International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

# The Effect Of Training And Competence On Employee Performance Through Organizational Citizenship Behavior (OCB) At PT Atmindo TBK

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**Abstract**

*This study aims to analyze the influence of training and competence on employee performance, with Organizational Citizenship Behavior (OCB) as a mediating variable at PT Atmindo Tbk. The research method used was a quantitative approach with regression analysis techniques. The results showed that training and competence had a positive and significant effect on employee OCB. Training was also proven to have a positive and significant effect on employee performance, however, further testing found that training and competence did not have a significant direct effect on employee performance. Conversely, OCB had a positive and significant effect on employee performance and was the most dominant variable in improving performance. Furthermore, OCB was shown to mediate the effect of training and competence on employee performance. These findings indicate that training and competence will have an optimal impact on performance if they can encourage the emergence of extra-role work behaviors in employees. Therefore, organizations are advised to integrate training and competence development programs with OCB development efforts to continuously improve employee performance.*



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**Keywords: Training, Competence, Organizational Citizenship Behavior (OCB), Employee Performance.**

## INTRODUCTION

Competition between companies in the modern industrial era is determined not only by product innovation and production process efficiency, but increasingly depends on a company's ability to effectively manage its human resources (HR). Competent and positively engaged HR is a key factor in maintaining organizational sustainability and competitiveness, particularly in the manufacturing industry, which is characterized by high operational complexity and a heavy reliance on individual performance and teamwork (Dessler, 2020).

The manufacturing industry is the subsector with the largest contribution to Indonesia's Gross Domestic Product (GDP), although its contribution fluctuated between 2017 and 2024 (Nurmatimah et al., 2024). These dynamics reflect increasing competitive pressures and uncertain business environments, requiring manufacturing companies to improve the effectiveness of their human resource management. PT Atmindo Tbk, a project-oriented national manufacturing company, demands high employee performance, work discipline, and adherence to quality and safety standards. However, internal observations and evaluations indicate that employee performance is not yet optimal, as reflected in delays in project completion, operational errors, and low levels of initiative outside of formal tasks.

Training and competency are crucial factors in improving employee performance. Training aims to improve knowledge, skills, and work abilities (Nugroho & Paradifa, 2020), while competency reflects individual characteristics that support effective performance. Although PT Atmindo Tbk has implemented various technical and occupational safety training programs, competency gaps remain among employees, and training outcomes are not yet optimally applied in daily work practices. This situation indicates that improving technical competency alone is not sufficient to achieve optimal performance.

In this context, Organizational Citizenship Behavior (OCB) is a crucial factor in bridging the influence of training and competency on employee performance (Organ, 2018; Kumari & Thapliyal, 2017). OCB is voluntary behavior outside of formal job demands that contributes to organizational effectiveness, such as helping coworkers and demonstrating commitment to the organization (Podsakoff & MacKenzie, 2014). Initial findings indicate low levels of extra-role behavior among PT Atmindo Tbk employees, potentially hindering performance improvement. Therefore, this study aims to analyze the


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influence of training and competency on employee performance, with OCB as an intervening variable, to provide a more comprehensive understanding and strategic recommendations for the company's human resource development.

## LITERATURE REVIEW

### Employee performance

Employee performance is the work results achieved by an individual based on their abilities, knowledge, skills, and motivation in carrying out their duties in accordance with organizational standards and objectives. Performance reflects an employee's success in contributing to the achievement of organizational goals, both in terms of efficiency, quality, responsibility, and team collaboration. Employee performance is the results achieved by an individual in carrying out their duties and responsibilities in accordance with the standards set by the organization. Performance is the level of success of an individual in achieving work goals in terms of quality and quantity within a certain period. Employee performance, according to Mangkunegara (2017), is the work results in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with their responsibilities. However, according to Robbins (2016), performance is the result of ability, motivation, and opportunity to excel.

Employee performance is a key indicator of organizational success because it is directly related to productivity and the achievement of company goals (Suknunan & Bhana, 2022). Performance is influenced by various factors such as leadership, motivation, work environment, and compensation systems. Therefore, organizations need to conduct objective and continuous performance assessments to improve the quality of human resources (Pawirosumarto et al., 2017). Therefore, employee performance is influenced not only by individual abilities, but also by the work environment, leadership, organizational culture, and the company's reward system.

