

## The Effect Of Employee Training, Competence And Commitment On Employee Performance In OCB On Non-Medical Staff Of RSUD Dr. H Koesnadi Bondowoso

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### ABSTRACT

This study aims to examine the effect of training, skills, and employee involvement on employee performance through organizational citizenship behavior (OCB) at dr. H Koesnadi Bondowoso. This study involved non-medical employees as the research sample. The research method used is a survey method using a questionnaire as a data collection instrument. The sample of this study consisted of 120 non-medical employees of RSUD dr. H Koesnadi Bondowoso was selected by purposive sampling technique. Data analysis was performed using path analysis techniques. The results showed that employee competence and commitment had a significant effect on OCB while training had no significant effect on OCB. The results of the study show that employee training, skills, and engagement have a significant effect on employee performance. In addition, OCB also acts as a mediating variable between competence and employee commitment to employee performance. This research contributes to the development of theory and practice of human resource management in the health sector. The practical implication of this research is the importance of management in providing quality training, building employee skills, and encouraging high employee engagement to improve the performance of non-medical staff at RSUD dr. H Koesnadi Bondowoso.

**Keywords:** training, competency, commitment, OCB, employee performance

### INTRODUCTION

Human resources play an important role in determining the progress or decline of a business or government agency. Companies or government agencies to succeed need competent human resources. in their field and has a strong performance to support the achievement of business goals. Some aspects that must be considered by human resource management in order to get quality employees who are competent in their fields and can contribute to achieving company goals are aspects of professional training and employee performance. The following is the opinion of experts regarding the concept of human resource development: Hasibuan (2014) that human resource management is the science and art of managing labor relations and roles so that they efficiently and effectively help achieve company, employee and community goals. Meanwhile, Armstrong (2013) stated that human resource management relates to all aspects of how people work and are managed in organizations including human resource planning, performance management, learning and human resource development.

Performance improvement is also inseparable from the capabilities possessed, so that companies or government agencies can provide technical advice or training. According to Kaswan (2015), professional training is a process of increasing employee knowledge and skills. Furthermore, according to Hartatik (2014), the purpose of job training is to improve the performance of employees who are unsatisfactory due to a lack of skills.

Competence as a combination of skills ( *skills* ), knowledge ( *knowledge* ) and behavior ( *attitude* ) Fuad (2009). These skills, knowledge, and behaviors can be observed and critically applied to organizational success and employees' work performance and personal contribution to their organizations. According to Hutapea and Thoha (2008:28) revealed that there are three main components of skill formation, namely knowledge possessed by a person, ability, experience and individual behavior.

Strong work commitment means sticking to an individual's particular job. According to Moorhead and Griffin (2014), organizational commitment is an attitude that reflects the extent to which an individual recognizes and connects with his organization. A person with high involvement will most likely see themselves as a true member of the organization. According to Kreitner and Kinicki (2014), organizational commitment is an agreement to do something for oneself, for other individuals, groups or organizations.

The existence of OCB is the impact of individual beliefs and perceptions in the organization on the implementation of agreements and psychological contracts. This behavior comes from individual feelings as members of the organization who have a sense of satisfaction when they can do something more for the organization (Saleem and Amin, 2013).

According to Prawirosentono in Sinambela (2015), performance is the result of work that can be done by a person or group of people in an organization, according to their respective authorities and responsibilities, in an effort to achieve the goals in question. organization legally, does not violate the law and in accordance with morals and ethics.

According to Bangun (2015), performance is the result of work done by someone in accordance with *the demands of the job*. Performance indicators include *quantity* (amount of work), *quality* (quality of work), *timeliness* (punctuality), *diligence* (assiduity), *teamwork* (cooperation ability). Performance is the result of work in quality and quantity achieved by an employee in his performance. his duties are in accordance with the responsibilities entrusted to him (Mangkunegara, 2015) According to Ratnasari (2017), employee performance is the result of work in the form of quantity and quality over a certain period.

Contrary to the theory that has been discussed, the researcher obtained several empirical study results that contradict the theory stated above, while the research *gap* obtained was based on the research results of Sengkey, et al. (2018). Shows that organizational commitment has a negative and insignificant effect on OCB. Further research was conducted by Ratnasari Research, et al. (2021). The results of the training research have no significant effect on the performance of the State Civil Apparatus, competence has a significant effect on the performance of the State Civil Apparatus, work discipline has a significant effect on the performance of the State Civil Apparatus, organizational commitment has no significant effect on the performance of the State Civil Apparatus.

