

The Influence of Organizational Citizenship Behavior (OCB), Work Quality and Training on Employee Performance Mediated by Teamwork in North Sumatra Province

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Abstract

Human resources are one of the components of the organizational system, which ironically is also one of the components of the employment management system that prioritizes competition in achieving work results, both in the individual and organizational environment. Human resources (HR) are a crucial element. The results of this study are as follows: Teamwork has a positive and significant effect on Employee Performance with the original sample value of 0.531 and p values of 0.000. Work Quality had a positive and significant effect on Teamwork with the original sample value of 0.325 and p values of 0.000. The quality of work had a positive effect was insignificant with the original sample value of 0.123 and p values of 0.127. Organizational Citizenship Behavior had a positive and significant effect on Teamwork with a sample value of 0.424 and a p value of 0.000. Organizational Citizenship Behavior had a positive and significant effect on Employee Performance with an original sample value of 0.188 and p values of 0.026. The training had a positive and significant effect on Teamwork with the original sample size of 0.236 and p values of 0.021. Training had a non-significant positive effect on Employee Performance with an original sample value of 0.136 and p values of 0.077. Work Quality had a positive and significant effect on the performance of the Auditors through Teamwork with the original sample value of 0.173 and p values of 0.003. Organizational Citizenship Behavior had a positive and significant effect on the performance of the Operator through Teamwork with the original sample value of 0.225 and p values of 0.002. The training had a positive and significant effect on the performance of the Instructor through Teamwork with the original sample value of 0.125 and the p value of 0.035.

Keywords:

Organizational Citizenship Behavior, Work Quality, Training, Teamwork, Employee Performance.



Background

Human Resources (HR) has a useful role in an organization, either as the private sector or the government. HR represents one of the main components of an organization in achieving its goals. Thus, HR is one of the components of the organizational system, which ironically is also one of the components of the employment management system that prioritizes competition in achieving work results, both in the individual and organizational environment. Human resources (HR) are a crucial element. In fact, it is closely related to an organization whether it is a company or an institution. Another important factor that determines a business to develop is its human resources. Human resources are essentially people who work for an organization as planners, thinkers, and movers to achieve its goals. Human resources (HR) personnel are often highly-skilled individuals who serve as the backbone of an organization. They play an important role as an asset to businesses and institutions, which is why it is important to train and improve their skills.

In addition to providing guidance and instruction to his staff, a leader must be able to assign workers based on their work and expertise. Some workers go above and beyond what is required of them to complete the tasks that their employers give them. Workers are willing to help colleagues in doing tasks that are beyond their job description. The behavior shown by these workers is called *Organizational Citizenship Behavior* (OCB). Wibowo (2019) defines OCB as a consistent voluntary effort from employees that goes beyond the requirements of existing tasks to support the company's sustainable goals. Therefore, in order to boost the success of an organization in achieving its goals, everyone needs to understand the importance of human resources of the company and the organization by paying attention to the elements that can affect employee behavior. *Organizational Citizenship Behavior* (OCB) is one of the factors. Not only workers who show OCB behavior But simply do the activities described in the job description; They are willing to take on additional responsibilities. In essence, to make organizational functions more efficient. Therefore, in order for the organizational function to run well in achieving goals, every company needs to know how important it is to instill OCB in its personnel.

The success and efficiency of work carried out by human resources or other resources in achieving business goals or objectives with good and useful results is a measure of the quality of the work produced. This is the reason why the business world competes with each other to improve quality, namely improving the quality of work and human resources. To find added value and prepare businesses to face competitive challenges, management and staff work together to improve human resources. The development of the organization is highly dependent on the involvement of each employee. Always include staff members in the business to develop innovative and creative human resources. According to Setyadi and Wartini (2016), the quality of work life that is well managed by an organization or company



can make an employee to stay in the company. An employee who stays within the company indicates that he feels satisfaction in himself.

In the workplace, we often hear about training and development in the world of businesses, institutions, organizations, and even health institutions. Therefore, training and development are essential to the workforce's ability to work more efficiently and become better at their jobs now and in the future. Training and development are often carried out at the nearest health agencies in an effort to improve the performance of health workers who are considered incapable of carrying out their duties due to changes in public health demands. work-related training. companies that previously worked to improve their Human Resources (HR). To have good workers. knowing, understanding, and mastering the work well in accordance with the talents and abilities possessed by company personnel in order to achieve company goals. To implement an increase in employee work potential, employees must receive job training.

