

THE ROLE OF OCB AS A MEDIATOR IN IMPROVING EMPLOYEES PERFORMANCE

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Abstract: Employee performance is a measure of the quality of human resources in a company because employee performance is one important factor for the achievement of a company's goals. Employee performance can be influenced by several factors, such as training, work environment, and organizational citizenship behavior (OCB). The purpose of this research is to determine the influence of training and work environment on employee's performance with Organizational Citizenship Behavior (OCB) as the intervening. This research was conducted at the Semarang City Education Department by taking a sample of 115 respondents registered as active officials of the Semarang City Education Department. The Data collection method is done through a questionnaire. Data analysis uses path analysis. The results of the study concluded that there is an influence of training and work environment on OCB, the influence of OCB on employee performance and OCB is able to mediate the relationship between training and work environment on employee performance.

Keywords: training, work environment, organizational citizenship behavior, employee performance.

Abstrak: Kinerja pegawai merupakan ukuran kualitas sumber daya manusia di suatu perusahaan, karena kinerja pegawai adalah salah satu faktor penting bagi tercapainya suatu tujuan perusahaan. Kinerja pegawai dapat dipengaruhi oleh beberapa faktor, seperti pelatihan, lingkungan kerja dan Organizational Citizenship Behavior (OCB). Tujuan dari penelitian ini adalah untuk mengetahui pengaruh pelatihan dan lingkungan kerja terhadap kinerja pegawai dengan Organizational Citizenship Behavior (OCB) sebagai intervening. Penelitian ini dilakukan di Dinas Pendidikan Kota Semarang dengan mengambil sampel sebanyak 115 responden yang tercatat sebagai pegawai aktif Dinas Pendidikan Kota Semarang. Metode pengumpulan data dilakukan melalui kuesioner. Analisis data menggunakan analisis jalur. Hasil penelitian menyimpulkan bahwa terdapat pengaruh pelatihan dan lingkungan kerja terhadap OCB, pengaruh OCB terhadap kinerja pegawai dan OCB mampu memediasi hubungan antara lingkungan kerja maupun pelatihan terhadap kinerja pegawai.

Kata Kunci: pelatihan, lingkungan kerja, organizational citizenship behavior, kinerja karyawan

INTRODUCTION

Performance is a process of implementing a job from whatever is done to how to do it until the results obtained from the process. (Wibowo, 2013). Improved employee performance can be influenced from within the employee itself and from the surrounding environment. Improved employee performance when working can be done if the employee already understands how he should do his job. Organizations or companies will usually provide provisions or preparation for each new employee to get to know his job description and continue to provide learning guidance over time with the aim that each

employee is able to develop their abilities at work and become professionals. Provision or preparation can be obtained from employee training.

Based on data from the Semarang City Education Office in 2014 - 2018 that the employee performance target has not reached the desired target of 100%. This is because there are still some shortcomings in the extra-role behavior (OCB) that employees do at work such as not all employees are willing to help colleagues when overworked. In addition, there is a decrease in training for employees held by the Central Java Regional Human Resources Development Agency for the past 5 years. Data on employee performance and

employee training can be seen in Figure 1 below :

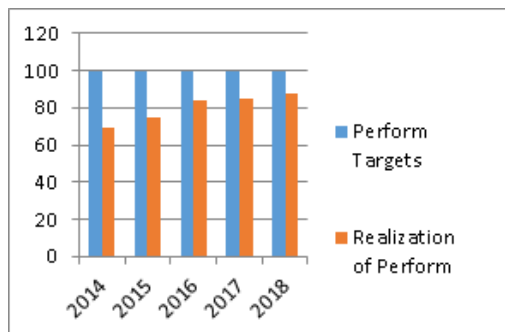


Figure 1. Employee Performance Achievements in Semarang City (2014-2018)

Source: Semarang City Education Agency

Figure 1 shows that the realization of employee performance was still below the 100% performance target for 2014 to 2018. Realization of performance employee are 68.7% (2014), 74.8% (2015), 83.8% (2016), 85.1% (2017) and 87.9% (2018). It means employee performance never achieves the target of employee performance from 2014 until 2018.

The results of research on the impact of training and work environment on employee performance have been carried out by previous researchers, such as researched by Pakpahan et.al (2014), Priyanto (2018), Munparidi (2012), and Djastuti (2017). The results of these studies indicate differences in results that reflect the presence of research gaps for the training's influence and work environment variables on the performance of employees. The previous test showed that the training variable did not significantly influence employee performance. (Pakpahan et.al, 2014). This research is the same with the results of tests by Priyanto (2018) which concluded that training had a negative and not significant effect on employee performance. The results of this study contradict the tests conducted by Munparidi (2012) and Djastuti (2017) which stated that training had a positive and significant effect on employee performance.