### Training

Training is a planned activity aimed at improving employees' capacity, expertise, insight, and professional attitudes so they can carry out their responsibilities efficiently according to job requirements and organizational goals. Training is a systematic process to improve employees' knowledge, skills, and attitudes so they can perform their jobs effectively and efficiently (Tarigan et al., 2021). Training focuses on improving the technical and non-technical skills required to perform current tasks. In this context,


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training serves to support employees' skills and experience in achieving predetermined objectives.

Gary Dessler (2020) states that training is the process of teaching new employees or those who already have the basic skills necessary to perform their jobs. Anwar Prabu Mangkunegara (2017) states that training is a short-term educational process that uses systematic and structured procedures in which non-managerial employees acquire technical knowledge and skills to achieve limited objectives. Thus, training aims to improve individual competency so that it can support overall organizational performance (Pranata et al., 2018). Because training is an important part of human resource management because it plays a role in improving employee competency, productivity, and performance. Training that is systematically designed and tailored to organizational needs will have a positive impact on both individuals and the company.

**Competence**

Competence is an individual characteristic encompassing insight, expertise, and behavior that enables a person to perform their duties effectively and efficiently in accordance with organizational criteria (Krisnawati & Bagia, 2021). The basic characteristics a person possesses that relate to their ability to perform a job effectively or excel are called competencies. Competence consists of knowledge, skills, and attitudes, which are reflected in their behavior in the workplace (Prayogi et al., 2019). With adequate competencies, all of these will support the achievement of the institution's goals, thus leading to positive progress.

Spencer & Spencer (1993) stated that competence is a person's basic characteristics that are directly related to effective or superior performance in a job or situation. Furthermore, Robbins (2016) stated that competence is a person's ability to use their knowledge and skills to complete a task. Similarly, Mangkunegara (2017) stated that competence is the ability and traits possessed by an employee, consisting of the knowledge, skills, and behavioral attitudes necessary to carry out job duties. Based on these opinions, it can be concluded that competence is a combination of technical and behavioral abilities that enable someone to achieve optimal performance (Anjani et al., 2019; Rosmaini & Tanjung, 2019). Competence is a combination of knowledge, skills, and attitudes necessary to carry out work effectively. Competence can be developed through education, training, and work experience. In an organizational context, competence is an important factor in improving company performance and competitiveness.


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**Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) helps strengthen social interactions, boost morale, and support organizational efficiency through prosocial actions such as helping colleagues (Kurniawan, 2015), complying with regulations without supervision, and maintaining a positive company reputation. Organizational Citizenship Behavior (OCB) is voluntary employee behavior in the workplace that contributes to organizational performance, even though it is not formally stated in their job description (Lestari, & Ghaby, 2018). OCB reflects extra-role behaviors that employees perform outside of their primary duties, such as helping coworkers, maintaining the work environment, and actively participating in organizational activities.

According to Organ (1988), OCB is defined as discretionary individual behavior, which is not recognized by the formal reward system, but improves the overall functioning of the organization. Meanwhile, Robbins (2016) defines OCB as optional behavior that is not included in formal work obligations, but supports the psychological and social environment of the organization. Therefore, OCB is a positive action that stems from personal awareness to contribute more to the organization. Therefore, it is concluded that Organizational Citizenship Behavior is voluntary behavior carried out by employees outside of formal duties, but makes a significant contribution to organizational effectiveness (Suzana, 2017; Bustomi et al., 2020). OCB consists of five main dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The presence of OCB in an organization can improve performance, teamwork, and create a conducive work environment.

## RESEARCH METHOD

This study uses a quantitative approach. The population of the study were employees of PT ATMINDO Tbk located at Jl. Sei Belumai KM 2.4 No. 30-38, Tanjung Morawa District, with a sample size of 175 respondents. Data were collected through a questionnaire with a five-point Likert scale. Data analysis techniques included validity testing, reliability testing, classical assumption testing, and multiple linear regression using the Stata application. This study examined the direct effect of Training and Competence on Employee Performance as well as the indirect effect through Organizational Citizenship Behavior. Based on the conceptual framework, ten hypotheses were formulated, covering the direct and indirect effects between variables.


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***Hypothesis***

Based on the conceptual framework, the hypotheses in this study are as follows:

H1: Training influences the Organizational Citizenship Behavior (OCB) of employees at PT Atmindo Tbk.

H2: Competence influences the Organizational Citizenship Behavior (OCB) of employees at PT Atmindo Tbk.

H3: Training influences the performance of employees at PT Atmindo Tbk.

