



Research Article

The Influence of Employee Ability, Behaviour Control, and Trust on Employee Performance through Organizational Citizenship Behavior as an Intervening Variable in the Bojonegoro District Health Office

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Abstract: This study aims to examine the effect of employee competence, behavioral control, and trust on employee performance at the Bojonegoro District Health Office with Organizational Citizenship Behavior (OCB) as an intervening variable. The background of this study is related to the importance of employee performance in achieving public service organizational goals, particularly in the health sector. This study uses an explanatory quantitative method with a Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The research sample consisted of 100 employees at the Bojonegoro District Health Office. The results of the analysis show that the influence of employee competence on employee performance is not significant, but employee competence has a significant influence on OCB. Behavioral control has a significant effect on employee performance, but its effect on OCB is not significant. Trust has a significant effect on OCB, but its direct effect on employee performance does not. OCB is proven to have a significant effect on employee performance. Therefore, OCB plays an important role as a mediator in improving employee performance. This study provides a theoretical contribution by clarifying the relationship between variables in the context of public service-based government organizations. In practical terms, the results of this study are expected to form the basis for recommendations to improve the quality of human resources and develop managerial strategies at the Bojonegoro District Health Office in order to support the effectiveness and efficiency of public services.

Received: October 25, 2025

Revised: November 28, 2025

Accepted: December 21, 2025

Online Available: December 24,

2025

Curr. Ver.: December 24, 2025



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Keywords: Behavioral Control; Employee Ability; OCB; Performance; Trust.

1. Introduction

Employee performance is important in achieving the goals of an organization, both in the private and public sectors. Good performance from each employee not only helps achieve personal targets, but also greatly influences the achievement of the organization's overall goals. To achieve its goals, an organization needs quality human resources. Human resources include the ability to think, communicate, and carry out both technical and managerial tasks while maintaining good behavior and ethics. However, employee performance that does not meet expectations is often a challenge for a company or organization. Therefore, it is important to understand the factors that influence employee performance. Employee performance is the result of the work achieved by an individual in carrying out the tasks assigned to them to achieve work targets. To achieve optimal performance, companies need professional human resources.

Employee performance is the result of an individual's work, both in terms of quality and quantity, which has been achieved by employees in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2021). Research on employee performance is important to identify the factors that influence it, create a comfortable

working environment, and improve company performance. Employees who have the ability to lead themselves, interact well socially, and have good skills in their work tend to be more committed to the organization (Rachmawati et al., 2018). Other studies also state that self-leadership, self-efficacy, work ethic, and self-control have an influence on improving employee performance (Mujanah & Utami, 2023), (Ernawati et al., 2021), (Khaeril et al., 2025). Several other studies also show that trust and work ability have a positive and significant effect on employee performance (Aryasatya & Mujanah, 2024), (Asmataini & Mujanah, 2025), (Hardiani & Prasetya, 2018). Meanwhile, in other studies, trust and work ethic have a significant effect on Organizational Citizenship Behavior (OCB), and Organizational Citizenship Behavior (OCB) has a significant effect on the performance of the Civil Service (Nugraha et al., 2021), (Putra et al., 2022), (Herdian et al., 2020).

The Health Office is one of the Regional Apparatus Organizations (OPD) in Bojonegoro Regency that has the task and function of providing health services to the community. The Bojonegoro Regency Health Office has shown positive performance development, marked by an increase in the value of the Government Agency Performance Accountability System (SAKIP). However, there are several internal issues that need to be addressed, including low productivity levels reflected in a lack of work enthusiasm. This is demonstrated by tardiness, absenteeism during roll call, tardiness after breaks, and the discovery of employees who are not at their workplaces during working hours.

The research gap in this study arises because several previous studies have shown different results regarding the effect of independent variables on employee performance. For example, one study found that behavior control did not have a significant effect on lecturer performance through job satisfaction at Kebumen University (Hakim, 2024). Other studies also show that trust actually has a significant negative effect on financial performance (Fitriani & Jumaidi, 2022). The inconsistency of these findings indicates a research gap that needs to be further explored. The novelty of this study is that it examines in greater depth the relationship between the five variables, namely employee ability, behavior control, trust, OCB, and performance in the field of public service-based governance, particularly in the Bojonegoro District Health Office. By using Organizational Citizenship Behavior (OCB) as an intervening variable, this study has its own novelty and uniqueness.

2. Literature Review

2.1. Employee Ability

Every organization hopes and strives with all its might to achieve its goals properly and on time. Although many factors can influence whether or not these goals are achieved, success basically depends on the abilities and leadership of employees, whether at the lower, middle, or upper management levels. There are several factors that influence ability, namely:

a. Belief and Values

A person's beliefs about themselves and others will greatly influence their daily behavior. If someone has positive thoughts about themselves and others, they will become a forward-thinking person.

b. Skills

Skills play a role in most abilities. Developing skills related to specific competencies can have a positive impact on organizational culture and individual competencies.

c. Experience

Experience is one of the skills required in the workplace, but experience alone is not enough to become an expert..

d. Personality

Personality traits include many factors that can change, but personality is not something that cannot be changed. A person's personality can change at any time when they interact with the forces and environment around them.

e. Emotional Issues

Emotional barriers can limit the mastery of skills. Fear of making mistakes, feeling ashamed, feeling unliked—all of these tend to limit an employee's initiative.

f. Intellectual Ability

Ability depends on cognitive thinking such as conceptual thinking and analytical thinking (Wibowo, 2017).