Similarly, research on the influence of the work environment on employee performance still shows differences in results between researchers with other researchers. Munparidi (2012), Ginanjar (2013), Djastuti (2017), and Priyanto (2018) stated that the performance of employees affected by the work environment positively and significantly. Different results were shown by Suprihati (2014) and Aprilia (2015) in their study which concluded that the work environment had a negative impact on the performance of employees.

Extra roles or extra contributions in an organization or company are explained by Organs, Podsakoff, et.al (2006) as employee behavior that is done voluntarily, sincerely, happily without having to be governed, controlled, without being influenced by compensation and can contribute to organizational performance or company, which came to be found as OCB. One of the factors that influence OCB from within is training, Nasurdin and Suan (2012), have conducted research related to training variables and organizational citizenship behavior, the results suggest that training has a positive influence on OCB. Nasurdin, Ahmad, and Tan (2014), in their study also stated that training had a positive effect on OCB. In addition to training, several studies have shown that OCB is influenced by the work environment. There is a positive influence between work environment variables on OCB, This can be interpreted that if the work environment is getting better then Organizational Citizenship Behavior will also increase (Nurhayati, et.al, 2016).

Based on employee performance that always below from target 100% for five years and inconsistent results of previous studies, this research has three objectives. First, the aim of this study is to find the relationship between training and work environment with organizational citizenship behavior (OCB). The second aim is to analyze the influence of training, work environment, OCB on employees' performance. Finally, the third aim is to find the role of OCB as a mediation

variable between training, a work environment with employees' performance.

LITERATURE REVIEW AND HYPOTHESES FORMULATION

Employees Performance

Employee performance is determined by employee attitudes and behavior so that it will form quality behaviors that focus on work and tasks. (Murpy & Cleveland in Pasolong, 2007:175). Mangkuprawira and Hubeis (2007: 160) explains that extrinsic factors and intrinsic factors affect employee performance. Intrinsic factors include motivation, skills, experience, age, education, spirituality, and emotions. Extrinsic factors include compensation, physical and non-physical environment, training, workload, vertical and horizontal communication, facilities, punishment systems, control in supervision, leadership, and work procedures. Achievement of quality and quantity of work occurs if employees carry out tasks in accordance with their respective work responsibilities. (Mangkunegara, 2009). Employee performance can be measured from 5 dimensions namely work quality, a quantity of work, responsibility, cooperation, and initiative. (Mangkunegara, 2014:75).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) was first introduced by Organ et.al in 1988. The same concept was introduced by Bamard (1938) called Willingness to Corporate and by Katz, (1964) who called it innovative and spontaneous behavior (Innovative and Spontaneous Behaviors). Other terms that refer to Organization Citizenship Behavior (OCB) are Prosocial Organizational Behavior (POB), Extra Role Behavior (ERB), and Counter Role Behavior (CRB). Individual or group behavior carried out on their own initiative, is not directly regulated in the details of formal work, which will increase the effectiveness of the company (Organ et al., 2006). Increasing the role of OCB can be measured through: Mutual

help among coworkers, Willing to sincerely do work that can benefit the organization, Shows a sense of responsibility for the survival of the organization, Demonstrate tolerance and sportsmanship among colleagues or towards the organization, Trying to prevent problems that may arise in the workplace. (Aisyia,2009).

Training

Training is an effort to improve employee knowledge and abilities in carrying out their work more effectively and efficiently (Sofyandi, 2008: 113). The definition of training proposed by Kasmir (2016) is the process of forming and equipping employees by adding expertise, abilities, knowledge, and behavior. Job training according to the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower is the whole activity to give, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at the certain skill and expertise levels in accordance with the levels and qualifications of positions or job. Good training can provide benefits to the company and also the human resources within the company. Measurement of training variables through five indicators, namely training materials, training methods, learning principles, determination and suitability of training, and the ability of trainees (Veithzal Rivai, 2012).