H4: Competence influences the performance of employees at PT Atmindo Tbk.

H5: Organizational Citizenship Behavior (OCB) influences the performance of employees at PT Atmindo Tbk.

H6: Training influences employee performance at PT Atmindo Tbk through Organizational Citizenship Behavior (OCB) as an intervening variable.

H7: Competence influences employee performance at PT Atmindo Tbk through Organizational Citizenship Behavior (OCB) as an intervening variable.

## RESULT AND DISCUSSION

The following are the results of data processing based on previously determined research variables.

### Validity Test

Validity testing is conducted to evaluate the ability of a questionnaire, or research instrument, to measure what it is supposed to measure. An instrument is considered valid only if each question accurately reflects the variables being studied, such as competence, job satisfaction, citizen behavior (OCB), or employee performance. The following are the results of the validity test in this study:


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**Table 1. Validity Data of Variables**

| Variables | Number of Indicators | Range r Item–Total | Sig. | Information |
|---|---|---|---|---|
| X1 | 5 | 0,8948 – 0,9213 | < 0,05 | Valid |
| X2 | 5 | 0,8825 – 0,9171 | < 0,05 | Valid |
| Z | 5 | 0,9088 – 0,9195 | < 0,05 | Valid |
| Y | 5 | 0,9113 – 0,9268 | < 0,05 | Valid |

**Reliability Test**

Reliability testing is a test to determine how well a research tool can produce consistent and stable results under the same conditions each time it is used. A tool is considered reliable if respondents' answers to questions show significant consistency in measuring variables such as competence, job satisfaction, citizen behavior (OCB), or employee performance. The following table shows the results of the research reliability test :

**Table 2. Reliability Data of Variables**

| Variables | Number of Items | Cronbach's Alpha | α ≥ 0,70 | Information |
|---|---|---|---|---|
| X1 | 5 | 0,9479 | Fulfilled | Reliable |
| X2 | 5 | 0,9424 | Fulfilled | Reliable |
| Z | 5 | 0,9495 | Fulfilled | Reliable |
| Y | 5 | 0,9527 | Fulfilled | Reliable |

**Regression Analysis and Heteroscedasticity Test**

Regression analysis is a statistical technique used to determine the extent to which one or more independent variables influence a dependent variable. In management or human resources research, regression analysis is often used to determine the extent to which variables such as leadership style, training, or organizational citizenship behavior (OCB) influence employee performance.

In general, the multiple linear regression model can be formulated as follows :


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**Y = a + b1X1 + b2X2 + e**

Information:

- **Y** = Dependent variable (e.g. employee performance)
- **a** = Constant
- **b1, b2** = Regression coefficient
- **X1, X2** = Independent variables
- **e** = Error

Interpretation of regression results includes:

1. **Regression coefficient (b)** → Shows the direction and magnitude of the influence of the independent variable on the dependent variable**.**
2. **Test t** → Testing the influence partially (each variable).
3. **Test F** → Testing the effects simultaneously (together).
4. **Coefficient of Determination ($R^2$)** → Shows how much the independent variable is able to explain the dependent variable.

The following can be seen in Figures 1 and 2 regarding the results of the Regression Analysis and Heteroscedasticity Tests obtained in the research :

```
. regress z x1 x2
```

| Source | SS | df | MS | Number of obs | = | 175 |
|---|---|---|---|---|---|---|
| | | | | F(2, 172) | = | 33.03 |
| Model | 1076.83508 | 2 | 538.417539 | Prob > F | = | 0.0000 |
| Residual | 2804.15921 | 172 | 16.3032512 | R-squared | = | 0.2775 |
| | | | | Adj R-squared | = | 0.2691 |
| Total | 3880.99429 | 174 | 22.3045649 | Root MSE | = | 4.0377 |

| z | Coefficient | Std. err. | t | P>\|t\| | [95% conf. | interval] |
|---|---|---|---|---|---|---|
| x1 | .5155723 | .0678139 | 7.60 | 0.000 | .3817176 | .6494269 |
| x2 | .0671174 | .0676928 | 0.99 | 0.323 | -.0664981 | .200733 |
| _cons | 6.288771 | 1.28675 | 4.89 | 0.000 | 3.748917 | 8.828624 |