The research gap that occurs between the relationship between engagement and performance training requires an intermediary variable to be a differentiator in this study. Referring to Andhika's research, et al (2020) shows that the role of *Organizational Citizenship Behavior* (OCB) can be an intermediary between motivational variables and organizational commitment to influence employee performance. Suhardi's research (2019) also shows the role of *Organizational Citizenship Behavior* (OCB) in increasing the influence of competence on performance. Thus, *Organizational Citizenship Behavior* (OCB) was chosen as an intervention in this study to overcome the gaps in research findings that occurred.

Based on the improvement of performance theory which relies on important factors as supports and is strengthened by the results of similar previous studies as a reference in the research that is being built, the research object chosen is RSUD dr. H. Koesnadi, Bondowoso. Based on Bondowoso Regent Regulation number 139 of 2021 concerning position, organizational structure, main tasks and functions and work procedures of the special organizational unit of the regional general hospital dr. H. Koesnadi. The Bondowoso District Health Office is tasked with providing comprehensive individual health services that provide inpatient, outpatient, and emergency care.

RSUD dr. H. Koesnadi Bondowoso as a type B referral hospital became a Regional Public Service Agency (BLUD) based on Bondowoso Regent Decree number 188.45/450/430.6.2/2011 dated 9 August 2011. In accordance with Government Regulation Number 74 of 2011 concerning Amendments to Government Regulations Number 23 of 2005 concerning Financial Management of Regional Public Service Agencies, Article 11(3a) states that the BLU budget ceiling in the Draft Regional Regulation on PDBA whose sources of funding come from BLU revenue and BLU budget surplus are detailed in a program, activity, output and type of expenditure.

To achieve these aims and objectives, the hospital runs programs and activities that will be carried out every year. To measure the level of program success, performance metrics/indicators for each program, target groups and indicative funding are needed. Details of programs and activities can be described below:

To achieve these aims and objectives implemented in the priority program implemented by RSUD dr. H. Koesnadi Bondowoso for the 2018 – 2020 period, namely: Improving BLUD health services. This program is carried out with activities: Services and support for BLUD health services. Debriefing program, improvement of hospital facilities and infrastructure. This program is carried out with activities: Procurement of hospital medical equipment; Acquisition of hospital buildings and structures. Development of the social environment, this program is carried out through the following activities: Development/improvement/maintenance of health equipment/infrastructure in collaboration with the Health Social Security Organizing Agency.

In carrying out the above tasks, RSUD dr. H. Koesnadi carries out the functions of: Providing medical treatment and health recovery services in accordance with hospital service standards; Maintenance and improvement of individual health through level II and III plenary health services according to medical needs; Organizing human resource education and training in order to increase the ability to administer health services; and Conducting research and development as well as technology screening in the health sector in order to improve health services by taking into account the ethics of science in the health sector. Organizational structure and work procedures of the Regional General Hospital dr. H. Koesnadi Bondowoso on this basis should improve the efficiency and effectiveness of the performance of hospital services.

Based on the duties and functions of the employees of the Regional General Hospital dr. H. Koesnadi Bondowoso itself is the only type B hospital in Bondowoso Regency, so that in carrying out its duties and functions one can see the realization of income and expenses for the regional general hospital dr. H. Koesnadi Bondowoso for the last 5 years are as follows:

**Table 1 Actual Income and Expenditure of RSUD Dr. H. Koesnadi Bondowoso for 5 Years .**

NO.	Year	Target achievement 100%	
		Income	Purchase
1.	2018	99.78%	93.6%
2.	2019	100.1 %	94.8 %
3.	2020	114.9 %	82.8 %
4.	2021	117.7 %	90.2 %
5.	2022	104.5 %	97.1 %

Source: RSUD dr. H. Koesnadi Bondowoso (2023)

Based on Table 1, it can be seen that the revenue target for the last 5 years at RSUD dr. H. Koesnadi Bondowoso always fluctuates even if in 2022 he will receive more than the target, then the cost of dr. H. Koesnadi Bondowoso still has not achieved the expected goals, this can also be seen from the employee performance reports in carrying out their duties and functions as follows:

**Table 2 Identification of employee performance analysis in 2020 2**

NO	Employee performance appraisal RSUD dr. H. Koesnadi	Target	Realization
1	the strategic plan	100%	85%
2	Renja	100%	80%
3	Iku	100%	80%
4	Clip	100%	80%
5	Internal evaluation report results	100%	75%

Source: Data from the Planning Sector of RSUD dr. H. Koesnadi Bondowoso (20 23 ).

Based on Table 2 regarding problem identification in the performance evaluation analysis of RSUD dr. H. Koesnadi Bondowoso above with a program achievement target of 100% shows that the performance achievement results do not meet the set targets. Meanwhile, in this study, researchers found the phenomenon of employee performance at dr. H. Koesnadi Bondowoso is the inefficient performance of employees in carrying out their duties and functions. Referring to Tables 1 and 2 above with the problems faced, the researcher tries to raise several important factors to improve performance and minimize existing problems as a solution to the problems faced by the object under study. Factors include: training, competence, and employee engagement that affect employee performance through OCB as an *intermediate variable*.

