THE EFFECT OF TRAINING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE CLARION BREAD AND CAKE LAMPUNG

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Abstract

The main purpose of this study is to identify the effect of training on employee performance, identify the influence of organizational citizenship behavior (OCB) on employee performance and identify the impact of training and organizational citizenship behavior (OCB) on employee performance. The quantitative method applied here using a saturated sampling technique involved all members of the population, considering the limited sample size of the study, researchers selected 60 participants from Clarion bread and cake Lampung employees. Windows version 25 of SPSS is used for data analysis. Multiple linear regression tests, reliability and validity tests, hypothesis tests (partial T tests) and (simultaneous F tests), and coefficients of determination are some of the tests performed. The data collection is collected through a google form questionnaire. The findings of this study show that training has a considerable positive influence in partially improving employee performance (t-test), and shows that organizational citizenship behavior has a considerable positive influence in partially improving employee performance (t-test). Then simultaneous testing of training and organizational citizenship behavior (Test F) also showed a significant effect on employee performance.

Keywords: Employee Performance, Organizational Citizenship Behavior, Training.

1. Introduction

In the business era as it is so competitive and dynamic like now, quality human resources are the most important asset for every company (Adomako & Nguyen, 2020). Quality human resources are very beneficial for organizations because they help them do the work necessary to be able to survive and compete (Putri & Supriadi, 2022). Human resources in a company are a group of productive individuals who drive the organization with the aim of achieving various targets that have been set (Dunan et al., 2020). This may be the reason why organizations need superior human resources, based on the phenomena and realities mentioned above. Employee Performance is one way to measure and evaluate the level of quality of human resources of a company where the definition of employee performance is the work of someone's work (Suwandi & Suhakim, 2023). High-performing employees not only do their jobs well, but can also help organizations become more competitive, creative, and innovative (Carvalho Cruz et al., 2020). This can certainly be a reason by companies to regularly improve the performance of their employees as expected.

Improving employee performance is something that every company continues to strive for in achieving goals (Egenius et al., 2020). The achievement of maximal goals is a good result of an individual or team; conversely, failure to achieve goals is caused by suboptimal performance of the individual or team (Patmarina Hepiana & Anisa, 2023).Employee performance can be improved through training and Organizational

Citizenship Behavior.(Darari Bariqi, 2018) defines that training is an effort to improve a person's abilities and knowledge so that they have the abilities and knowledge that the company needs to improve employee performance. Employee performance depends not only on their skills and knowledge, but also on other factors, such as the employee's actions that exceed the standard of duties required in their work, this is an example of Organizational Citizenship Behavior (OCB) behavior where employees voluntarily do more than expected to help the organization achieve its goals and ensure the sustainability of its operations (Langdon et al., 2023). A company can continue to thrive when its employees are willing to perform more than formal tasks and are consistently able to deliver good results (Fernanda, 2021).

The object used in this study is a bakery industry, namely Clarion bread and cake located on Jl. Wolter Monginsidi, Teaching, Kec. Talk. Betung Utara, Bandar Lampung City. Currently, this business has grown very rapidly to have three additional branches, namely Pagar Alam Branch, Kimaja, and Kemiling. Based on the results of temporary research at Clarion bread and cake Lampung shows that the training provided is still not optimal, this is shown by employees less dexterous, creative, productive, and innovative in working so that it is felt that employee performance is still not optimal, in addition, not all employees are willing to voluntarily work better or change colleagues as they cannot attend. In such cases, employees complain by blaming each other because they believe that the tasks they are doing are already tiring enough, and everyone has limits, so they feel burdened. Therefore, from the above phenomenon, the researcher aims to ascertain, first, how the training affects the performance of Clarion bread and cake Lampung employees; second, how the implementation of Organizational Citizenship Behavior (OCB) impacts the performance of Clarion bread and cake Lampung employees; third, how the training and implementation of Organizational Citizenship Behavior (OCB) impact on the performance of Clarion bread and cake Lampung employees. From this perspective, the author is interested in conducting a research study on "The Effect of Training and Organizational Citizenship Behavior on Clarion Bread and Cake Lampung Employee Performance"