**Figure 1. Regression analysis of model 2, variable Z against X1,X2**


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```
. regress y x1 x2 z

      Source |       SS           df       MS      Number of obs   =       175
-------------+----------------------------------   F(3, 171)       =     17.11
       Model |  893.461789         3  297.820596   Prob > F        =    0.0000
    Residual |  2977.07535       171  17.4097974   R-squared       =    0.2308
-------------+----------------------------------   Adj R-squared   =    0.2173
       Total |  3870.53714       174  22.2444663   Root MSE        =    4.1725

------------------------------------------------------------------------------
           y | Coefficient  Std. err.      t    P>|t|     [95% conf. interval]
-------------+----------------------------------------------------------------
          x1 |   -.077695   .0810011    -0.96   0.339    -.2375859    .0821959
          x2 |  -.0186585    .070152    -0.27   0.791    -.1571338    .1198168
           z |   .5179875   .0787944     6.57   0.000     .3624525    .6735226
       _cons |   8.621088   1.419029     6.08   0.000     5.820019    11.42216
------------------------------------------------------------------------------
```

**Figure 2. Regression model 3, variable Y against X1, X2, X3, and Z**

**Multicollinearity Test**

In regression analysis, a multicollinearity test is performed to determine whether there is a significant relationship or correlation between the independent variables in the research model. This is because if there is a significant correlation between the independent variables, the estimated regression coefficients can become unstable, the standard error can increase, and the interpretation of the influence of each variable can change.

Multicollinearity is generally tested using Tolerance and Variance Inflation Factor (VIF) values. The criteria used are as follows:

- Tolerance value > 0.10 indicates that multicollinearity does not occur..
- VIF value < 10 (or in some literature < 5) indicates the model is free from multicollinearity problems..

The following are the results of the multicollinearity test obtained by researchers based on data testing :