## METHOD

The type of research used in this research is *explanatory research*. According to Sugiyono (2017), *explanatory research* is a research method that intends to explain the position of the variables studied and the influence between one variable and another.

The population of this study were non-medical employees at RSU D dr. H. Koesnadi Bondowoso up to 400 employees. Arikunto (2012) argues that if researchers have several hundred subjects in the population, they can determine about 10–20% or 30–50% of that number. Referring to this opinion and based on the considerations that have been put forward, the number of samples used in this study was  $30\% * 400 = 120$  respondents. The method of determining the sample using *non-probability sampling* with *purposive sampling technique*. The criteria for respondents who were sampled in this study were:

1. Non-medical employees with employment status as ASN only.
2. Non-medical employees with minimum D3 education.
3. Non-medical personnel who have undergone training.
4. Have a minimum working period of 5 years .

## RESULTS

### Path analysis of the calculation of the direct effect coefficient

This section describes each path in the model section using path analysis . Each subject tested shows the direct and indirect effects of training (X1) and employee competency (X2) on *Organizational Citizen Behavior (OCB)* (Z) and employee performance (Y) RSUD dr.H. Koesnadi Bondowoso. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis of this study. Path coefficient values can be seen in the following table:

**Table 3. The value of the direct influence path coefficient**

NO.	Variable Free	Variable Jump	Beta ( $\beta$ )	t-count	$\rho$ -value	Information
1.	Practice	OCB	0.024	1,026	0.080	Not significant
2.	Skill	OCB	0.149	1.316	0.019	significant
3.	Commitment	OCB	0.372	3,169	0.002	significant
4.	Practice	Show	0.216	1,702	0.009	significant
5.	Skill	Show	0.202	2,390	0.018	significant
6.	Commitment	Show	0.398	4,397	0.000	significant
7.	OCB	Show	0.241	3,517	0.001	significant

Data sources processed by researchers (2023)

- The results of the training variable test (X1) on *organizational citizenship behavior (OCB)* obtained a beta ( $\beta$ ) value of 0.024 with a  $\rho$  value of 0.080. Because *the value of  $\rho$*  is less than  $\alpha$  ( $0.080 > 0.05$ ), training (X1) has no significant effect on *organizational member behavior (OCB)* (Z).
- The results of testing the employee competency variable (X2) on *organizational citizenship behavior (OCB)* (Z) obtained a beta ( $\beta$ ) value of 0.149 with a  $\rho$  value of 0.019 . Because *the value of  $\rho$*  is smaller than  $\alpha$  ( $0.019 < 0.05$ ), then H0 is rejected. Thus, employee competence (X2) has a significant effect on *organizational citizenship behavior (OCB)* (Z).
- The results of testing the employee skills variable (X2) on *organizational citizenship behavior (OCB)* (Z) obtained a beta value ( $\beta$ ) of 0.372 with a  $\rho$  value of 0.002 . Because *the value of  $\rho$*  is smaller than  $\alpha$  ( $0.002 < 0.05$ ), then H0 is rejected. Thus, employee competence (X2) has a significant effect on *organizational citizenship behavior (OCB)* (Z).
- The results of testing the training variable (X1) on employee performance (Y) obtained a beta ( $\beta$ ) value of 0.216 with a  $\rho$  value of 0.009 . Because *the value of  $\rho$*  is less than  $\alpha$  ( $0.009 < 0.05$ ), then H0 is rejected. Thus, training (X1) has a significant effect on employee performance (Y).
- The results of testing the employee competency variable (X2) on employee performance (Y) obtained a beta ( $\beta$ ) value of 0.202 with a  $\rho$  value of 0.018 . Because *the value of  $\rho$*  is smaller than  $\alpha$  ( $0.018 < 0.05$ ), then H0 is rejected. Thus employee competence (X2) has a significant effect on employee performance (Y).
- The results of testing the employee engagement variable (X3 ) on employee performance (Y) obtained a beta ( $\beta$ ) value of 0.398 with a  $\rho$  value of 0.000. Because *the value of  $\rho$*  is less than  $\alpha$  ( $0.000 < 0.05$ ), then H0 is rejected. Thus employee engagement (X3 ) has a significant influence on employee performance (Y).
- The results of testing *the Organizational Citizenship Behavior (OCB) variable (Z)* on employee performance (Y) obtained a beta ( $\beta$ ) value of 0.241 with a  $\rho$  value of 0.001 . Because *the value of  $\rho$*  is smaller than  $\alpha$  ( $0.001 < 0.05$ ), then H0 is rejected. Thus, *organizational citizenship behavior (OCB)* (Z) has a significant influence on employee performance (Y).

