

The Influence Of Competence On Personnel Performance: Mediating Role Of Organizational Citizenship Behavior

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Abstract

This study aims to analyze the determinants of personnel performance within the Medical and Health Division or Biddokkes of the Southeast Sulawesi Regional Police by examining the influence of competence and professionalism while evaluating the mediating role of Organizational Citizenship Behavior or OCB. Employing a quantitative approach involving 80 medical personnel as respondents, this research seeks to dissect work dynamics within a semi military system requiring high discipline and mental physical readiness. The statistical analysis results provide empirical evidence that competence has a positive and significant impact on personnel performance and serves as a very strong primary predictor in shaping OCB. Interesting findings indicate that although professionalism partially has no significant direct effect on performance, this variable proves to function effectively as a moderator strengthening relationships in the model. Specifically, the interaction between professionalism and OCB is able to have a tangible impact on improving personnel performance, indicating that professional attitude acts as an enhancer for extra role behavior. The conclusion of this study emphasizes that achieving optimal performance in the police environment requires synergy between technical competence improvement and the strengthening of OCB supported by mature professionalism as a catalyst for organizational success.

Keywords: Personnel Performance, Competence, Organizational Citizenship Behavior, Professionalism

Abstrak

Penelitian ini bertujuan untuk menganalisis faktor penentu kinerja personel di Divisi Medis dan Kesehatan atau Biddokkes Kepolisian Daerah Sulawesi Tenggara dengan meneliti pengaruh kompetensi dan profesionalisme serta mengevaluasi peran mediasi Perilaku Kewarganegaraan Organisasi atau OCB. Dengan menggunakan pendekatan kuantitatif yang melibatkan 80 personel medis sebagai responden, penelitian ini berupaya untuk membedah dinamika kerja dalam sistem semi militer yang membutuhkan disiplin tinggi dan kesiapan mental fisik. Hasil analisis statistik memberikan bukti empiris bahwa kompetensi memiliki dampak positif dan signifikan terhadap kinerja personel dan berfungsi sebagai prediktor utama yang sangat kuat dalam membentuk OCB. Temuan menarik menunjukkan bahwa meskipun profesionalisme sebagian tidak memiliki pengaruh langsung yang signifikan terhadap kinerja, variabel ini terbukti berfungsi efektif sebagai moderator yang memperkuat hubungan dalam model. Secara khusus, interaksi antara profesionalisme dan OCB mampu memberikan dampak nyata pada peningkatan kinerja personel, menunjukkan bahwa sikap profesional bertindak sebagai peningkat perilaku ekstra peran. Kesimpulan penelitian ini menekankan bahwa pencapaian kinerja optimal di lingkungan kepolisian membutuhkan sinergi antara peningkatan kompetensi teknis dan penguatan OCB yang didukung oleh profesionalisme yang matang sebagai katalisator keberhasilan organisasi.

Kata kunci: Kinerja Personel, Kompetensi, Perilaku Kewarganegaraan Organisasi, Profesionalisme

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Received 01 January 2026, Accepted 07 January 2026, Published 13 January 2026

INTRODUCTION

Performance is one of the main indicators in ensuring the quality of effective and service-oriented health services. In the context of institutions such as the Southeast Sulawesi Police Medicine and Health, nurses are faced with a semi-military work environment that demands high discipline, preparedness in emergency situations, and integrity in carrying out their duties. The complexity of the responsibilities

carried requires nurses not only to have high clinical competence, but also to be able to demonstrate a professional work attitude and collegial behavior in supporting organizational effectiveness. Axley (2008) emphasized that the absence of competence in the practice of health organization can result in medical errors that endanger safety. Research by Aydın and Hiçdurmaz (2019) and Takase and Teraoka (2011) also underscores the importance of mastering holistic competencies that include biopsychosocial, cultural, and spiritual aspects to improve the effectiveness of nurses in providing quality services.