Today, many companies are realizing how important teamwork is. The complexity of the problems faced by an organization or business makes it even more important for its members to unite their unique talents in finding creative solutions. Rapid advances in technology have also made it increasingly important for people to work together and coordinate to complete projects and become more competitive in the face of global economic developments. This requires diverse teams to bring their knowledge together to address new challenges that may arise in the future. Problems and difficulties This gives the impression of how important it is for companies to understand the value of teamwork and design strategies to create good teamwork. The assumption of cooperation is based on Mohanty's (2018) statement that internal cooperation is very necessary because not all things can be done and executed by individuals. So that each individual will need other individuals in a certain job that they are not able to carry out within the organization. Moreover, the completion of tasks is considered to occur faster if done together by the team. Internal organizational communication is a tool and means of two-way communication to convey information, maintain relationships between all members in the organization, and avoid misunderstandings that may occur in an organization.

Performance is a crucial and interesting component because it has been proven to have significant benefits. An organization expects its workers to work diligently and with all their might in order to produce quality work; Without strong performance from every employee, success in achieving goals will be a challenge. Performance in general refers to a mindset and action that is always associated with the belief that the work done today needs to be done better than it was done in the past in order to be done better in the future. An official or employee will feel proud and satisfied with his achievements based on the value he brings to the business. Achievement of desired state in the workplace is good. If a person meets the standards of quantity and quality of work, they will receive a good performance appraisal. The



phenomenon that occurred in this study is the lack of quality of work of employees about their work, making the performance of employees not good, making the work take a long time, this is due to the absence of regular training for employees to develop their abilities and knowledge so that no one cares about the nature of *organizational citizenship behavior* OCB to other employees and teamwork is also not there because they are busy improving the quality of their work by practicing doing their own work without having to have any training at all.

Problem Formulation

In the background that has been described, the formulation of the problem of this study is as follows:

1. Does *Organizational Citizenship Behavior* have a positive and significant effect on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Quality have a positive and significant effect on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does the training have a positive and significant effect on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does *Organizational Citizenship Behavior* have a positive and significant effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province?
5. Does Work Quality have a positive and significant effect on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province?
6. Does the training have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Teamwork have a positive and significant effect on Employee Performance at Bank Indonesia Representative Office in North Sumatra Province?
8. Does *Organizational Citizenship Behavior* have a positive and significant effect on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?
9. Does Work Quality have a positive and significant effect on Employee Performance through Teamwork at Bank Indonesia Representative Offices in North Sumatra Province?
10. Does the training have a positive and significant effect on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

Based on the background and formulation of the problem, the objectives of this research are as follows:



1. To find out and analyze the influence of *Organizational Citizenship Behavior* on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.
2. To find out and analyze the influence of Work Quality on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out and analyze the influence of Training on Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.
4. To find out and analyze the influence of *Organizational Citizenship Behavior* on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze the influence of Work Quality on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.
6. To find out and analyze the influence of Training on Employee Performance at Bank Indonesia Representative Offices in North Sumatra Province.
7. To find out and analyze the influence of Teamwork on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
8. To find out and analyze the influence of *Organizational Citizenship Behavior* on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.
9. To find out and analyze the influence of Work Quality on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.
10. To find out and analyze the influence of Training on Employee Performance through Teamwork at the Bank Indonesia Representative Office in North Sumatra Province.

Organizational Citizenship Behavior

Pengertian Organizational Citizenship Behavior

According to Griffin in Sukanto (2018) stated, "*Organizational citizenship refers to the behavior of individuals who make a positive overall contribution to the organization*". According to Putri (2017), *Organizational Citizenship Behavior (OCB)* is a term for employees that provides more value to the work that is their job or added value to the company.

