizational Citizenship Behavior on Employee Performance at PT Surya Dermato Medica Palembang. *International Journal of Community Service & Engagement*, 1(1), 11–18.
- 44) Waqiah, Firdaus, M., & Agustin. (2021). Effect Of Organizational Citizenship Behavior (OCB) On Employee Performance Through Job Satisfaction As An Intervening Variables. *ABM: International Journal of Administration, Business and Management*, 3(1), 13–27.
- 45) Yanti, C. A. V., Nasir, & Faisal. (2020). Antecedents and Consequences of Organizational Citizenship Behavior of the Public Organization. *East African Scholars Journal of Economics, Business and Management*, 3(4), 376–383. <https://doi.org/10.36349/EASJEBM.2020.v03i04.014>