Organizational Citizenship Behavior (OCB) is an aspect of organizational behavior that is getting more and more attention in the study of human resource management in the health sector. OCB reflects voluntary work behaviors that are not explicitly listed in the job description, but have a significant impact on the effectiveness of teams and organizations. Maligalig and Ching (2024) stated that OCB dimensions such as altruism and conscientiousness have been proven to improve the quality of nurses' work and strengthen a positive work climate. Khandan et al. (2019) show that personal competencies such as optimism are closely related to the emergence of OCB behaviors in health organization practices. Professionalism is also a key variable that is theoretically able to bridge the gap between competence and work performance. Grande et al. (2022) revealed that professionalism reinforces the values of caring, trust, and activism that directly support the achievement of optimal performance.

Competence is the main basis for the implementation of safe, fast, and quality services. These competencies include knowledge, technical skills, communication skills, and an understanding of cultural and psychosocial aspects. Axley (2008) explained that lack of competence can pose a great risk to safety and service quality. Aydın and Hiçdurmaz (2019) and Takase and Teraoka (2011) emphasize that nurses who have holistic competence are able to provide more effective and comprehensive services. Kukkonen et al. (2019) highlight that managers' perceptions of nurse competencies greatly influence performance evaluation and professional development. Jeong and Han (2020) added that communication competence and professionalism have a direct relationship with improving performance in service.

Organizational Citizenship Behavior is a behavioral variable that has an important contribution in supporting the effectiveness of health care organizations. OCB encourages the creation of teamwork, loyalty, and support between nurses which has an impact on improving collective work outcomes. Sun et al. (2025) through meta-analysis showed that OCB has a strong correlation with improved service quality and service experience. Khandan et al. (2019) affirmed that nurses with high OCB showed enthusiasm in helping colleagues, maintaining a positive work environment, and strengthening team solidarity. Hossain (2020) found that organizational commitment drives the emergence of OCB, while Çavuş (2012) explains that the training and socialization process from the beginning plays an important role in shaping OCB behavior. Ghonem (2023) concluded that organizational empowerment and work involvement are the link between competence and OCB expression among nurses.

Research on the relationship between competence and personnel performance has been extensive, but most of it focuses on public health care institutions such as hospitals. Studies that specifically examine performance dynamics in the context of semi-military institutions such as the Southeast Sulawesi Police are still very limited. In fact, rigid organizational characteristics, high command demands, and urgency of work in the context of emergencies make this organizational structure require a different managerial approach and work behavior. OCB as a behavioral variable has also not been widely integrated in explaining the relationship between competence and performance in the environment with hierarchical and formal systems such as in police units.

A common solution in personnel performance development is through improved technical training and continuing education. Some studies have also shown that age, work experience, and education level also affect performance improvement, but these variables do not fully explain differences in individual performance in complex and challenging work conditions. Studies on psychological and behavioral factors such as motivation, work engagement, and job satisfaction are beginning to develop, but professionalism as a variable that moderates the relationship between competence and performance has not been extensively researched. Professionalism plays a role as an internal force that can strengthen the transformation of competencies into actual performance, especially in a work context that demands integrity, ethics, and high responsibility.

This research model builds a conceptual framework that includes professionalism as a moderation variable between competencies and personnel performance. Professionalism is considered a value mechanism that strengthens the contribution of competence in creating high work performance. Grande et al. (2022) explain that professionalism affects all dimensions of professional values and strengthens the relationship between technical abilities and the ethical responsibility of nurses. Jeong and Han (2020) also show that professional communication and work integrity have a big role in improving performance. Thus, strengthening professionalism is seen as an important strategy in ensuring that nurses' technical competence is truly manifested in the implementation of quality duties.

OCB in this model is positioned as a mediating variable that bridges the relationship between competence and performance. Nurses who have high competence tend to be more confident, loyal, and willing to contribute more to the institution, which is manifested in helping behavior and compliance. Sun et al. (2025) prove that OCB significantly impacts service quality and performance. Khandan et al. (2019) added that personal competencies such as optimism and self-confidence increase nurses' tendency to exhibit extra work behaviors. This model is considered relevant to be applied in a work environment such as the Southeast Sulawesi Police which requires close collaboration, high discipline, and full dedication from every health personnel.