2. Theoretical Background
2.1 Employee Performance
Employee performance is defined as the result of work or achievements achieved from an activity completed within a certain period of time; When an employee performs well, they help the company achieve its goals. (Subroto, 2018). Performance, according to (Patmarina Hepiana & Febriana, 2021), is defined as a measure of the level of achievement of results during the performance of operational tasks. (Ashary, 2019) Improved employee performance can result in efficiency and employee performance if employees are committed and dedicated, creative and innovative, and responsible. According (Husna, 2019) to there are 5 main indicators of employee performance, 1. Quantity indicates the extent to which a worker can produce output or reach a certain amount within a certain period of time. 2. Quality is defined as the level of a worker's ability to provide and offer a product or service that satisfies or exceeds established standards. 3. Punctuality, refers to the employee's ability to complete the project or task now on schedule. 4. Cooperation ability is the ability of employees to collaborate with other parties in the work environment. 5. The need for supervision is the extent to which an employee needs supervision while performing his work.
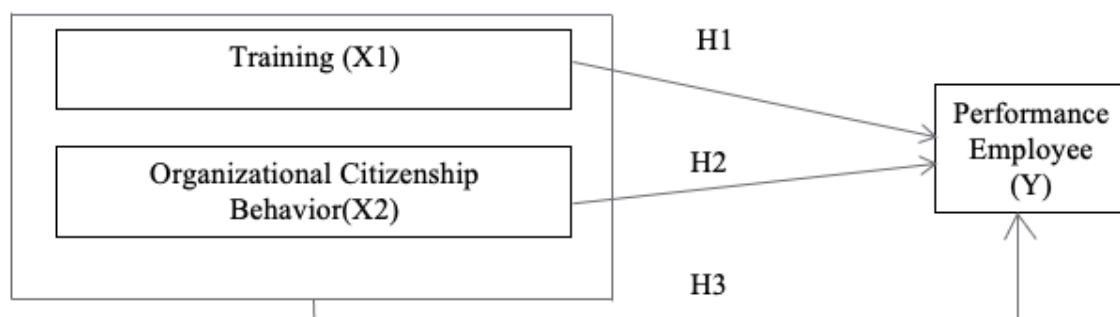
2.2 Training

According (Sudarso, 2019) to Job training is a means by which workers are educated and trained in order to better carry out the tasks that the company gives them. (Sugandha et al., 2019) states that training is a collection of actions undertaken by individuals to systematically improve their expertise and knowledge so that they can perform professionally in their field. According (Lumban Gaol, 2020) to there are 5 main indicators of training, namely 1. Instructor (Teacher), 2. Participant 3. Material 4. Method 5. Purpose

2.3 Organizational Citizenship Behavior (OCB)

According (Sari Permata & Ali, 2022) to "Organizational citizenship behavior is a voluntary attitude that employees have by doing more work and has nothing to do with the official reward system in the company, but when viewed as a whole, helps improve the efficiency of the company". Organizational Citizenship Behavior, also known as organizational citizenship behavior, is defined as behavior that is consciously and voluntarily carried out outside of one's formal responsibilities and will not be sanctioned if it does not do so. (Nisa et al., 2018). According (Gilang, 2018) to there are 5 indicators of Organizational Citizenship Behavior, 1. Altruism is voluntary behavior in the workplace in which an employee voluntarily helps or supports his co-workers without getting immediate compensation or formal pressure 2. Conscientiousness is an employee who does his job with discipline, responsibility, thoroughness, and consistency. 3. Sportsmanship i.e., behavior that refers to good and moral actions shown by employees at work, 4. Courtesy is the behavior of an employee who is polite, friendly, and has respect for colleagues or others in the workplace. 5. Civic Virtue is the readiness of employees to prioritize the public interest above the interests of the company.

2.4 Frame of Mind

According (Julianry et al., 2018) to research findings, training impacts employee performance. Research findings conclude that (Widodo et al., 2019) organizational citizenship behavior affects employee performance. Furthermore, according to research findings, training and (Fernanda, 2021)organizational citizenship behavior jointly affects employee performance.

Figure 1. Frame of Mind

As explained above, the hypothesis submission here is:

H1: Training has a considerable positive impact on employee performance at Clarion bread and cake Lampung.