### Calculation of the path coefficient of indirect influence

The indirect influence test is carried out by looking at the test results of the paths traversed, if all the paths traversed are significant then the indirect effects are also significant, and if there are paths that are not significant then the indirect effects are said to be insignificant. important. The indirect influence path coefficients are shown in Table 4

**Table 4 Indirect Influence Path Coefficient Values**

NO.	Variable Free	Variable Jump	Direct ( $\beta^2$ )	Indirect	Total	Information
1.	Practice	OCB	0.024	-	-	Important
2.	Skill	OCB	0.149	-	-	Important
3.	Commitment	OCB	0.372	-	-	Important
4.	Practice	Show	0.216	0.006	0.222	Important
5.	Skill	Show	0.202	0.036	0.238	Important
6.	Commitment	Show	0.398	0.090	0.488	Important
7.	OCB	Show	0.241	-	-	Important

Data sources processed by researchers (2023)

Based on the calculation of the path coefficient, it can be seen that:

- The total effect of the training variable (X1) on employee performance (Y) is 0.222 with details of a direct effect of 0.216 and an indirect effect of 0.006. Therefore we know that the value of the indirect effect is lower than the direct effect.
- The total effect of the employee skills variable (X2) on employee performance (Y) is 0.238 with a breakdown of a direct effect of 0.202 and an indirect effect of 0.036. Therefore we know that the value of the indirect effect is lower than the direct effect.
- The total effect of the variable employee engagement (X3) on employee performance (Y) is 0.488 with details of a direct effect of 0.398 and an indirect effect of 0.090. Therefore we know that the value of the indirect effect is lower than the direct effect.

Thus, it can be stated that Employee Training (X1) and Employee Competency (X2) Employee Engagement (X3) have an effect on Employee Performance (Y) through Organizational Citizenship Behavior (OCB) (Z) with a lower value than the direct effect.

From the calculation above, the independent variable that has the strongest influence on *organizational member behavior (OCB) (Z)* is employee engagement (X3), which is equal to 0.372. Meanwhile, the independent variable that has the strongest influence on employee performance (Y) is employee engagement (X3), which is equal to 0.398. And the independent variable that affects employee performance (Y) through the variable *between Organizational Citizenship Behavior (OCB) (Z)* is employee engagement (X3), which is equal to 0.090.

#### The coefficient of determination

From the path analysis, it can be seen that the coefficient of determination of  $R^2$  is 0.699 in total. This means that 69.9 % of the variation in Organizational Citizenship Behavior (OCB) variables can be explained by employee training, competence and commitment, while the remaining 30.1% is explained by other variables and errors not explained in this study.

From the path analysis it can be seen that the coefficient of determination of  $R^2$  in total is 0.748. That is, 74.8% of the variation in employee performance variables can be explained by the variables of training, employee skills, employee involvement and organizational citizenship behavior (OCB), while the remaining 25.2% is explained by other variables and errors not explained in this study.

## DISCUSSION

### Effect of training on organizational member behavior (OCB)

According to the first hypothesis, training has an effect on *Organizational Citizen Behavior (OCB)*. After testing and analyzing data, the results show that training has no significant effect on the *Organizational Citizenship Behavior (OCB)* of non-medical employees at RSUD dr.H. Koesnadi Bondowoso was not proven correct or  $H_1$  was rejected. This could be caused by aspects related to training that have an impact on *Organizational Citizenship Behavior (OCB)*. The training component includes: training content, training methods, willingness, expertise and skills.

Based on the results of the description of the training variable, it appears that the second indicator is the training variable for non-medical staff, dr.H. HOSPITAL. Koesnadi Bondowoso, namely the training method, where the training method provided is not suitable for non-medical employees of dr.H. Hospital. Koesnadi Bondowoso and some of the training methods were also not in accordance with the learning styles of the training participants. This resulted in many disapproving responses from female respondents who were usually the type of non-medical employee who was the most dominant in playing games at RSUD dr. H. Koesnadi Bondowoso. In addition to the calamine female type, respondents were also dominated by ages ranging from 41 to 50 years, because generally they already have a higher burden of responsibility than other employees, resulting in conventional training methods that only rely on one-way technical courses. not age appropriate. non-medical at RSUD dr. H. Koesnadi Bondowoso.

The results of this study indicate that the role of training is very focused on increasing the working abilities of non-medical employees at RSUD dr.H. Koesnadi Bondowoso. As far as OCB behavior is concerned, it is purely a compulsion for employees which is acquired through habituation and concern for co-workers. In addition, there is no

type of training aimed at shaping *the behavior of organizational members*. Thus, in this study, training clearly does not have a significant effect on *the behavior of organizational members*.