2.2 Control Behaviour

Behavior is an organizational control mechanism that emphasizes monitoring, directing, and regulating individual behavior in carrying out tasks to ensure they are in line with organizational standards, procedures, and objectives. Human behavior is essentially human actions or activities that cover a very broad scope, including walking, talking, crying, laughing, working, learning, writing, reading, and so on. (Notoatmodjo, 2018).

The indicators that influence behavior control are as follows:

a. Knowledge

Knowledge is the result of knowing, and this occurs after a person perceives a particular object. Knowledge or the cognitive domain is a very important domain in determining a person's actions. Knowledge included in the cognitive domain includes knowing, understanding, applying, analyzing, synthesizing, and evaluating.

b. Attitude

Attitude is a person's latent response to a stimulus or object. Attitude can clearly show the connotation of the appropriate reaction to a particular stimulus, which in everyday life is an emotional reaction to social stimuli.

c. Practice or Action

After a person recognizes a stimulus and then makes an assessment or opinion about what they have recognized, the next process is expected to be applying or practicing what they have recognized or responded to (assessed as good). After that, the individual will adjust their behavior according to that assessment (Notoatmodjo, 2018).

2.3 Trust

Trust is a reasonable expectation in an uncertain environment and is an assessment of a person's relationship with others with whom they will transact. Trust is not given lightly; it is earned through positive expectations based on knowledge, familiarity, and experience with others, and it takes time to develop. Some indicators of trust are:

a. Openness

Sharing information, thoughts, ideas, feelings, and reactions to issues that arise, thereby encouraging transparent communication and healthier working relationships.

b. Sharing

Having a desire to help individuals complete tasks. Members are involved in providing support, resources, and shared responsibility, thereby creating a sense of togetherness in achieving common goals.

c. Acceptance

Acceptance of each individual's shortcomings and differences, enabling the creation of inclusive and non-judgmental working relationships.

d. Support

Encouragement and assistance are provided among members to improve each other's performance and well-being, including constructive feedback.

e. Intent to Cooperate

The intent and commitment to cooperate consistently, including maintaining integrity, keeping promises, and prioritizing the interests of the group over personal interests (Johnson, 2013).

2.4 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a form of extra-role behavior that enhances bonds between organizational members, arises from positive emotions, and results in union membership and mutual agreement, rather than conflict (Organ, 2006). OCB is voluntary behavior, not coercive action in matters that prioritize the interests of the organization. This voluntary behavior is demonstrated by a cooperative and critical attitude that goes beyond the established responsibilities. The indicators of OCB are as follows:

a. Altruism

Altruism, which is part of behavior freely chosen by employees that has a certain effect in helping to overcome organizational problems.

b. Politeness

Politeness, which is part of behavior freely chosen by employees in their individual work that aims to prevent problems with other people.

c. Sportsmanship

Sportsmanship, which is the willingness of employees to tolerate less than ideal conditions without complaining in order to “avoid complaints, petty complaints, obstacles to real or imagined insults, and exaggerating unimportant matters.”

- d. Civic Virtue
Individual behavior that demonstrates responsibility for participating in, engaging with, or relating to a company.
- e. Diligence
Diligence, which is part of the behavior freely chosen by employees who perform far beyond the minimum requirements of the organization in areas such as attendance, compliance with rules and regulations, breaks, and so on (Podsakoff et al., 2000a).

2.5 Employee Performance

Performance is the result of a process that is measured and used as a benchmark within a certain period of time, based on previously established rules and agreements (Edison et al., 2018). Employee performance includes the quality and quantity of work produced by an individual in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2021). Government Regulation No. 30 of 2019 states that the performance of civil servants is the work achieved by each civil servant in an organization or work unit in accordance with the Employee Performance Targets (SKP) and their work behavior. The indicators used to measure performance based on Government Regulation No. 30 of 2019 are as follows:

- a. Employee Performance Targets (SKP), related to the achievements of employees in each period.
- b. Quality, related to the quality of work demonstrated by employees in carrying out their duties.
- c. Quantity, related to the number of tasks completed by employees in accordance with the expected targets.
- d. Timeliness, as the level of work completed on time, viewed from the perspective of coordination with output results and maximizing the time available to employees.
- e. Employee discipline, related to the level of discipline in terms of employee compliance with established regulations.

2.6 Hypothesis

Based on the theoretical framework and previous research described above, the research hypotheses are as follows:

- a. Employee competence has a significant effect on the performance of Bojonegoro District Health Office employees.
- b. Employee competence has a significant effect on the organizational citizenship behavior (OCB) of employees of the Bojonegoro District Health Office.
- c. Behavior has a significant effect on the organizational citizenship behavior (OCB) of employees of the Bojonegoro District Health Office.
- d. Behavior has a significant effect on the performance of employees of the Bojonegoro District Health Office.
- e. Trust has a significant effect on the organizational citizenship behavior (OCB) of employees of the Bojonegoro District Health Office.
- f. Trust has a significant effect on the performance of employees of the Bojonegoro District Health Office.
- g. Organizational citizenship behavior (OCB) has a significant effect on the performance of employees of the Bojonegoro District Health Office.