Work Environment

The work environment is the tools and materials faced, the environment in which the worker carries out his work, work methods, and work rules whether he does it individually or in groups (Sedarmayati; 2009: 21). The work environment is an environment where employees do their daily work (Siagian, 2014: 56). Broadly speaking, the work environment is divided into two dimensions: (1) physical work environment that is the overall physical form that is around the workplace and can affect employees. The physical work environment can be measured by the dimensions of the workplace building, adequate work equipment,

transportation facilities; (2) non-physical work environment that can be demonstrated by the creation of a harmonious working relationship between employees and superiors. The non-physical work environment can be measured from indicators of peer-level relationships, the relationship between superiors and employees, cooperation between employees (Siagian, 2014: 59)

The Relationship between Training, Work Environment with OCB

One of the internal factors affecting OCB is training (Nasurdin, et al., 2014; Ahmad & Tan, 2012). The relationship between training variables and OCB is a positive and significant relationship (Nasurdin & Suan, 2012; Ahmad & Tan, 2014). One of the practices of human resource management is training which is an important factor to positively enhance organizational performance (Nhat Tan Pham et.al, 2018). Previous research findings explain that training affects OCB positively and significantly (Nhat Tan Pham et.al, 2018; Kamarul Zaman, 2011).

Williams & Anderson, (1991) states that psychological evaluation of the work environment by individuals begins to become increasingly important for extra-role behavior (OCB) of employees, which can further explain what is the individual's needs at work. According to Nitisemito (2001), the environment of work is the environment around the employee and can influence employees to carry out the tasks. A comfortable work environment will be able to increase employee organizational commitment, otherwise, a less comfortable of work environment will decrease organizational commitment of employees. Research conducted by Devi Kurniasari & Abdul Halim (2013) shows a significant positive impact on the environment of work on OCB. The work environment has a strong influence on OCB (Jin Nam Choi, 2007; Oliver Boirat, et. al, 2015).

Based on this explanation, it is assumed that the training program provided to employees and work environment have a

positive influence on OCB, so the formulation of hypotheses is as follows:

Hypothesis 1: Training has a positive significant effect on OCB

Hypothesis 2: Work environment has a positive and significant effect on OCB

The Relationship between Training, Work Environment, OCB with Employees Performance

Training has a very close relationship with employees' performance. Achieving high performance is largely determined by the skills, ability, and knowledge of high employees which is the result of training. The following results of research describe job training had a positive and significant effect on employees' performance (Massie et.al, 2015; Saleleng & Soegoto, 2015).

A good and comfortable working environment will reduce the feeling of boredom and boredom at work for employees. Such comfort will certainly have an influence on enhancing employee performance (Rahmawati & Shalahuddin, 2017). So a comfortable work environment will increase employee productivity and overall employee performance. The results of previous studies indicate that the work environment has a positive and significant effect on employee performance (Widodo, 2018; Pratiwi, 2014; Sarwani, 2019).

OCB is a form of voluntary activity of members of an organization that supports organizational functions so as to form behavior that is helpful (altruistic) and expressed in the form of selflessness and attention to the welfare of others. OCB has an important role in determining employee performance (Muhdar, 2015). Thus it can be concluded that the extra role (OCB) has a positive correlation with employee performance. Previous studies have produced a positive and significant relationship between OCB and employee performance (Fitriastuti, 2013; Martini et al., 2017).

Based on the explanation above, it can be concluded that training, work environment,

and OCB have a positive and significant effect on employee performance. The hypotheses offered in this study are as follows:

Hypothesis 3: Training has a positive and significant effect on employee performance.

Hypothesis 4: The work environment has a positive and significant effect on employee performance.

Hypothesis 5: OCB has a positive and significant impact on employee performance.

RESEARCH METHOD

In this study, the variables used consisted of the dependent variable, intervening variables, and independent variables. The dependent variable is employee performance, the intervening variable is OCB, and the independent variable is training and work environment. The population and sample in this study were all employees of the Semarang City Education Agency totaling 115 employees. The sampling technique in this study is saturated or census samples, meaning that everything in the population is sampled.

This study used a random sampling technique, which means that all the population of 115 employees was used as the research sample. Data collection methods were obtained from direct observation using all ordinal data collection methods with questionnaires distributed to Semarang City Education Department employees. The questionnaire in this study uses open and closed questions. The number of closed questions is 22 questions consisting of 5 questions for the training variable, 7 questions for the work environment variable, 5 questions for the OCB variable, and 5 questions for the employee performance variable. The answers to each instrument item from the questions are measured on a Likert scale between 1 - 7.

The data analysis method used is multiple regression analysis using SPSS. Data processing in this study also uses Descriptive Analysis, Validity Test, Reliability Test, Glejser Test, Multicollinearity Test, Partial Test, and Path Analysis.