H2: Organizational Citizenship Behavior (OCB) has a positive and significant impact on employee performance at Clarion bread and cake Lampung.

H3: Training and Organizational Citizenship Behavior (OCB) have a major impact on employee performance at Clarion bread and cake Lampung.

3. Methods

The research here implements the quantitative type method with an associative approach. According to (Sugiyono, 2018). quantitative research is characterized by the collection of numerical data, analysis of statistical data, and the presentation of conclusions numerically or tabularly. According to Associative techniques are used to assess the impact or relationship between two or more variables. (Sugiyono, 2018).

(Sugiyono, 2016) says that "population is the leveling area where researchers select subjects or objects with certain qualities and attributes to study before drawing conclusions". According to (Sugiyono, 2018) Sample reflects representatives of the population both in terms of size and composition. In this study, researchers adopted a nonprobability sampling technique.(Sugiyono, 2016) Nonprobability sampling is used because not all parts of the population sampled have the same chance of being taken. then the type of sampling used is saturated sampling (census) according to Sugiyono's opinion, "Saturated sampling, also known as census, is a sampling approach that uses the entire population as a sample."(Sugiyono, 2016).

From the above understanding, it can be concluded that the census or saturated sampling method involves the entire population. The number of sample usage in this study is not large enough (limited), namely 60 Clarion employees' bread and cake Lampung, so to represent the population, researchers collect the same number of samples as the population. Data sources include primary data and secondary data. The primary data used in this study were mainly through questionnaires in the form of various questions with Likert scale types that were aligned with indicators and secondary data were collected from several sources, including the internet, journals, and books. With SPPS Version 25 to conduct analysis as described above, the hypothesis submission here uses: multiple linear regression test, validity and reliability test, coefficient of determination or R^2, hypothesis test in the form of simultaneous F test or partial T test.

4. Results and Discussion

4.1 Test Validity and Reliability
4.1.1 Validity Test

The magnitude of the degree of freedom (df) is 58 (60-2= 58). The result of the r-table shows a Correlated Item-Total Correlation of 0.2542. Assuming a positive value and r-count>r-table, it means that an item or indication is considered valid.

Table 1. Validity Test Results

Variable	Items Question	r calculates	r table	Information
Training (X1)	X1.1	0,596	0,2542	Valid
	X1.2	0.697	0,2542	Valid
	X1.3	0.731	0,2542	Valid
	X1.4	0.746	0,2542	Valid
	X1.5	0.723	0,2542	Valid
	X1.6	0.724	0,2542	Valid
	X1.7	0.611	0,2542	Valid
	X1.8	0.688	0,2542	Valid
	X1.9	0.714	0,2542	Valid
	X1.10	0.603	0,2542	Valid

Organizational Citizenship Behavior (X2)	X2.1	0.697	0,2542	Valid
	X2.2	0.690	0,2542	Valid
	X2.3	0.585	0,2542	Valid
	X2.4	0.681	0,2542	Valid
	X2.5	0.619	0,2542	Valid
	X2.6	0.627	0,2542	Valid
	X2.7	0.731	0,2542	Valid
	X2.8	0.631	0,2542	Valid
	X2.9	0.654	0,2542	Valid
	X2.10	0.566	0,2542	Valid
Employee Performance (Y)	Y.1	0.512	0,2542	Valid
	Y.2	0.716	0,2542	Valid
	Y.3	0.695	0,2542	Valid
	Y.4	0.759	0,2542	Valid
	Y.5	0.723	0,2542	Valid
	Y.6	0.746	0,2542	Valid
	Y.7	0.627	0,2542	Valid
	Y.8	0.666	0,2542	Valid
	Y.9	0.597	0,2542	Valid
	Y.10	0.696	0,2542	Valid

Source: IBM SPSS 25 (2023) data analysis

All training question items (X1), organizational citizenship behavior (X2), and employee performance (Y) have a calculated value of > rtable, so it can be assumed that all statement items are considered valid, in accordance with the findings of the validity test. in Table 1 which uses 60 respondents.