3. Proposed Method

3.1. Data Type and Source

This research is classified as explanatory research. This research explains the relationships that influence and are influenced by the variables studied using a quantitative approach because the data used to analyze the relationships between variables are expressed in numbers or numerical scales. Quantitative research is a type of research in which the problem is not known from the outset but arises after the researcher conducts field observations (Juliandi, 2018).

The data sources used included primary data collected using questionnaires. The questionnaire design began with the preparation of a structure that included an introduction,

respondent identity, a list of main questions, and clear answer choices using a Likert scale to facilitate data processing. All questions were designed to ensure that the data obtained was relevant to the research variables.

3.2. Population and Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn (Sugiyono, 2019). The population in this study consisted of all 119 employees of the Bojonegoro District Health Office, comprising 73 female employees and 46 male employees spread across various positions, fields, age ranges, and employment statuses. In this study, the researcher attempted to involve all members of the population as respondents. However, due to time constraints, the researcher was only able to collect data from 100 respondents to be used as a sample in this study.

3.3. Research Variables and Operational Variables

In this study, there are three types of variables, namely independent variables, intervening variables, and dependent variables.

a. Independent Variables

Independent variables are variables that cause or influence changes in dependent variables. The independent variables in this study are Employee Ability (X1), Behavior Control (X2), and Trust (X3).

b. Intervening Variables

Intervening variables are intermediary variables that appear between independent variables (X) and dependent variables (Y) that explain how or through what mechanism the influence of X can be transmitted to influence Y. The intervening variable in this study is Organizational Citizenship Behavior (Z).

c. Dependent Variables

Dependent variables are variables that are influenced by or result from independent variables. The dependent variable in this study is Employee Performance (Y).

Table 1. Operational Definition of Research Variables.

Research Variables	Definition	Indicators	Measurement Scale
Employee Ability (X1)	Ability is an individual's capacity to perform various tasks in a job. (Robbins & Judge, 2008).	1. Intelligence (Campion et al., 2011) 2. Skills (Campion et al., 2011) 3. Experience (Quiñones et al., 1995) 4. Self Confidence (Bandura, 1997) 5. Learning Orientation (Dweck, 1986)	Likert Scale
Behaviour Control (X2)	Behavioral control is a person's perception of how easy or difficult it is to perform a certain behavior. (Ajzen & Fishbein, 2005).	1. Knowledge 2. Attitude 3. Practice or action (Notoatmodjo, 2018).	Likert Scale
Trust (X3)	Trust is an assessment of a person's relationship with others who engage in certain transactions as expected in an environment full of uncertainty. (Donni, 2017).	1. Competencies 2. Trustworthy 3. Open 4. Reliable (Iswandi et al., 2018).	Likert Scale
Organizational Citizenship Behavior (Z)	Organizational Citizenship Behavior (OCB) is extra-role behavior where good performance requires employees to not only perform their main duties (in-role) but also tasks outside their main duties (extra-role). (Novliadi, 2007).	1. Altruism / volunteerism 2. Politeness / behavior that exceeds minimum standards 3. Sportsmanship / getting along well with coworkers 4. Civic virtue / tolerance 5. Prudence / caring for the organization (Podsakoff et al., 2000a).	Likert Scale
Performance (Y)	Performance is the achievement of an employee's work in an organization or work unit, both	1. Employee work quality 2. Employee work quantity 3. Timeliness of work	Likert Scale

in terms of quality and quantity, related to the tasks assigned to him/her in accordance with the predetermined Employee Performance Targets (SKP) and the work behavior that must be carried out. (Peraturan Pemerintah Republik Indonesia Nomor 30 Tahun 2019, 2019).	completion 4. Employee discipline (Peraturan Pemerintah Republik Indonesia Nomor 30 Tahun 2019, 2019).
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4. Results and Discussion

The data analysis in this study was carried out using research instruments including validity testing, reliability testing, and hypothesis testing.

4.1 Validity Test Results

A questionnaire item is considered valid based on the decision criteria that if the calculated r value ($r_{\text{calculated}}$) is greater than the table r value, the statement is considered valid. The validity test was conducted on 100 respondents, resulting in a table r value of 0.195 for the sample size, with the following results:

Table 2. Validity Test Results.