This research is contrary to the results obtained by Salwa, H. (2021). Prayogi, et al. (2021). shows that training has a significant effect on *organizational member behavior (OCB)*.

### **The Effect of Employee Competence on *Organizational Citizenship Behavior (OCB)***

According to the second hypothesis, employee competence influences *organizational citizenship behavior (OCB)*. After testing and analyzing the data, the results show that employee competence has a significant effect on the *Organizational Citizenship Behavior (OCB)* of non-medical employees at dr. H. Koesnadi Bondowoso is proven correct or H2 is accepted. This is because there are aspects related to employee competence that have a positive impact on the *Organizational Citizenship Behavior (OCB)* of non-medical employees at RSUD dr.H. Koesnadi Bondowoso. These aspects include: beliefs and values, expertise or skills, experience, personal characteristics and motivation.

Aspects/indicators of competency variables that the majority of respondents answered disagreed with were the first indicators, namely beliefs and values, where respondents felt that employee competency was only seen from their attitude at work. This cannot be used as the main measure for assessing the competence of non-medical staff at RSUD dr.H. Koesnadi Bondowoso. Because according to employees with 11-15 years of seniority, the measurement of skills must be seen as a whole from the point of view of indicators to measure employee skills.

The results of this study indicate that the competence of non-medical employees at RSUD dr.H. Koesnadi Bondowoso will have an impact on work behavior, namely *Organizational Citizenship Behavior (OCB)*. Competence related to this behavior is a form of concern for colleagues. Indicators that support this result are beliefs and values and personal characteristics. Beliefs and values about the factors that influence competence are reflected in a person's attitudes and behavior. These attitudes and behaviors are inherent in every non-medical employee of RSUD dr.H. Koesnadi Bondowoso.

Personal characteristics are defined as personality characteristics of non-medical employees of RSUD dr.H. Koesnadi. The personality characteristics of these employees can affect competence. Every employee has a different personality. A person's personality can be seen from daily activities. Whether this person has a grumpy or patient nature, is diligent or lazy in this study, of course, this caring nature is by showing *Organizational Citizen Behavior (OCB) behavior*. With personal traits that are owned by a person can increase or hinder the formation of skills depending on their nature.

Regarding this study, there are important similarities in the results with previous research conducted by Suhardi, S. (2019). Santika, et al. (2021) confirmed that employee competence has a significant influence on *organizational citizenship behavior (OCB)*.

### **Effect of employee commitment on *organizational citizenship behavior (OCB)***

According to the third hypothesis, employee engagement influences employee *organizational citizenship behavior (OCB)*. After testing and analyzing the data, the results show that employee engagement has a significant effect on the *Organizational Citizenship Behavior (OCB)* of non-medical employees at RSUD dr. H. Koesnadi Bondowoso is proven correct or H3 is accepted. This could be due to aspects related to employee commitment to being able to create employee *Organizational Citizenship Behavior (OCB)*. These aspects of employee engagement are affective commitment, continuance commitment, and normative commitment.

Non-Medical Employee *Organizational Citizenship (OCB) Behavior* namely affective commitment or emotional feelings towards the organization and belief in its values. One of the emotional feelings is concern for co-workers. This form of concern is manifested in work behavior where non-medical employees of RSUD dr. H. Koesnadi Bondowoso is willing to do work outside of his duties and functions. This willingness is usually shown by employees with 11 to 15 years of service, helping each other with new employees to continue to create synergies in achieving organizational goals. This is also influenced by the emotional maturity factor which is generally owned by employees between the ages of 41 to 50 years.

In addition to the expert opinion put forward, this research is also supported by the results of previous research by Andhika et al. (2023). Sengkey et al (2018). Prayogi, et al. (2021). shows that employee engagement has a significant effect on *Organizational Citizenship Behavior (OCB)*.

### **Effect of training on employee performance**

According to the fourth hypothesis, training has an effect on employee performance. After testing and analyzing data, it was found that training had a significant effect on the performance of non-medical employees at dr. H. Koesnadi Bondowoso turned out to be correct or H3 was accepted. This could be due to aspects related to training which may have created employee performance. Aspects of training include : work performance, discipline, education, experience, initiative and creativity.

The indicator with the most consensual answer chosen by the respondent is the duration of the training, namely the duration of the training is considered according to the materials and methods used. In addition, respondents with 11-15 years of service generally respond well if the training is delivered online. Indeed, the time and place for training are flexible without disturbing work activities at dr. H. Koesnadi Bondowoso. In addition, respondents aged between 40 and 50 years felt that the flexible training time was more comfortable to participate in because they could relax a bit while paying attention to the training materials provided.