RESULT AND DISCUSSION

Result of Descriptive Analysis

This study takes an object in one of the government agencies engaged in education, namely the Department of Education. Semarang City Education Office is one of the government agencies that handle education affairs ranging from kindergarten, elementary school to junior high school in Semarang. Officials consist of several sections, namely the General and Personnel Subdivision consisting of 14 employees, the Planning and Evaluation Subdivision consisting of 7 employees, the Finance and Assets Subdivision consisting of 15 employees, the PAUD and PNF Development Divisions consisting of out of 18 employees, the Elementary Guidance Division which consists of 20 employees, the Junior Guidance Division which consists of 19 employees and the GTK Guidance Division which consists of 20 people. Which is calculated as a whole amounted to 115 employees. Information regarding the general description of respondents is as follows :

Table 1. Overview of Respondents

Demographic Characteristics	Category	Freq. (Person)
Gender	a. Male	54
	b. Female	61
Age	a. 20-30 years	3
	b. 31-40 years old	26
	c. 41-50 years	38
	d. > 50 years old	48
Education	a. High school	8
	b. Diploma	23
	c. Bachelor	72
	d. Postgraduate	12
Years of Service	a. 1 - 10 years	36
	b. 11-20 years	20
	c. 21-30 years	22
	d. ≥ 30 years	37

Based on the table above, it can be seen that the majority of respondents who are still actively working in the Semarang City Education Office are female as many as 61 people with a percentage of 53%. Most of the employees of the Semarang City Education Office who became respondents were over

50 years of age around 41.7% or as many as 48 respondents. Some of the respondents are employees of the Semarang City Education Office with a bachelor's degree of about 62.6% or as many as 72 people. Respondents with a work period of more than 30 years had the highest percentage, which was around 32.2% or as many as 37 employees who had a service period of more than 30 years.

Table 2. Descriptive analysis results

Variable	Average	Category
Training	5.77	Good
Work environment	5.90	Good
OCB	5.81	Good
Employee Performance	5.97	Good

Table 2 shows that the responses of respondents about the indicators of the extra role variable (OCB) get an average index

value of 5.81 which means that the extra role (OCB) of the employees of the Semarang City Education Office is declared good.

Table 3. Reliability of Research Variables

Variable	Alpha Count	Alpha Cronbach	Criteria
Training	0.941	0.7	Reliable
Work Environment	0.924	0.7	Reliable
OCB	0.848	0.7	Reliable
Employee Performance	0.929	0.7	Reliable

The reliability test results can be seen in Table 3. Based on the reliability test results it is known that the Cronbach's Alpha value > 0.70, which means all the instruments are *reliable*.

Result of Regression Analysis

Testing multicollinearity using SPSS software can be seen in the table below:

Tabel 4. Multicollinearity- T

Variable	Tolerance	VIF	Multicollinearity
Training	0.226	4,418	free
Work environment	0.183	3,452	free
OCB	0.323	3,100	free

Tabel 5. Partial Test

Coefficients ^a						
Model		Unstand Coeff		Stand Coeff		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1,909	1,441		1,325	.188
	Training	.181	.083	.202	2,189	.31
	Work Environment	.317	.077	.425	4,139	.000
	OCB	.331	.082	.313	4,047	.000

Dependent Variable:
Employees_Performance

Tabel 6. Path analysis

Coefficients ^a						
Model		Unstand Coeff		Stand Coeff		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5,574	1,578		3,533	.001
	Training	.189	.94	.244	2,021	.046
	Work Environment	.436	.078	.620	5,588	.000

a. Dependent Variable: OCB

Table 5 shown a partial test between training variables and work environment on employee performance. Testing the effect of training (X_1) on employee performance (Y_2) obtained t count 2.183 with a significance value of $0.031 < 0.05$, then H3 is accepted. Based on these results, it can be concluded that there is an influence of job training on employee performance. This means that the higher level of work training provided by employees will improve the performance of employees within the company. So, the training received by employees can be seen from the training materials of training methods, learning principles, accuracy and appropriateness of training, and the ability of trainees.

Testing the influence of the work environment (X_2) on employee performance (Y_2) obtained t count 4.139 with a significance value of $0.000 < 0.05$, then H4 is accepted. Based on these results, it can be concluded that there is an influence of the work environment on employee performance. This means that a better and more conducive work environment can improve employee performance in the company. So, the work environment can be seen from the physical work environment and non-physical work environment.

Testing influence *Organizational Citizenship Behavior* (OCB) (Y_1) on the performance of employees (Y_2) obtained t count 4,047 with significant value $0.000 < 0.05$, then H5 accepted. Based on these results, it can be assumed that the influence of OCB on employee performance. This means that the higher OCB employees can improve employee performance in the company. So, OCB's behavior can be seen from mutual help among colleagues, being willing to sincerely do work that can benefit the organization, showing a sense of responsibility for the continuity of the organization, showing tolerance and sportsmanship among colleagues to work or towards the organization and strive to prevent problems that may arise at work.