Variable	Item	$r_{\text{calculated}}$	r_{table}	Conclusion
Employee Ability (X1)	X1.1	0,612	0,195	Valid
	X1.2	0,630	0,195	Valid
	X1.3	0,613	0,195	Valid
	X1.4	0,701	0,195	Valid
	X1.5	0,574	0,195	Valid
	X1.6	0,535	0,195	Valid
	X1.7	0,633	0,195	Valid
	X1.8	0,690	0,195	Valid
	X1.9	0,671	0,195	Valid
Behaviour Control (X2)	X2.1	0,731	0,195	Valid
	X2.2	0,632	0,195	Valid
	X2.3	0,643	0,195	Valid
	X2.4	0,660	0,195	Valid
	X2.5	0,640	0,195	Valid
	X2.6	0,731	0,195	Valid
Trust (X3)	X3.1	0,713	0,195	Valid
	X3.2	0,585	0,195	Valid
	X3.3	0,625	0,195	Valid
	X3.4	0,623	0,195	Valid
	X3.5	0,776	0,195	Valid
	X3.6	0,693	0,195	Valid
	X3.7	0,695	0,195	Valid
	X3.8	0,574	0,195	Valid
OCB (Z)	Z.1	0,708	0,195	Valid
	Z.2	0,692	0,195	Valid
	Z.3	0,719	0,195	Valid
	Z.4	0,650	0,195	Valid
	Z.5	0,665	0,195	Valid
	Z.6	0,658	0,195	Valid
	Z.7	0,775	0,195	Valid
	Z.8	0,654	0,195	Valid
	Z.9	0,682	0,195	Valid
	Z.10	0,656	0,195	Valid
Employee Performance (Y)	Y.1	0,752	0,195	Valid
	Y.2	0,614	0,195	Valid
	Y.3	0,712	0,195	Valid
	Y.4	0,436	0,195	Valid
	Y.5	0,638	0,195	Valid

	Y.6	0,671	0,195	Valid
	Y.7	0,685	0,195	Valid
	Y.8	0,660	0,195	Valid

Source: Processed by the author in 2025

Based on Table 2, the results can be explained as follows:

a. Employee Ability (X1)

Testing of the 9 statements on the Employee Ability variable showed that all statements had a calculated r value greater than 0.195. Thus, it can be concluded that all 9 statements for variable X1 (Employee Ability) are valid.

b. Behavior Control (X2)

Testing of 6 statements on the Behavior Control variable shows that all statements have a calculated r value greater than 0.195. Thus, it can be concluded that all statements on the Behavior Control variable are valid.

c. Trust (X3)

Testing of the 8 statements for the Trust variable shows that all statements have a calculated r value greater than 0.195. Thus, it can be concluded that all 7 statements for the X3 variable (Trust) are valid.

d. Organizational Citizenship Behaviour (OCB) (Z)

Testing of the 10 statements in the Organizational Citizenship Behavior (OCB) variable shows that all statements have a calculated r value greater than 0.195. Thus, it can be concluded that all 7 statements in variable Z (Organizational Citizenship Behavior) are valid..

e. Employee Performance (Y)

Testing of the eight items on the Employee Performance variable showed that all items had a calculated r value greater than 0.195. Thus, it can be concluded that all nine items on variable Y (Employee Performance) are valid..

4.2 Reliability Test Results

The basis for decision making in reliability testing is as follows (Ghazali, 2021):

- a. If the Cronbach's Alpha value is > 0.60 , then the statement is considered reliable.
- b. If the Cronbach's Alpha value is < 0.60 , then the statement is considered unreliable.

Table 3. Reliability Test Results.

Variable	Question	Cronbach's Alpha Values	Result
Employee Ability (X1)	9	0,859	Reliable
Behaviour Control (X2)	6	1,046	Reliable
Trust (X3)	8	0,943	Reliable
OCB (Z)	10	0,816	Reliable
Kinerja Karyawan (Y)	8	0,920	Reliable

Source: Processed by the author in 2025

Based on the reliability test results above, which were conducted on 100 respondents, it can be stated that if the Cronbach's Alpha value is > 0.60 , then the data in this study is considered reliable. The explanation is as follows:

- a. The reliability test results for the Employee Ability variable (X1) show a Cronbach's Alpha value of $0.859 > 0.60$, which means that the 9 statements for this variable are reliable, with good reliability criteria.
- b. The reliability test results for the Behavior Control variable (X2) show a Cronbach's Alpha value of $1.046 > 0.60$, which means that the 6 statements for this variable are reliable, with good reliability criteria.
- c. The reliability test results for the Trust variable (X3) show a Cronbach's Alpha value of $0.943 > 0.60$, which means that the 8 statements for this variable are reliable, with good reliability criteria.
- d. The reliability test results for the OCB (Z) variable show a Cronbach's Alpha value of $0.816 > 0.60$, which means that the 10 statements for this variable are reliable, with good reliability criteria.
- e. The reliability test results for the Employee Performance (Y) variable show a Cronbach's Alpha value of $0.920 > 0.60$, which means that the 8 statements for this variable are reliable, with good reliability criteria.

4.3 Hypothesis Testing

Data analysis for hypothesis testing in this study was conducted using SmartPLS version 4 software, with a Partial Least Squares (PLS) approach based on Structural Equation Modeling (SEM) variants. Model testing in this study consisted of two main stages, namely the Outer Model and Inner Model.

4.3.1 Outer Model Measurement

Outer model testing is conducted to ensure that each indicator has the ability to adequately represent the dimension or variable being measured. The Outer Model stage focuses on testing the validity and reliability of indicators used to measure constructs or latent variables, which includes Convergent Validity, Construct Reliability, and Discriminant Validity tests. Convergent validity is a measure of the extent to which each indicator has a high correlation with the construct or latent variable it measures.

Table 4. Loading Factor Values.