This research was carried out within the scope of the Medicine and Health Sector or Biddokkes of the Southeast Sulawesi Regional Police by involving 80 personnel as research subjects who operate in health service units with a semi-military work system and command-based organizational structure. The medical personnel in this unit bear a crucial responsibility in providing excellent health services to

members of the police, families, and the general public in the midst of a work environment that demands high physical, mental readiness and discipline. This condition places competence, professionalism and Organizational Citizenship Behavior or OCB as fundamental aspects to ensure optimal performance, considering the challenges in the form of limited human resources, intense work pressure, and high expectations for the accuracy of medical treatment. Therefore, this study aims to comprehensively analyze the influence of competence on personnel performance by integrating the role of OCB mediation and professionalism moderation in the research model. The results of this study are expected to be able to make a theoretical contribution to the development of organizational behavior models and become a practical basis for the formulation of human resource development policies in semi-military health institutions such as the South Sulawesi Regional Police to encourage the creation of sustainable performance through strengthening work culture and professional values.

METHODS

This research was carried out within the scope of the Medicine and Health Sector or Biddokkes of the Southeast Sulawesi Regional Police by involving 80 personnel as research subjects who operate in health service units with a semi-military work system and command-based organizational structure. The medical personnel in this unit bear a crucial responsibility in providing excellent health services to members of the police, families, and the general public in the midst of a work environment that demands high physical, mental readiness and discipline. This condition places competence, professionalism and Organizational Citizenship Behavior or OCB as fundamental aspects to ensure optimal performance, considering the challenges in the form of limited human resources, intense work pressure, and high expectations for the accuracy of medical treatment. Therefore, this study aims to comprehensively analyze the influence of competence on personnel performance by integrating the role of OCB mediation and professionalism moderation in the research model. The results of this study are expected to be able to make a theoretical contribution to the development of organizational behavior models and become a practical basis for the formulation of human resource development policies in semi-military health institutions such as the South Sulawesi Regional Police to encourage the creation of sustainable performance through strengthening work culture and professional values.

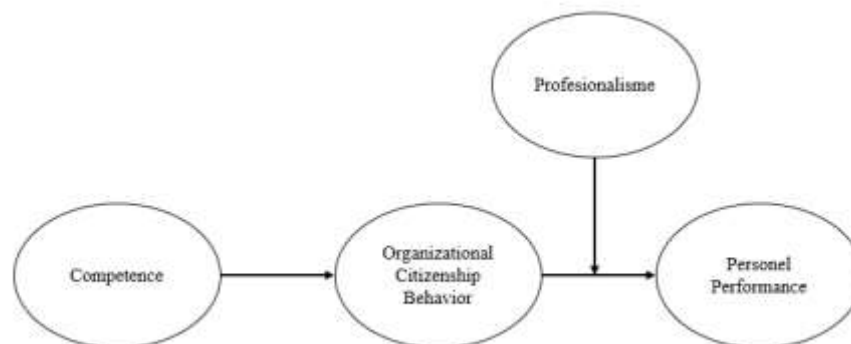


Figure 1. Conceptual Framework of Research

RESULTS AND DISCUSSION

Results

The table presents demographic data of 80 personnel in the Medical and Health Division of Southeast Sulawesi Regional Police or Biddokkes Polda Sulawesi, including the frequency distribution and percentage based on categories such as gender, age, educational, level, work, experience and marital status. The majority of the personnel are male (62.50%) and most are aged between 30 and 40 years (50.00%) followed by those under 30 years old (25.00%). Most personnel hold a Bachelor degree (60.00%) as their highest educational qualification. In terms of work experience the majority have between 5 and 10 years of experience (60.00%). Additionally most personnel are married (80.00%). These statistics provide a clear picture of the demographic distribution of Biddokkes personnel who participated in this study.