According to Dessler (2006), training is the process of teaching the skills needed by employees to do their jobs. Furthermore, the notion of training is simply defined by Pramudyo (2007:16) as a learning process intended to change people's performance in carrying out their profession. Training is one of the efforts to improve the quality of human resources in employee organizations, both new and those who have worked must undergo training due to job requirements that can change due to changes in work environment, strategy, etc.

Regarding this study, there are significant findings in common with previous research conducted by Sinaga et al (2021). Susilowati, et al. (2023). Angraini, et al. (2022). Salwa, H. (2021). Ratnasari, et al. (2021). Prayogi, et al. (2021). shows that training has a significant effect on performance.

### **The influence of employee competence on employee performance**

Based on the fifth hypothesis, employee competence influences employee performance. After testing and analyzing the data, the results show that employee competence has a significant effect on the performance of non-medical employees at dr. H. Koesnadi Bondowoso, the truth is proven or H<sub>5</sub> is accepted. This can happen because of aspects of employee competence which may have created the performance of non-medical employees at dr. H. Koesnadi Bondowoso.

The indicator with the most favorable response that was chosen by the respondents was personal characteristics in which the non-medical employees of RSUD dr. H. Koesnadi Bondowoso, who is dominated by feminists, argues that a person's personality can affect competence at work. Employees with 15 to 20 years of service say that personality is a reflection of employee competence, because according to them competent employees will have a wise personality.

The results of this study are in line with the opinion of Siswanto (2015) which comes from the word *work performance* which refers to the work performance achieved by a person in carrying out the tasks and work assigned to him. Harsuko (2011), states that performance is the result of work that can be carried out by a person or group of people in a company in accordance with their respective authorities and responsibilities with the aim of unlawfully achieving company goals, whether it does not violate the law and does not conflict with morals. and ethics.

Regarding this study, there are important similarities in the results with previous research conducted by Suhardi, S. (2019). Ratnasari, et al. (2021). Kojongian, et al. (2021). Santika, et al. (2021) stated that employee competence has a significant effect on performance.

### **The effect of employee engagement on employee performance**

Based on the sixth hypothesis, employee engagement has an effect on employee performance. After testing and analyzing the data, it was found that employee engagement has a significant effect on the performance of non-medical employees at dr. H. Koesnadi Bondowoso, the truth is proven or H<sub>6</sub> is accepted. This can happen because there are aspects related to employee engagement which may have created the performance of non-medical employees at Dr.H Koesnadi Bondowoso Hospital.

The indicator on the employee engagement variable with the most pleasant answer chosen by respondents who have a working period of between 11 to 15 years is normative engagement where non-medical employees at RSUD dr. H. Koesnadi Bondowoso is obliged to remain in the organization for moral and ethical reasons. In general, it was female respondents who gave the most favorable answers, because male employees are very rarely committed to one organization. The men surveyed chose to develop a career and seek new challenges at work, because they were more involved in personal career paths.

Kasmir (2015) stated that individual performance is the basis of organizational performance which is strongly influenced by individual characteristics, individual motivation, expectations and evaluations carried out by management on the achievement of individual work results. According to Kasmir (2015) performance is determined by 3 factors, namely: (a) *task performance*. (b) Loyalty behavior (*citizenship behavior*) as a positive behavior. and (c) *Counter productive behavior* as negative behavior. Apart from further expert opinion, this research is also supported by the results of previous research conducted by Sinaga et al (2021). Angraini, et al. (2022). Andhika et al. (2023). Ratnasari, et al. (2021). Kojongian, et al. (2021). Prayogi, et al. (2021). Pristiwati, M. (2018). Trang, I., & Pandowo, MC (2022). Hardani, T. (2023) states that commitment has a significant effect on performance

### **The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance**

Based on the fifth hypothesis, *Organizational Citizenship Behavior (OCB)* influences employee performance. After testing and analyzing the data, the results show that *Organizational Citizenship Behavior (OCB)* has a significant effect on the performance of non-medical employees at RSUD dr.H. Koesnadi Bondowoso was proven

correct or H5 was accepted. This can be caused by the *Organizational Citizenship Behavior (OCB) aspect* which is related to the performance of non-medical employees at RSUD Dr. H. Koesnadi Bondowoso.

The answer indicator most frequently owned by the women questioned was *altruism*, namely behavior that is carried out voluntarily by individuals in their role as employees who are more concerned with the interests of others than their own interests. Female employees have slightly higher emotional sensitivity than male employees. As a feminist, of course you care about your co-workers. This is one of the reasons why medical and non-medical personnel at RSUD dr. H. Koesnadi Bondowoso is dominated by women.