	EA (X1)	BC (X2)	Trust (X3)	OCB (Z)	Kinerja (Y)	Description
X1a	0.846					Valid
X1b	0.858					Valid
X1c	0.862					Valid
X1d	0.847					Valid
X2a		0.721				Valid
X2b		0.755				Valid
X2c		0.807				Valid
X2d		0.774				Valid
X2e		0.789				Valid
X2f		0.827				Valid
X3b			0.748			Valid
X3c			0.821			Valid
X3d			0.714			Valid
X3e			0.813			Valid
X3f			0.844			Valid
X3g			0.706			Valid
Za				0.751		Valid
Zc				0.769		Valid
Zd				0.720		Valid
Zg				0.818		Valid
Zh				0.758		Valid
Zi				0.834		Valid
Ya					0.781	Valid
Yb					0.790	Valid
Yc					0.774	Valid
Ye					0.802	Valid
Yf					0.790	Valid
Yg					0.775	Valid

Source: Processed by the author in 2025

Based on the results of the loading factor analysis as shown in Table 4, it can be seen that all indicators in this research model have a loading factor value above 0.70, which means that they meet the criteria for Convergent Validity. Thus, each indicator can be said to be valid and capable of measuring its construct consistently.

Table 5. Average Extracted Variance (AVE) Values.

Variables	Average extracted variance (AVE)	Description
Employee Ability (X1)	0.728	Valid
Behaviour Control (X2)	0.607	Valid
Trust (X3)	0.603	Valid
OCB (Z)	0.602	Valid
Performance (Y)	0.616	Valid

Source: Processed by the author in 2025

Based on Table 5, it can be seen that all variables in the research model have an Average Variance Extracted (AVE) value greater than 0.50. This value indicates that each construct has met the criteria for good convergent validity (Hair et al., 2021).

Table 6. Cronbach's Alpha Values.

Variables	Cronbach's Alpha	Description
Employee Ability (X1)	0.876	Reliable
Behaviour Control (X2)	0.870	Reliable
Trust (X3)	0.867	Reliable
OCB (Z)	0.867	Reliable
Performance (Y)	0.876	Reliable

Source: Processed by the author in 2025

All Cronbach's Alpha values are above the threshold of 0.70, indicating that each variable in the model has a good level of reliability.

Table 7. Composite Reliability Score.

Variables	Composite reliability (rho_a)	Description
Employee Ability (X1)	0.880	Reliable
Behaviour Control (X2)	0.874	Reliable
Trust (X3)	0.871	Reliable
OCB (Z)	0.872	Reliable
Performance (Y)	0.878	Reliable

Source: Processed by the author in 2025

Based on the analysis results shown in Table 7, all research variables have a Composite Reliability value above 0.70. This indicates that each construct in the model has met the criteria for good composite reliability.

Discriminant validity is used to assess the extent to which a construct in the research model is truly different from other constructs. The evaluation of discriminant validity in the PLS-SEM approach is carried out using the cross loading method.

Table 8. Cross Loading Value.

	Employee Ability (X1)	Behaviour Control (X2)	Trust (X3)	OCB	Performance (Y)	Description
X1a	0.846	0.439	0.459	0.420	0.434	Valid
X1b	0.858	0.473	0.453	0.432	0.445	Valid
X1c	0.862	0.403	0.481	0.533	0.478	Valid
X1d	0.847	0.449	0.510	0.524	0.470	Valid
X2a	0.394	0.721	0.626	0.435	0.581	Valid
X2b	0.488	0.755	0.574	0.521	0.591	Valid
X2c	0.356	0.807	0.627	0.520	0.565	Valid
X2d	0.361	0.774	0.607	0.469	0.399	Valid
X2e	0.381	0.789	0.573	0.497	0.487	Valid
X2f	0.418	0.827	0.589	0.584	0.575	Valid
X3a	0.261	0.573	0.748	0.445	0.454	Valid
X3b	0.366	0.616	0.821	0.599	0.437	Valid
X3c	0.515	0.579	0.714	0.567	0.551	Valid
X3d	0.538	0.561	0.813	0.657	0.590	Valid
X3e	0.464	0.599	0.844	0.608	0.518	Valid
X3f	0.407	0.649	0.706	0.558	0.548	Valid
Za	0.512	0.452	0.540	0.751	0.457	Valid
Zb	0.412	0.521	0.583	0.769	0.646	Valid
Zc	0.377	0.577	0.553	0.720	0.484	Valid
Zd	0.490	0.530	0.635	0.818	0.611	Valid
Ze	0.412	0.396	0.506	0.758	0.574	Valid
Zf	0.426	0.550	0.640	0.834	0.595	Valid

Ya	0.470	0.580	0.537	0.643	0.781	Valid
Yb	0.399	0.521	0.589	0.661	0.790	Valid
Yc	0.486	0.604	0.509	0.586	0.774	Valid
Yd	0.350	0.490	0.481	0.598	0.802	Valid
Ye	0.432	0.513	0.541	0.455	0.790	Valid
Yf	0.376	0.533	0.496	0.440	0.775	Valid

Source: Processed by the author in 2025

The cross-loading analysis results show that each indicator has the highest loading value on the respective construct it measures. Thus, all constructs in this research model have met the discriminant validity criteria, which means that each latent variable is unique and able to distinguish itself well from other constructs.