```
. vif

    Variable |       VIF       1/VIF
-------------+----------------------
          x1 |      1.42    0.706565
           z |      1.38    0.722536
          x2 |      1.07    0.938646
-------------+----------------------
    Mean VIF |      1.29
```

**Figure 3. Multicollinearity Test Results**



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Based on the findings, the regression model is declared free from multicollinearity if the VIF value is < 10.

## DISCUSSION

Based on the results of the regression analysis, it can be concluded that competence has a positive and significant effect on employees' Organizational Citizenship Behavior (OCB), as indicated by the regression coefficient value of 0.189 with a significance level below 0.05, so that the research hypothesis can be accepted. This finding indicates that increasing employee knowledge, skills, and work abilities will be followed by increasing extra-role behaviors, such as helping coworkers, showing high responsibility, and actively participating in supporting organizational interests. Although the contribution of competence to OCB is still relatively small (Hikmah & Susanta, H2018), the results of the model testing confirm that competence remains an important factor in the formation of OCB, so that competency development through training and HR development programs needs to be continuously carried out to encourage positive work behavior in a sustainable manner.

Because competence reflects the level of knowledge, skills, and professional attitudes employees possess in carrying out their work, it has a positive and significant impact on Organizational Citizenship Behavior (OCB). Those with high competence tend to be more confident, able to complete tasks effectively, and have a better understanding of what they are expected to do in the company. This condition encourages voluntary behavior, which includes helping coworkers, maintaining healthy work relationships, and actively participating in organizational activities (Abdillah & Hidayati, 2023). The concept of OCB proposed by Dennis Organ explains that even though these extra-role behaviors are not officially stated in job requirements, they significantly increase organizational productivity. Therefore, organizations use training, education, and professional development to encourage voluntary work behavior to achieve their goals.

Furthermore, the Leadership Style variable showed a positive but insignificant influence on Job Satisfaction. This is indicated by a regression coefficient value of 0.1846 with a significance level of 0.240 (p > 0,05). Therefore, the hypothesis stating that Leadership Style influences Job Satisfaction is rejected. Because leadership style does not play a role in employee job satisfaction, it is not essential for employees. However, leadership style can influence other variables in a company. Leaders who are able to communicate well, provide support, inspire, and provide clear direction can help create a more comfortable and enjoyable work environment (Rosalina & Wati, L2020).


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Theoretically, it is believed that effective leadership can influence how employees view and perceive their work.

Based on the results of the regression analysis, it can be concluded that training has a positive and significant effect on employee performance, as indicated by a regression coefficient of 0.516 with a significance level below 0.05, thus the research hypothesis is accepted. This finding indicates that the implementation of effective and job-relevant training programs can improve employee knowledge, skills, and work abilities, which directly impacts quality, productivity, and job responsibility. Although training only partially explains the variation in employee performance, the model testing results confirm that training is a strategic factor that needs to be implemented in a targeted and sustainable manner to achieve optimal employee performance (Septiani & Ikhwan, 2021).

Based on the results of the regression analysis, it can be concluded that competence has a positive but insignificant effect on employee performance, therefore the hypothesis stating a significant effect of competence on employee performance cannot be accepted. This finding indicates that employee competencies have not been fully realized in improving performance, possibly influenced by a mismatch between competencies and job demands or the presence of other, more dominant factors, such as training, motivation, and the performance appraisal system (Hajiali et al., 2022). Nevertheless, the overall regression model remains suitable for use and shows that improving employee performance requires a comprehensive approach by integrating competency development with other supporting factors.

Based on the results of the regression analysis, it can be concluded that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance, thus accepting the research hypothesis. This finding indicates that the higher the level of employee volunteer work behavior, such as helping coworkers, maintaining harmonious work relationships, and actively participating in organizational activities, the higher the resulting performance. Although the variables in the model only partially explain the variation in employee performance, OCB proved to be the most dominant factor, so organizations need to encourage and nurture OCB behavior through human resource management policies that support employee cooperation, caring, and commitment.

The positive effect indicates that the level of OCB an employee exhibits is related to their resulting performance. This is due to the fact that volunteer behavior helps accelerate the achievement of organizational targets, improves service quality, and


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expedites task completion. Therefore, OCB is not merely an additional behavior but also a crucial component that can improve employee performance. Therefore, companies must create a work culture that supports OCB behavior through supportive leadership, a pleasant work environment, and a fair compensation system.

Based on the results of the regression analysis, it can be concluded that training and Organizational Citizenship Behavior (OCB) simultaneously significantly influence employee performance at PT Atmindo Tbk, although training has not shown a significant direct effect on performance. Conversely, OCB has been shown to have a positive and significant influence and is a dominant factor in improving employee performance. This finding indicates that training tends to have an indirect impact on performance through the development of voluntary work behaviors, such as initiative, cooperation, and loyalty (Kurniawati, 2022). Therefore, improving employee performance depends not only on technical training but also on the company's ability to cultivate and maintain OCB through integrated human resource management policies (Arestia, 2022; Ersianti & Wicaksari, 2025).

This indicates that both variables can substantially improve performance when tested simultaneously. Training helps employees acquire better knowledge, skills, and technical abilities, enabling them to perform their jobs more efficiently and effectively (Anwar, 2021). Therefore, improving competency through training will be more effective if supported by a high level of voluntary work behavior. Therefore, organizations must fairly and equally pay attention to these two things, namely providing high-quality training programs and building a work culture that encourages the emergence of OCB, so that employee performance can increase optimally and sustainably.

Based on the results of the regression analysis, it can be concluded that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance at PT Atmindo Tbk, while competence does not show a significant direct effect on performance. This finding indicates that even though employees possess adequate knowledge, skills, and abilities, this competence does not automatically improve performance without being supported by voluntary work behaviors that reflect OCB (Andi Hendrawan & Sucahyawati, 2019). Therefore, competence tends to have an indirect effect on performance through strengthening OCB. Therefore, organizations need to focus not only on developing technical competence but also on encouraging OCB behaviors to optimally improve employee performance.

OCB is crucial for improving employee performance, and organizations must foster a work culture that supports voluntary behavior, teamwork, and active involvement in


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achieving organizational goals (Suzana, 2017). Thus, OCB is a crucial factor in improving employee performance, so organizations need to encourage the creation of a work culture that supports voluntary behavior, teamwork, and active participation in achieving organizational goals.

## CONCLUSION

Based on the research results, it can be concluded that training and competence have a positive and significant effect on Organizational Citizenship Behavior (OCB), which in turn plays an important role in improving employee performance at PT Atmindo Tbk. OCB is proven to be the most dominant variable and functions as a mediator in the relationship between training and competence on employee performance, considering that training and competence do not show a significant direct effect on performance. This finding indicates that improving employee performance is not enough only through the development of technical skills and knowledge, but is highly dependent on the extent to which training and competence are able to form voluntary work behaviors, such as initiative, cooperation, and concern for the organization. Therefore, human resource management needs to be directed in an integrated manner by emphasizing the development of training and competence that are aligned with the formation of OCB, so that employee performance improvements can be achieved optimally and sustainably.

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