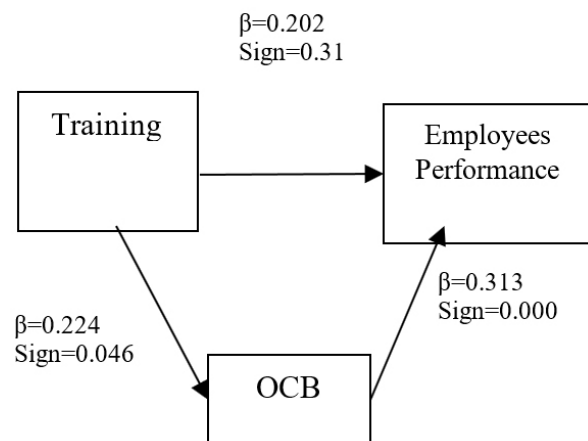


Figure 3. Path Analysis of Training on Employee Performance through OCB

Results of the *path analysis* in Figure 3 it can be described that the direct effect of training on employee performance (p_3) is 0.202. The indirect effect of training on employee performance through OCB = ($p_1 \times p_5$) = (0.224×0.313) = 0.070. The total indirect effect of training on employee performance through OCB = ($p_3 + (p_1 \times p_5)$) = ($0.202 + 0.070$) = 0.272. So the indirect effect is greater than the direct effect ie ($0.272 > 0.202$). From these results, it can be concluded that training has an influence on the performance of employees through OCB as an intervening variable. this means that H1 which states that the training effect on the performance of employees through the OCB received. this shows that OCB is able to mediate the training to improve the performance of employees.

Table 6 shown the path analysis and regression output in the coefficients. It can be seen that the significance value of the training variable (X_1) = 0.046 and the work environment variable (X_2) = 0.000 less than 0.05. These results provide a conclusion that the Training and Work Environment Variables significantly influence the *Organizational Citizenship Behavior* (OCB). The value of R^2 contained in Table 7 Model Summary amounted to 0.677, it indicates contributions influence of Training and Work Environment on *Organizational Citizenship Behavior*

(OCB) amounted to 67.7%, while the balance of 32.3% is the contribution of other variables that are not included in the study.

Tabel 7. Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.677	.672	2,131

a. Predictors: (Constant), Work Environment, Training

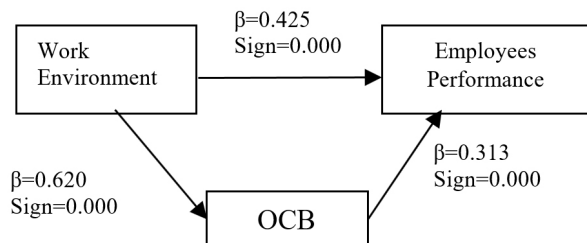


Figure 4. Path Analysis of Work Environment on Employee Performance through OCB

The results of the *path analysis* test in Figure 4, where it is known that the direct influence of the work environment on employee performance (p4) is 0.425. The indirect effect of the work environment on employee performance through OCB = (p2 xp 5) = (0. 620 x 0. 313) = 0. 194 . The total indirect effect of the work environment on employee performance through OCB = (p4 + (p2xp 5) = (0. 425 + 0. 194) = 0. 619 . So the indirect effect is greater than the direct effect, namely (0. 619 > 0. 425). From these results, it can be concluded that the environmental work has an influence on the performance of employees through the OCB. this means that H 2 which states that environmental work affects the performance of employees through the OCB received. this shows that the OCB is able to mediate the environment work towards improving the performance of employees.

CONCLUSION

The conclusions of this study indicate that training influences employee performance.

This means that the more adequate training methods and continuity of training obtained by employees in supporting their work, the employee’s performance will increase. The work environment has a positive influence on employee performance. This means that the good environment of work both physical and non-physical work environment that is perceived by the employee, then the performance of employees will increase. In addition, OCB also has an influence on employee performance. This means that the higher the OCB of employees, the performance of employees in the company also increases. Training influences employee performance through OCB. This means that OCB is able to mediate training in improving employee performance. The work environment influences employee performance through OCB. This means that OCB is able to mediate the work environment towards improving employee performance.

Suggestion for managerial is in order to improve job training companies should be able to provide job training for all employees both new employees and senior employees. In addition, to improve employee performance, the company should be able to provide bonuses for employees who can implement the results of their work training properly, maintain the work environment and have high work motivation, which is demonstrated through their extra role in carrying out their duties.

Suggestions for further researchers are expected to look for a different and broader scope of the population to provide a more specific picture of the effect of training and work environment on employee performance through OCB. In addition, further research needs to be done on other variables that also affect employee performance such as organizational commitment, organizational culture, job satisfaction, and leadership style.

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