4.3.2 Inner Model Measurement

The inner model in PLS-SEM describes the relationships between latent variables and is evaluated to determine the strength and significance of these relationships. The evaluation includes VIF (Variance Inflation Factor), R Square, Effect Size, and Hypothesis testing. Through this evaluation, researchers can determine whether the structural model has adequate predictive power.

Table 9. Variance Inflation Factor (VIF).

Variable	VIF	Explanation
Behaviour Control (X2) -> Performance (Y)	2.562	No collinearity occurred.
Behaviour Control (X2) -> OCB	2.506	No collinearity occurred.
Employee Ability (X1) -> Performance (Y)	1.588	No collinearity occurred.
Employee Ability (X1) -> OCB	1.494	No collinearity occurred.
OCB -> Performance (Y)	2.474	No collinearity occurred.
Trust (X3) -> Performance (Y)	3.345	No collinearity occurred.
Trust (X3) -> OCB	2.676	No collinearity occurred.

Source: Processed by the author in 2025

Based on Table 9, it can be seen that the multicollinearity values of all variable indicators are lower than 5, indicating that there is no collinearity between each measured variable, so it can be considered feasible.

Collinearity is a strong linear relationship between two or more independent variables in a regression model. When collinearity occurs, changes in one independent variable will affect other correlated independent variables, thereby complicating model interpretation and causing prediction inaccuracies (Hair et al., 2021).

Table 10. R-Square Value.

	R-square	Adjusted R-square	Description
Performance (Y)	0.620	0.603	Moderately influential
OCB	0.596	0.582	Moderately influential

Source: Processed by the author in 2025

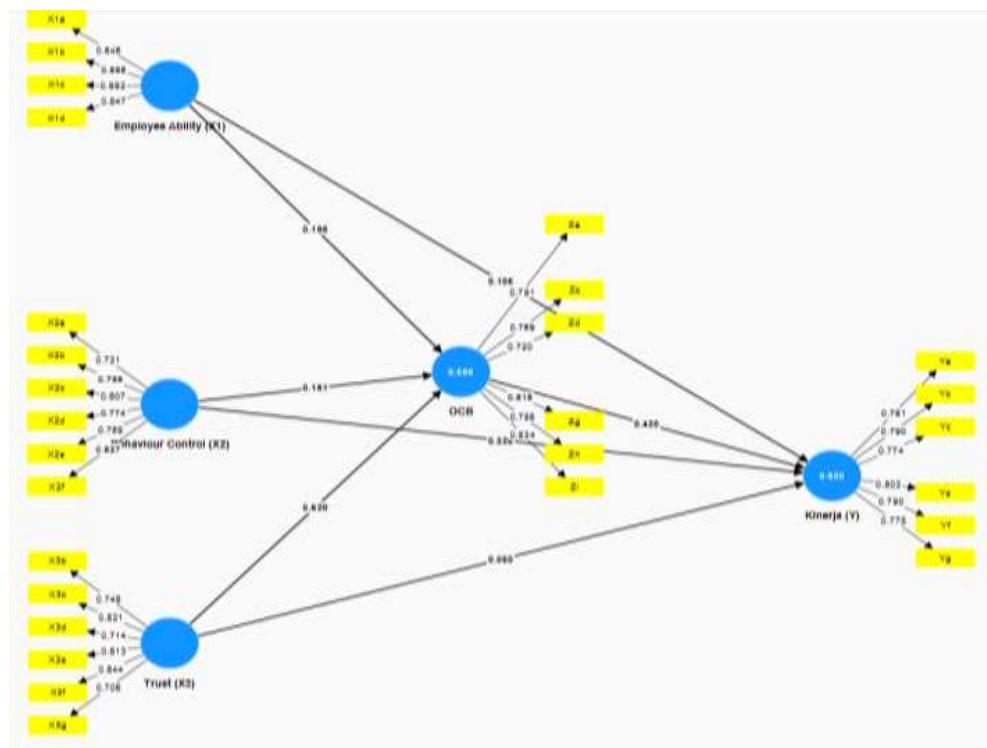
R-Square in PLS-SEM measures how well the latent independent variables in the model can explain the variability of the latent dependent variables. Based on the analysis results as shown in Table 10, R -Square of path model I is 0.620, which means that the ability of the independent variables Employee Ability, Behavior Control, and Trust through Organizational Citizenship Behavior (OCB) in explaining Employee Performance is 62%, while the remaining 38% is influenced by other factors outside the model, so that the relationship between independent variables and employee performance can be considered moderate. Meanwhile, in path model II, the R-Square is 0.596, which means that the independent variables Employee Ability, Behavior Control, and Trust explain 59.6% of employee performance, with 40.4% influenced by external factors. This value indicates a moderate relationship, meaning that the model is able to explain the factors that influence employee performance, even though there are influences from outside the model.