Table 1. Validity and Reliability Test

Variables	Items	Loading	Cronbach's alpha	Composite Reliability	Average variance extracted
Professionalism	M_1	0,929	0,938	0,944	0,843
	M_2	0,897			
	M_3	0,926			
	M_4	0,920			
Competence	X_1	0,945	0,946	0,947	0,861
	X_2	0,929			
	X_3	0,903			
	X_4	0,935			
Personnel Performance	Y_1	0,937	0,962	0,962	0,867
	Y_2	0,925			
	Y_3	0,907			
	Y_4	0,945			
	Y_5	0,941			
Organizational Citizenship Behavior	Z_1	0,914	0,966	0,967	0,882
	Z_2	0,940			
	Z_3	0,956			
	Z_4	0,932			
	Z_5	0,952			

Based on the results of the evaluation of the measurement model or outer model presented comprehensively in Table 1, it can be concluded that the research instrument applied to 80 personnel of the South Sulawesi Regional Police Biddokkes has very special psychometric qualities and meets all strict validity and reliability standards. The convergent validity indicator reviewed through the loading factor value shows that all statement items for the variables Professionalism, Competence, Personnel Performance, and Organizational Citizenship Behavior have very high and significant values, moving in the range of 0.897 to 0.956, which is far beyond the standard threshold of 0.70, proving that each indicator is able to reflect its latent construct very accurately in the context Police Health Service Duties. The validity of this construction is further strengthened by the acquisition of Average Variance Extracted or AVE values on all variables that are consistently recorded above 0.80 with the lowest value

in Professionalism of 0.843 and the highest in Organizational Citizenship Behavior of 0.882 which indicates that each variable is able to explain more than 80 percent of the variance of its forming indicators. On the other hand, the reliability test also showed a very solid level of internal consistency where the Cronbach's Alpha and Composite Reliability values for the four variables were in the superior range between 0.938 to 0.967 which means that it is very far above the recommended limit so that it can be concluded that this measuring tool has a high level of stability and reliability to photograph the dynamics of performance and behavior of personnel in the Biddokkes environment that have characteristics semi-military work.

Table 2. Discriminant validity test

	1	2	3	4
Professionalism	0,918			
Competence	0,375	0,928		
Personnel Performance	0,361	0,755	0,931	
Organizational Citizenship Behavior	0,426	0,795	0,804	0,939

The discriminatory validity test presented in detail in Table 2 aims to verify that each latent construct in the research model really has a clear and unique distinction compared to other constructs according to the Fornell Larcker principle. Based on the results of the analysis, it can be seen that a very consistent and satisfactory data pattern is seen where the square root value of the Average Variance Extracted or AVE printed on the diagonal line has a magnitude that is consistently higher than the correlation value between variables that are at the bottom or off diagonal. As empirical evidence, the root value of AVE for the Professionalism variable was recorded at 0.918 which proved to be far beyond the highest correlation value with another variable, namely Organizational Citizenship Behavior of 0.426. A similar superiority pattern was also found in the Personnel Performance variable with a root value of AVE of 0.931 which was more dominant than the correlation with Organizational Citizenship Behavior of 0.804 and Competence of 0.755. These findings confirm that the instruments used on the personnel of the South Sulawesi Regional Police Biddokkes have met the very good discriminant validity standards so that it can be concluded that each variable really measures a specific phenomenon and there are no multicollinearity problems that can distort the results of the analysis in this structural model.