4.1.2 Reliability Test

Reliability is defined as the extent to which Cronbach's Alpha (α) value exceeds 0.6. The findings include:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Reliability
X1	0.872	Reliable
X2	0.847	Reliable
Y	0.864	Reliable

Source: IBM SPSS 25 (2023) data analysis

The test results of the following statements (X1), X2), and Y) show (α) > 0.60 for all three variables respectively. It concludes that all statement items are declared reliable. This conclusion is supported by the data presented in Table 2. Reliability test using 60 respondents.

4.2 Multiple Linear Regression Test

Using this test, one can estimate how far the independent variable can affect the dependent variable. The independent variable refers to training (X1) and OCB (X2), while Employee Performance (Y) as dependent. Here the researcher used SPSS version 25 to handle the data, and the findings are in the attached summary.

Table 3. Linear Regression Test Results

Coefficients[a]

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.931	3.095		2.885	.006
	Training (X1)	.462	.110	.498	4.204	.000
	OCB (X2)	.334	.114	.348	2.938	.005

a. Dependent Variable: Employee Performance (Y)
Source: IBM SPSS 25 (2023) data analysis

From table 3 above the known values are as follows:
1) Constant= 8.931
2) Training = 0.462
3) Organizational Citizenship Behavior (OCB) = 0.334

The following equation can be determined by entering this data into a multiple linear regression model: $Y = 8.931 + 0.462 X1 + 0.334 X2$

The performance of Clarion bread and cake Lampung employees will grow if the value of the independent variable is considered constant, according to the regression equation resulting in a constant of 8.931. A positive relationship (β_1 of 0.462) indicates that improved training can optimize performance in employees which is 0.462 where the record of all other variables is constant. A positive relationship ($\beta_2 = 0.334$) proves that an increase in OCB is able to optimize the employee's performance through noting that all other independent variables must be constant.

4.3 Test the hypothesis
4.3.1 Test t (Partial Test)

Can measure with the t-test as which independent factor is more important in influencing the dependent variable. If you want to see the correlation between variables, you can do it separately using the t-test.

Here are the results of the t-statistical test taken with SPSS version 25:

Table 4. Test Results t (Partial)

Coefficients[a]

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.931	3.095		2.885	.006
	Training (X1)	.462	.110	.498	4.204	.000
	OCB (X2)	.334	.114	.348	2.938	.005

a. Dependent Variable: Employee Performance (Y)
Source: IBM SPSS 25 (2023) data analysis

1) The effect of training (X1) on employee performance (Y)

According to the data from table 5. For a 2-party test with a margin of error of 5% and df is n-2 (60-2 = 58) where the calculated t value of the training variable is 4.204, and the corresponding table t value is 2.001. If tcount > ttable means that there is an influence between X1 and Y, on the other hand, if tcount < ttable means that there is no influence between X1 and Y, in this context t count is 4.204 beyond t table which is 2.001 so it is proven that there is an influence between training and employee performance in Clarion bread and cake Lampung

Furthermore, the t sig is 0.000 where the degree of significance is set at 0.05. As a result, Ho was rejected while Ha was accepted because the degree of significance worth 0.000 was less than 0.05 so that the training did have an influence on the performance of Clarion bread and cake Lampung employees.

2) Effect of OCB (X2) on Employee Performance (Y)

In accordance with the facts in Table 5. For a two-party test with a margin of error of 5% and df is n-2 (60-2 = 58) where the calculated t value of OCB is 4.204, while the corresponding table t value is 2.001. If tcount > ttable means there is an influence between X2 and Y, on the other hand, if tcount < ttable means there is no influence between Y and X2 where t count is 2.938 > t table = 2.001, it is proven that there is an influence between the two variables in Clarion bread and cake Lampung. Next, the value of t sig or probability is 0.005, with a specified significance threshold of 0.05. As a result, Ho's rejection and Ha's acceptance, due to the significance level of 0.005 < 0.05 so that OCB did have an impact on the performance of Clarion bread and cake Lampung employees.

4.4 F Test (Simultaneous Test)

Training and OCB are two independent variables that have the potential to affect employee performance which are dependent variables. The F test, also called the simultaneous significance test, is designed to assess how well the factors can explain each other's behavior. Therefore, the main purpose of the F test is as a determinant of regression on a variable is zero.