Table 11. f-Square (Effect Size) Value.

	f-square	Description
Employee Ability (X1) -> Performance (Y)	0.018	Very little influence
Employee Ability (X1) -> OCB	0.063	Little influence
Behaviour Control (X2) -> OCB	0.023	Little influence
Behaviour Control (X2) -> Performance (Y)	0.109	Little influence
Trust (X3) -> OCB	0.250	Moderate influence
Trust (X3) -> Performance (Y)	0.002	Very little influence
OCB -> Performance (Y)	0.187	Moderate influence

Source: Processed by the author in 2025

Based on Table 11, it can be seen that the behavior control variable has a small effect on employee performance of 0.109, which means that behavior control has a small but still significant contribution in explaining variations in employee performance. Meanwhile, the trust variable has a very small effect on performance of 0.002, which means that trust has almost no direct effect on performance, although it has a moderate effect through the OCB variable. The OCB variable has an effect on employee performance of 0.187, which means that OCB has a fairly strong influence in explaining performance, although not dominant, as trust in OCB has an f2 value of 0.250, which indicates that trust contributes significantly in encouraging OCB behavior.

**Figure 1.** Research Model.

Direct effect is an effect that occurs directly from one latent variable (independent) to another latent variable (dependent) without going through an intermediary variable (mediator). In PLS-SEM analysis, direct effect is measured through path coefficients, which indicate how large and in what direction the effect of one construct is on another construct. Figure 1 shows the research model between independent variables, intervening or moderating variables, and dependent variables.

Table 12. Bootstrapping Direct Effect Results.

Path Coefficient	Original Sample (O)	Mean (M)	Standard Deviation	T Statistic	P Value	Description
Employee Ability (X1) -> Performance (Y)	0.105	0.094	0.104	1.007	0.157	Insignificant
Employee Ability (X1) -> OCB	0.195	0.190	0.118	1.656	0.049	Significant
Behaviour Control (X2) -> OCB	0.151	0.159	0.128	1.181	0.119	Insignificant
Behaviour Control (X2) -> Performance (Y)	0.326	0.347	0.138	2.362	0.009	Significant
Trust (X3) -> OCB	0.520	0.522	0.126	4.121	0.000	Significant
Trust (X3) -> Performance (Y)	0.050	0.075	0.183	0.271	0.393	Insignificant
OCB -> Performance (Y)	0.420	0.382	0.185	2.268	0.012	Significant

Source: Processed by the author in 2025

Based on Table 12, the results of the hypothesis testing can be described as follows:

a. The Influence of Employee Ability on Employee Performance

The results show that employee ability has no significant effect on employee performance, with a coefficient (effect) value of 0.105 and a P value of 0.157 (>0.05). This indicates that employee abilities, both technical skills and work competencies, are not yet a dominant factor in improving performance in this study. One possible reason is that employee performance in government agencies is more influenced by rules, bureaucratic systems, workloads, and coordination, rather than individual abilities alone. This finding is in line with other studies showing that individual abilities are not always directly proportional to performance when the organizational system is not supportive (Sari & Anam, 2021).

b. The Influence of Employee Ability on OCB

Employee ability has a positive and significant influence on organizational citizenship behavior (OCB) with a coefficient value (influence) of 0.195 and a P value of 0.049 (<0.05). This shows that employees with high competence tend to be more prepared, more confident, and more capable of helping colleagues, as well as more willing to perform extra tasks outside their main duties. These results support the competency theory, which states that high competence enables individuals to contribute more broadly to the organization (Boyatzis, 2008). Other studies confirm that competent employees are more likely to display OCB because they have a greater capacity to help the work environment (Organ, 2006). Similarly, research suggests that work ability has a positive and significant effect on employee performance (Aryasatya & Mujanah, 2024).

c. The Influence of Behavior Control on OCB

The effect of behavior control on organizational citizenship behavior (OCB) showed insignificant results with a P value of 0.119 above 0.05 and a coefficient of 0.151. This indicates that even though employees have good discipline and behavior control, it does not automatically encourage extra-role behaviors such as helping colleagues or voluntarily performing additional tasks. These results differ from several studies that show that behavioral control can increase compliance and social sensitivity (Podsakoff et al., 2000b). However, in the context of public service organizations, OCB is generally more influenced by factors such as trust, work culture, and organizational commitment, rather than simply personal discipline.

d. The Effect of Behavior Control on Employee Performance

Behavior control has a significant effect on employee performance with a coefficient (effect) value of 0.326 and a P value of 0.009 (<0.05). This indicates that behavior control has a direct effect on employee performance. Employees who are able to regulate their behavior, are disciplined, and follow operational standards tend to perform better. This illustrates that controlled work behavior is an important factor in professionalism and the achievement of performance targets. These findings are consistent with organizational behavior theory, which states that behavior control can increase work effectiveness through improved focus, accuracy, and discipline (Bandura, 1997). In addition, previous studies have also shown that controlled work behavior can boost productivity and the quality of public sector employee performance (Widodo, 2018), (Hidayat, 2024).

e. The Influence of Trust on Organizational Citizenship Behavior (OCB)

Trust has a significant positive influence on organizational citizenship behavior (OCB) with a coefficient value (influence) of 0.520 and a P value of 0.000 (<0.05). These results

indicate that a high level of trust directly impacts an increase in organizational citizenship behavior (OCB). Employees' trust in the organization, leaders, and coworkers strongly encourages OCB. Employees who trust the organization tend to contribute more, help coworkers, and maintain service quality without being asked. This result is one of the most significant influences in the model. As stated in the research, trust has a significant positive effect on employee OCB (Fiona & Wijayanti, 2020), (Nugraha et al., 2021), (Saidah & Mulyana, 2024).

f. The Effect of Trust on Employee Performance

Trust has an insignificant effect on employee performance with a coefficient value of 0.050 and a P value of 0.393 (>0.05). Directly, trust has not been proven to improve employee performance. Even though employees trust the organization, this trust does not automatically affect the achievement of performance targets. However, trust has been proven to influence OCB, and OCB influences performance, so it is likely that the effect is indirect. In the public service sector, the relationship of trust often plays a role in coordination and work comfort, but does not always have a direct impact on the achievement of administrative and measurable performance outputs. These results are in line with research stating that trust more often has an indirect effect through mediating OCB or organizational commitment (Setiyawan & Nugroho, 2020).

g. The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance.