The results of this study are in line with the view according to Wibowo, (2017: 170) stating that *organizational citizenship behavior (OCB)* is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or considered. There are two approaches to the OCB concept, namely that OCB is an additional role performance that is different from performance in a role or performance according to the job description. The second approach is to consider OCB from a political principle or philosophy. This approach identifies the behavior of organizational members with societal behavior. The existence of OCB is the impact of individual beliefs and perceptions in the organization on the implementation of agreements and psychological contracts. This behavior comes from individual feelings as members of the organization who have a sense of satisfaction when they can do something more for the organization (Saleem and Amin, 2013). In addition to the expert opinion put forward, this research is also supported by the results of previous research by Nisa et al. (2018), Andhika et al. (2023), Salwa, H. (2021), Suhardi, S. (2019), Prayogi, et al. (2021), Pristiwati, M. (2018), Trang, I., & Pandowo, MC (2022), Hardani, T. (2023) states that *Organizational Citizenship Behavior (OCB)* has a significant effect on performance

#### **Effect of training on employee performance through *organizational citizenship behavior (OCB)***

Based on the sixth hypothesis, training affects employee performance through *organizational citizenship behavior (OCB)*. After testing and analyzing the data, the results show that the indirect effect of training (X1) on employee performance variables (Y) through the intermediary of *the Organizational Citizen Behavior (OCB) (Z)* variable is 0.006 which is smaller than the direct effect of the training variable. (X1) to the employee performance variable (Y) which is equal to 0.216. The total effect of the training variable (X1) on employee performance (Y) is 0.222 with details of a direct effect of 0.216 and an indirect effect of 0.006. It can be concluded that Training (X1) and Employee Competence (X2) have an effect on Employee Performance (Y) through *Organizational Citizenship Behavior (OCB) (Z)* with a lower value than the direct effect.

Based on this explanation, employee training and skills have a direct effect on employee performance, but this effect is smaller than the effect of OCB on employee performance. Therefore, even though employees have received training and have sufficient skills to carry out their duties, to improve their performance, OCB support is still needed. *Organizational Citizenship Behavior (OCB)* itself is voluntary behavior carried out by employees to support the organization, even though this behavior is not included in their formal duties. Examples include helping co-workers, following organizational rules, providing constructive advice, etc.

Thus it can be concluded that in these organizations OCB has an important role in improving employee performance. Therefore, it is important for an organization to encourage and create a strong OCB culture among its employees. This can be done through developing reward or incentive programs, employee training and development, as well as facilitating good communication and cooperation between employees. In addition, the organization must also ensure that the training provided is right on target and can improve employee skills significantly.

#### **The Effect of Employee Competence on Employee Performance Through *Organizational Citizenship Behavior (OCB)***

Based on the seventh hypothesis, employee competence influences employee performance through *organizational citizenship behavior (OCB)*. After testing and analyzing the data, the results show that the indirect effect of employee competency variable (X2) on employee performance (Y) through *organizational citizen behavior (OCB) (Z)* is 0.036 with a value of 0.036. the smaller the direct effect of the employee competency variable (X2) on the employee performance variable (Y), which is equal to 0.202. The total effect of the employee skills variable (X2) on employee performance (Y) is 0.238 with a breakdown of a direct effect of 0.202 and an indirect effect of 0.036. It can be concluded that employee competence (X2) influences employee performance (Y) through *organizational citizenship behavior (OCB) (Z)* with a lower value than direct influence.

Based on this explanation, employee skills have a direct influence on employee performance, but the effect is weaker than the effect of OCB on employee performance. Therefore, even though employees already have adequate skills to carry out their duties, OCB support is needed to improve their performance.

*Organizational Citizenship Behavior (OCB)* itself is voluntary behavior carried out by employees to support the organization, even though this behavior is not included in their formal duties. Examples include helping co-workers, following organizational rules, providing constructive advice, etc. Thus it can be concluded that in these organizations OCB has an important role in improving employee performance. Therefore, it is important for an organization to encourage and create a strong OCB culture among its employees. This can be done through developing reward or



incentive programs, employee training and development, as well as facilitating good communication and cooperation between employees.

### **The Effect of Employee Engagement on Employee Performance Through *Organizational Citizenship Behavior (OCB)***

Based on the seventh hypothesis, employee engagement influences employee performance through *organizational citizenship behavior (OCB)*. After testing and analyzing the data, the results show that the indirect effect of the employee engagement variable (X3) on employee performance (Y) through the Organizational Citizen Behavior (OCB) variable (Z) is 0.090 which is smaller than the direct effect of the employee engagement variable (X3) on employee performance variable (Y) that is equal to 0.150. The total effect of the variable employee engagement (X3) on employee performance (Y) is 0.488 with details of a direct effect of 0.398 and an indirect effect of 0.090. It can be concluded that employee engagement (X3) influences employee performance (Y) through *organizational citizenship behavior (OCB)* (Z) with a lower value than the direct effect. This shows that the non-medical employees of RSUD dr.H. Koesnadi Bondowoso who already has skills needs to be further encouraged or *Citizen Organizational Behavior (OCB)* to significantly improve their performance.