Table 5. Simultaneous Test Results (Test F)

ANOVA[a]

	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1791.681	2	895.841	46.492	.000b
	Residuals	1098.319	57	19.269		
	Total	2890.000	59			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), OCB (X2), Training (X1)
Source: IBM SPSS 25 (2023) data analysis

The F magnitude is 46,492 and the sig value is 0.000 as shown in the table above. Using a two-party test with a significance threshold of 5% and df = n-k-1. To obtain the F-table value of 3.16 the following formula is used: df = n-k-1 (60-2-1=57) and for party test error of 5%; then apply them to training and OCB variables. Obtained F table 3.16. If Fcalculate >Ftable then there is an influence of X1 and X2 on Y and vice versa when F count less than F table means that both variables X have no influence on Y., in the case of this study, Fcalculate = 46.492 > Ftable = 3.16. This shows a beneficial relationship between training and OCB on the performance of Clarion bread and cake Lampung employees. Then the F value, commonly called sig, has a value of 0.000, smaller than the previous threshold of 0.05, indicating that Ho rejection and Ha acceptance means training and OCB have an impact on the performance of Clarion bread and cake Lampung employees.

4.5 Coefficient of Determination (R-Square)

Squaring the coefficients found will result in a coefficient of determination, which can be used to ascertain the relative contribution of independent and dependent variables. The percentage form of the coefficient of determination is used to determine the contribution

or proportion of Training and OCB to Clarion bread and cake Lampung Employee Performance.

Table 6. Coefficient of Determination Test Results

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787ᵃ	.620	.607	4.38962

a. Predictors: (Constant), OCB (X2), Training (X1)
Source : IBM SPSS 25 (2023) data analysis

Training and OCB are two separate variables that according to the data in table 7 correlate strongly with employee performance (R = 0.787 or 78.7%). With an R square value of 0.620, the study found that these two variables accounted for 62% of the variation in employee performance. At the same time, factors beyond the scope of the study accounted for the remaining 38%.

The standard error estimate of the expected value is then determined using standard deviation, which is also called the estimated standard error. With a standard error of 4.38962, this research model is able to predict employee performance more accurately as the standard deviation decreases.

4.6 Discussion

Analyzing the results of this study involves determining the pattern of action needed to overcome this problem and examining the fit between the ideas offered, points of view, and previous research. The following is an explanation of the three (3) main components that make up the analysis of research findings:

1) The Effect of Training on Employee Performance
   According to the results above, the conclusion is that training has a positive impact on employee performance. at Clarion bread and cake Lampung. Therefore, H1 is accepted and this is relevant to research from (Julianry et al., 2018) training variables that have a positive and large impact on employee performance.

2) The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance
   In accordance with the results of the test above, the conclusion is that there is an influence / impact of Organizational Citizenship Behavior (OCB on employee performance at Clarion bread and cake Lampung. This indicates that H2 is accepted as relevant to that the (Widodo et al., 2019) OCB variable has a strong and positive impact on employee performance.

3) The Effect of Training and Organizational Citizenship Behavior (OCB) on Employee Performance
   In accordance with the test results above, it was concluded that Training and Organizational Citizenship Behavior (OCB) had a significant impact on employee performance at Clarion bread and cake Lampung. Therefore, marking H3 is accepted. The findings are relevant to studies from (Fernanda, 2021) which simultaneously both variables have a major impact on employee performance.

5. Conclusion

From the results of previous research and discussions, it was concluded that the training contributed and had a significant positive impact on employee performance in bread and cake Lampung, partially (Test t), and Organizational Citizenship Behavior (OCB) contributed and had a major and positive effect on employee performance at

Clarion bread and cake Lampung, with the t test. then both are supported simultaneously through the F test has a significant effect on employee performance at Clarion bread and cake Lampung.

The author advises Clarion bread and cake Lampung to provide regular training to their employees, as well as continue to develop and expand training programs to keep employees have the skills, creativity, innovative, productive, and the latest knowledge they have continues to improve so that in doing their tasks they can complete them well. Clarion bread and cake Lampung is also expected to continue to retain employees who show high Organizational Citizenship Behavior (OCB) behavior within the company so that the behavior does not change so that it can help improve company performance.

The author wants this study to be a reference for other researchers. to be used in their research and this research can be continued and developed by investigating the subject of wider research or by looking at additional variables.

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