Table 4. R-squared

	R-square
Personnel Performance	0,704
Organizational Citizenship Behavior	0,632

The evaluation of the predictive power of the structural model shown through the value of the determination coefficient or R Square in Table 4 provides empirical evidence that the constructed model has a very strong explanatory ability in explaining the variability of endogenous variables in the Biddokkes environment of the South Sulawesi Regional Police. The R Square value for the Personnel Performance variable was recorded at 0.704 which indicated that 70.4 percent of the variation in police

medical personnel performance was able to be effectively explained by a combination of independent variables and moderation in the model while the remaining 29.6 percent was influenced by other factors outside the scope of this study. Furthermore, the R Square value for the Organizational Citizenship Behavior variable was obtained as 0.632 which is included in the moderate to strong category where the number means that 63.2 percent of the formation of organizational citizenship behavior can be explained by the construction of relationships between the proposed variables. Overall, the high elevation of these two values confirms that the research structural model has high predictive relevance and is very feasible to be used to analyze the determinants of performance and behavior of the extra role of personnel in the health service unit.

Table 5. Hypothesis testing

	Original sample	P values
Professionalism -> Personnel Performance	0,095	0,072
Competence -> Personnel Performance	0,293	0,012
Competence -> Organizational Citizenship Behavior	0,795	0,000
Organizational Citizenship Behavior -> Personnel Performance	0,483	0,000
Professionalism x Organizational Citizenship Behavior -> Personnel Performance	0,146	0,004

The results of statistical analysis on the direct influence path show interesting dynamics regarding the determining factors for the performance of Biddokkes personnel of the South Sulawesi Regional Police where technical competence is proven to be more influential than the aspect of professionalism alone. The Competence variable was proven to have a positive and significant influence on Personnel Performance ($\beta = 0.293$, $p = 0.012$) which indicates that the medical abilities and managerial skills possessed by personnel are the main keys in encouraging the improvement of police health service work outcomes. On the other hand, a quite surprising finding was seen in the Professionalism variable which statistically showed an insignificant influence on Personnel Performance ($\beta = 0.095$, $p = 0.072$). This implies that a purely professional attitude without being followed by other behavioral mechanisms is not strong enough to drive the performance of personnel directly in this research model.

Evaluation of structural pathways involving organizational civic behavior variables shows a very strong and dominant causal relationship that confirms the vital position of these variables in the work mechanism in the police health environment. The test results prove that Competence has a very large and significant influence on Organizational Citizenship Behavior ($\beta = 0.795$, $p = 0.000$) which means that personnel who have high competence tend to have more confidence and readiness to perform extra-role or voluntary behavior for the good of the organization. These findings indicate that mastery of science and medical skills is the main foundation that encourages personnel to contribute more than just their main tasks.

Furthermore, Organizational Citizenship Behavior itself has been shown to have a very significant impact on Personnel Performance ($\beta = 0.483$, $p = 0.000$). These findings confirm that the

voluntary behavior of personnel in helping colleagues and being proactive outside of the formal job description is a vital predictor that directly contributes to the optimization of service performance in Biddokkes. In health service situations that are often urgent and full of pressure, the existence of mutual assistance behavior between personnel has been proven to be able to increase the efficiency and effectiveness of overall medical treatment so that the unit's performance becomes more optimal.

The findings regarding the effect of interaction or moderation are important added value in this study because they have succeeded in proving that synergy between variables is able to change the map of the significance of influence on performance. The interaction variable of Professionalism x Organizational Citizenship Behavior was shown to have a positive and significant influence on Personnel Performance ($\beta = 0.146$, $p = 0.004$). These results statistically confirm that professionalism plays an effective moderator in the model. The implication is that although professionalism does not directly have a significant effect, when the professional attitude interacts with the high organizational civic behavior, the impact on performance becomes stronger and more real so that the combination of competence, extra behavior, role and professional attitude becomes a strategic ingredient for the progress of the South Sulawesi Regional Police Biddokkes.

Discussion

The findings of the study show that competence has a significant influence on personnel performance, in line with various previous studies that affirm the importance of competence in organizational practice. These findings are confirmed by the research of Aydın and Hiçdurmaz as well as Takase and Teraoka which shows that holistic competencies that include biopsychosocial, cultural, and spiritual aspects contribute greatly to the performance of nurses in providing quality services (Aydın & Hiçdurmaz, 2019; Takase & Teraoka, 2011). The results of this study show that the higher the competence of nurses, the better the quality of their performance, especially in the context of services that require precision and quick response such as in the Medical and Health Environment of the South Sulawesi Police.