In this case employee engagement has a direct influence on employee performance. However, the effect is weaker than the effect of OCB on employee performance. That is, even if employees already have the skills or abilities needed to do their job, achieving better performance requires additional encouragement from OCB.

*Organizational Citizenship Behavior (OCB)* itself is voluntary behavior carried out by employees outside their core job function, which is intended to support the organization as a whole. Examples of OCB include helping coworkers, giving constructive suggestions, and following organizational rules. Thus it can be concluded that OCB plays an important role in improving employee performance at RSUD dr.H. Koesnadi Bondowoso, especially for employees who already have the right skills. Therefore, it is important for organizations to encourage and facilitate the creation of a strong OCB culture among their employees.

### **CONCLUSION**

The background of this research is the performance problems of non-medical employees at RSUD dr.H. Koesnadi Bondowoso which still has not reached the target. The purpose of this study was to analyze the effect of employee training, skills, and engagement on *organizational member behavior (OCB)* and employee performance. The object of this research is the non-medical staff of dr.H. HOSPITAL. Koesnadi Bondowoso. The analysis technique used to answer the research hypothesis is path analysis *because* in this study there are *intermediate variables*. Based on the research findings described in Chapter IV, the conclusions of this study are as follows:

1. The test results prove that training has no significant effect on *Organizational Citizenship Behavior (OCB)* of non-medical employees at D dr. H. Koesnadi Bondowoso.
2. The test results prove that employee competency has a significant effect on *Organizational Citizenship Behavior (OCB)* of non-medical employees at D dr. H. Koesnadi Bondowoso.
3. The test results prove that employee engagement has a significant effect on *Organizational Citizenship Behavior (OCB)* of non-medical employees at D dr. H. Koesnadi Bondowoso.
4. The test results prove that training has a significant effect on the performance of non-medical employees at D dr. H. Koesnadi Bondowoso.
5. The test results prove that employee competence has a significant effect on the performance of non-medical employees at D dr. H. Koesnadi Bondowoso.
6. The test results prove that employee engagement has a significant effect on the performance of non-medical employees at D dr. H. Koesnadi Bondowoso.
7. The test results prove that *Organizational Citizenship Behavior (OCB)* has a significant effect on the performance of non-medical employees at D dr. H. Koesnadi Bondowoso.
8. The test results prove that there is an indirect effect of training on employee performance through the intervening *Organizational Citizenship Behavior (OCB)* variable for non-medical employees dr. H. Koesnadi Bondowoso whose value is less than his direct influence.
9. The test results prove the indirect effect of employee competence on employee performance through *the variable between Organizational Citizenship Behavior (OCB)* of non-medical employees at RSU D dr. H. Koesnadi Bondowoso whose value is less than his direct influence.
10. The test results prove that there is an indirect effect of employee engagement on employee performance through *the variable between Organizational Citizenship Behavior (OCB)* of non-medical employees at RSU D dr. H. Koesnadi Bondowoso whose value is less than his direct influence.

### **RECOMMENDATION**

Suggestions that can be given based on research results are:

1. Suggestions for RSUD dr. H. Koesnadi Bondowoso
  - a. Referring to the finding that training has a positive and significant effect on employee performance, dr. H. Koesnadi Bondowoso improves as much as possible and pays attention to aspects of the analysis of the suitability of the employee's skills with the position or position the employee wants to occupy. This

can be done by adjusting educational qualifications with the burden of responsibility carried out by non-medical employees of RSUD dr. H. Koesnadi Bondowoso.

- b. The test results prove that training has no significant effect on *organizational citizenship behavior (OCB)*. This shows that the role of training is really focused on increasing the working ability of non-medical employees of RSUD dr. H. Koesnadi Bondowoso. As far as OCB behavior is concerned, it is purely a compulsion for employees which is acquired through habituation and concern for co-workers. In addition, there is no type of training aimed at shaping *the behavior of organizational members*. Therefore it is recommended for dr. H. Koesnadi Bondowoso organizes training related to employee social attitudes or by organizing exit activities.
2. For further research
    - a. Further research is suggested to consider other factors that also affect *organizational member behavior (OCB)* and employee performance.
    - b. Future research can use different data analysis techniques such as SEM-PLS suggested by Hair et al.
    - c. Future research may also broaden the research focus to a wider scope of organizations or a wider population. For example involving medical personnel in all health centers in Bondowoso Regency.

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