Organizational citizenship behavior (OCB) has a significant influence on employee performance with a coefficient value of 0.420 and a P value of 0.012 (<0.05). OCB behavior contributes significantly to improving employee performance. Employees who are helpful, proactive, and caring towards the organization tend to perform better. This shows that improving OCB is an effective strategy for encouraging performance in public organizations, as stated in research that OCB has a positive and significant effect on employee performance. (Herdian et al., 2020), (Katri & Safrizal, 2023), (Anas, 2025).

5. Comparison

Statistical analysis shows significant differences in the influence of employee ability, behavior control, and trust on employee performance through OCB. Employee ability has a significant influence on OCB but not on performance. This means that employees with higher abilities tend to be more proactive, help colleagues, and exhibit extra-role behavior. Meanwhile, the bureaucratic performance appraisal system focuses more on fulfilling administrative indicators than on individual technical abilities. As a result, intelligence, skills, experience, and learning orientation are not yet directly reflected in formal performance achievements.

Behavioral control does not have a significant effect on OCB, but it does have a significant effect on employee performance. This means that behavioral controls such as discipline, compliance with Standard Operating Procedures (SOPs), and consistency of actions play a greater role in improving performance than in fostering OCB. OCB is more influenced by relational and psychological factors than by behavioral control. Trust has a significant effect on OCB, but does not directly affect employee performance. Trust among employees and towards leaders and the organization encourages extra-role behavior, but is not sufficient to improve formal performance as measured administratively. Trust mainly works through the mediating role of OCB. This study confirms that OCB has a significant effect on employee performance, making extra-role behavior one of the key factors in improving work effectiveness in public service agencies. Employees with high levels of OCB are able to facilitate coordination, complete tasks more efficiently, and support the achievement of organizational targets.

A comparison of these three variables also shows that employee ability and trust play a supporting role, while behavior control plays a central role in determining performance outcomes. Employee ability and trust can encourage improved performance through OCB. This underscores the importance of improving OCB as a strategic step in strengthening institutional performance, including the Bojonegoro District Health Office, which is highly dependent on cross-sector coordination and support for inter-employee cooperation.

6. Conclusion

The results of this study provide a concrete picture that employee ability, work experience, and discipline are important elements in strengthening the performance of Bojonegoro District Health Office employees. Because employee ability has been proven to

increase OCB, organizations need to expand technical training, strengthen mentoring programs, job rotation, and coaching to enrich cross-functional work experience. In addition, strengthening the disciplinary system, time management, accurate attendance systems, and providing rewards for employees who are consistently disciplined needs to be reinforced, given that behavior control has a significant influence on performance improvement. These efforts will help ensure that employee competence and work discipline can be converted into optimal performance.

On the other hand, research findings emphasize the importance of psychological aspects such as trust and OCB in creating better employee performance. Strong trust among employees and between leaders and staff needs to be built through transparency, open communication, a culture of mutual respect, and fairness in performance appraisals. Increased trust will encourage OCB behavior, which will ultimately have a positive impact on performance. Therefore, the Health Office needs to encourage a collaborative work culture through cross-functional teamwork, mutual assistance in completing tasks, and giving appreciation to employees who demonstrate extra-role behavior.

Authors' Contributions: The authors contributed collectively to the completion of this article. Pristiya Maulaningrum played a central role in conceptualizing the research framework and developing the manuscript structure. Siti Mujanah contributed significantly to refining the manuscript, enhancing the analysis to ensure academic depth and ensuring coherence, accuracy, and compliance with academic standards. Riyadi Nugroho provided critical insights on the literature review and validated the research findings. This collective collaboration reflects the shared commitment of all authors to producing impactful scientific work.

Funding: The author confirms that this research did not receive any special funding from any funding agency, whether from the public sector, private sector, or non-profit organizations. All costs related to the research process, writing, and publication were fully covered by the author.

Data Availability Statement: The data underlying the findings of this research can be obtained from the corresponding author upon reasonable request. Considering privacy and confidentiality, some data cannot be made publicly available, but can be provided in anonymized form to researchers who meet the requirements for academic purposes.

Acknowledgements: The author would like to express his deep appreciation to all those who have contributed to the completion of this research. Special thanks go to the institution and supervising lecturers for their guidance and support throughout the research process. The author would also like to thank his colleagues and respondents who have taken the time to share their views, thereby enriching the results of this research.

Conflict of Interest: The author declares that there is no conflict of interest in the preparation and publication of this research. The entire process, from data collection and analysis to interpretation, was carried out independently without interference from any party that could influence the objectivity of the findings.

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