Other findings in this study show that competence has a significant effect on Organizational Citizenship Behavior. These results are consistent with the research of Maligalig and Ching which found that competence is the basis for the emergence of altruistic behavior and conscientiousness that are the main characteristics of OCB (Maligalig & Ching, 2024). Khandan et al.'s research also supports these results by finding that nurses who have psychological competencies such as optimism tend to exhibit extra work behaviors that increase team effectiveness (Khandan et al., 2019). The findings of this study are also in line with Sun et al. who explained that environments with high levels of competence tend to have higher levels of OCB because nurses feel capable, confident, and ready to help colleagues voluntarily (Sun et al., 2025). Thus, competence not only has a direct impact on formal tasks, but also triggers voluntary behavior that strengthens the effectiveness of the organization.

This study also succeeded in showing that OCB has a significant influence on personnel performance. These results are consistent with Khandan et al.'s research which found that voluntary

behaviors such as helping colleagues and maintaining a work environment have a positive impact on organizational effectiveness and individual performance (Khandan et al., 2019). Sun et al. through their meta-analysis stated that OCB of nurses directly improves the quality of health services (Sun et al., 2025). These findings are also reinforced by research by Nadatien et al. which found that pride in the organization triggers OCB which then improves collective and individual performance (Nadatien et al., 2022). Thus, this study shows that OCB is an important mechanism that links psychological and behavioral aspects of individuals with optimal work performance.

The results of the study also show that professionalism plays a role as a moderator that strengthens the relationship between competence and personnel performance. These findings support the research of Grande et al. which affirms that professionalism is able to strengthen the values of caring, activism, and trust thereby increasing the effectiveness of the application of clinical competencies in practice (Grande et al., 2022). The research of Ashehry et al. is also in line with the findings of this study, by showing that professionalism and clinical competence have a close relationship in improving the quality of performance (Ashehry et al., 2023). Jeong and Han added that high professionalism, accompanied by good communication competence, is a strong predictor of performance in home health services (Jeong & Han, 2020). The findings of this study prove that professionalism is not only an ethical value but also strengthens the causal relationship between competence and work performance of nurses. Overall, this study shows that competence, OCB, and professionalism are important determinants in shaping performance, especially in the context of health service organizations that have the characteristics of disciplinary work such as the Southeast Sulawesi Police. This study reinforces the findings of Choi and Lee which show that psychological competence, empathy, and professionalism work synergistically in improving performance (Choi & Lee, 2024). Thus, the results of this study make an important contribution to the development of human resource management strategies in health institutions, especially in improving performance through improving technical competence, empowering OCB behavior, and strengthening the culture of professionalism.

CONCLUSION

Based on the results of the analysis, this study concludes that competence has a significant influence on performance, both directly and indirectly through the mediating role of Organizational Citizenship Behavior. These findings confirm that high-competent nurses tend to exhibit voluntary work behaviors that support team effectiveness and ultimately have a positive impact on work performance. In addition, professionalism has been shown to strengthen the relationship between competence and performance, showing that ethical values and professional commitment are key to actualizing competencies into tangible actions in the work environment. The research model used succeeded in explaining the relationship of variables comprehensively in the context of semi-military health services such as in the field of Medicine and Health of the Southeast Sulawesi Police. The implication of this research is the importance of sustainable development of nurse competencies through

technical training, strengthening the value of professionalism, and creating a work culture that encourages Organizational Citizenship Behavior. Organizational management is advised to design a HR coaching strategy that not only focuses on technical skills, but also pays attention to aspects of voluntary attitudes, values, and work behavior. For further research, it is recommended that the developed model be tested in the context of other health institutions, including public and private hospitals, and consider other contextual variables such as leadership, organizational culture, and work stress as additional factors that can enrich the understanding of performance dynamics. Longitudinal research is also recommended to observe changes in nurses' competencies and work behavior over a period of time.

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