Indikator Organizational Citizenship Behavior

According to Luthans in Sukanto (2018) the indicators of *Organizational Citizenship Behavior (OCB)*, which are as follows:

1. *Altruism*, which is behavior carried out by individuals voluntarily helping their colleagues who are experiencing difficulties in the situation they are facing, both



- regarding work in the company and other people's personal problems. This dimension leads to providing help which is not an obligation that he bears. For example, an employee helps another co-worker who is not feeling well. In addition to the employee's goal of easing the workload of his colleagues, it will also help the company in achieving targets on time and for employees it is useful as an exercise to increase the measure of performance.
2. *Conscientiousness*, which is behavior carried out by individuals voluntarily in their role as employees to improve their performance in various ways, even when it comes to creativity and innovation for the sake of improving the company. For example, having an initiative to improve their competence, either by conducting training or voluntarily participating in existing seminars.
 3. *Civic Virtue*, which is behavior carried out by individuals voluntarily in their role as employees to participate and be responsible in overcoming company problems for the sake of company continuity. For example, when there is a threat of competitors in the business, employees contribute to providing ideas for solving the problem.
 4. *Courtesy*, which is behavior carried out by individuals voluntarily in their role as employees to prevent problems in the company both due to provocations from outside the company and from individuals within the company. For example, giving a warning to colleagues to always be cautious in responding to issues that have a negative impact and always try to provide the correct information for the company.
 5. *Sportsmanship*, which is behavior carried out by individuals voluntarily in their role as employees in the form of tolerance to survive in an uncomfortable or unpleasant condition without complaining in the slightest. For example, in order to maintain the survival of the company, there is a change in the rules in the company that are not in accordance with employee expectations, employees must be able to accept these conditions and remain positive.

Quality of Work

Definition of Work Quality

According to Hasibuan (2019), work quality is a physical standard that is measured because of the results of the work done or carried out by employees towards their duties. Work quality is an outcome that can be measured by the effectiveness and efficiency of a work carried out by human resources or other resources in achieving the company's goals or objectives well (Jaya et.al, 2020).

Work Quality Indicators

According to Hasibuan (2019), the indicators of work quality as follows:



1. Self-potential, related to the aspect of abilities and strengths, both unrealized and realized that a person has, but has not been fully visible to the maximum.
2. Optimal Work Results, which are the results that an employee must have, must be able to provide the best work results that can be seen from organizational productivity, quality and quantity of work.
3. Work Process, which is the most important stage where employees carry out their duties and roles through this work process.

Training

Definition of Training

According to Gultom (2019), training and development for human resources is an activity to improve the quality of human resources so that they can become good quality resources in terms of knowledge, work skills and a high level of professionalism in working in order to improve the ability to achieve company goals. According to Dessler, (2015) training means giving new employees or existing employees the skills they need to do their jobs

Training Indicators

According to Gultom (2019) the training indicators are:

1. Training and development goals and objectives should be clear and measurable.
2. The trainers must have adequate qualifications.
3. Training and development materials must be adjusted to the goals to be achieved.
4. The training and development method must be in accordance with the level of ability of the employee who is a participant.
5. Training and development participants (trainees) must meet the specified requirements.

Teamwork

Definition of Teamwork

According to Sibarani (2018), teamwork is a combination of group work with the support of various abilities and has clear goals, supported by leaders and communication to produce more performance. Then according to Lawasi and Triatmanto (2017), teamwork is the most effective way to unite all employees in carrying out their tasks to achieve company goals with better results.

Teamwork Indicators

The indicators of teamwork according to Sibarani (2018):

1. Collaborate.



Cooperation is carried out by a team more effectively than working individually. The contribution of each individual can become an integrated force. Individuals are said to work together if the efforts of each individual are systematically integrated to achieve a common goal. The greater the integration, the greater the level of cooperation, with the following measuring tools:

- a. Responsibility to jointly complete the work, namely by giving responsibility can create good cooperation.
 - b. Contributing to each other, namely by contributing to each other, both energy and thoughts, will create cooperation.
 - c. Maximum deployment of capabilities, namely by exerting the abilities of each team member to the maximum, cooperation will be stronger and of higher quality.
2. Trust Trust is the belief that a person is sincere with what he says and does. High-performance teamwork is characterized by high mutual trust among its members. This means that the members believe in the integrity, character and ability of each member, with measuring tools:
- a. Honesty, that is, with the honesty of team members will create mutual trust.
 - b. Assigning tasks, namely by assigning tasks to team members, means that they have given confidence that team members are able to carry it out.
 - c. Integrity, which is that each member is considered to have integrity or truthfulness in work.
3. Cohesiveness Cohesiveness is the level of solidarity and positive feelings that exist in a person towards his or her group. The indicators are as follows:
- a. Task interdependence, that is, interdependence on tasks creates cohesiveness.
 - b. Interdependence of results, that is, team members feel that the results achieved are not individual results, but the result of cohesiveness together in work.
 - c. High commitment, i.e. team members are considered to have a high commitment to the goals that the team will achieve.

Employee Performance

Definition of Employee/Employee Performance

According to Rompas et al. (2018), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Andriyani (2020) Performance is closely related to the results of individual activities in several periods of time.



Employee/Employee Performance Indicators

Employee performance indicators according to Rompas et al. (2018) are as follows:

- a. Work Quality is measured from the employee's perception of the quality of the work produced and the perfection of the task towards the employee's skills and abilities.
- b. Quantity The quantity of the amount produced is expressed in terms such as the number of units, the number of cycles of activity completed.
- c. Punctuality The level of activities is completed at the beginning of the stated time, seen from the perspective of coordination with the output results and maximizing the time available for other activities.
- d. Effectiveness The level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources.
- e. Independence The level of an employee who will later be able to carry out his work function work commitment

Conceptual Framework

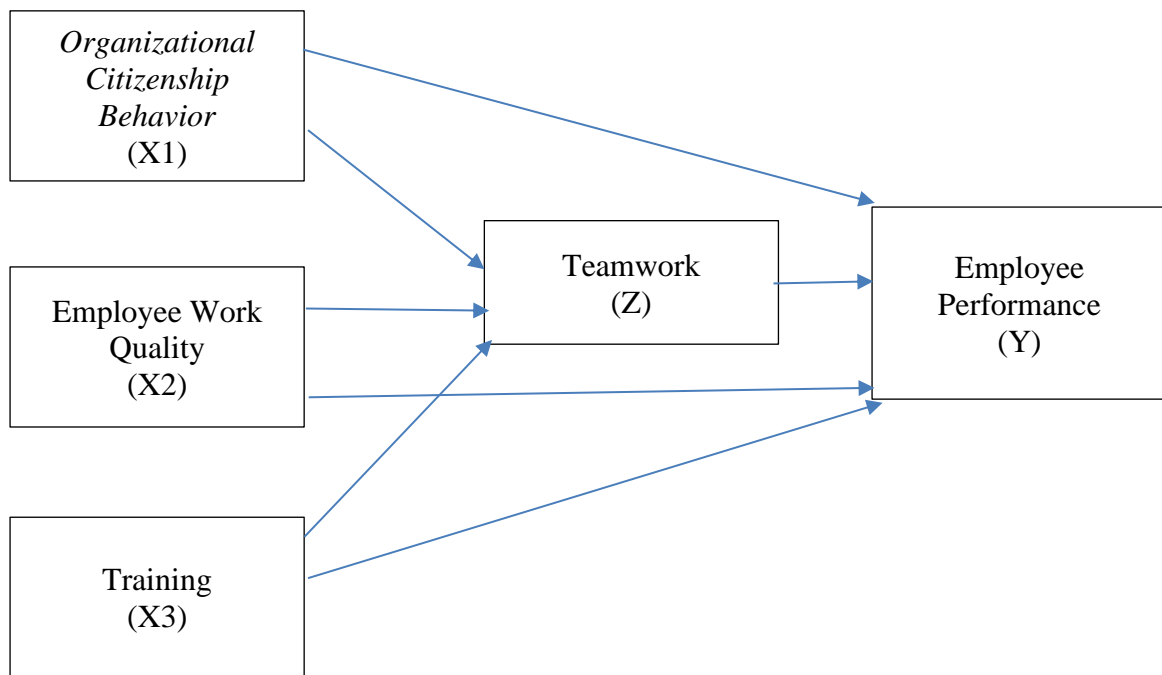


Figure 1. Conceptual Framework

Research Hypothesis

Based on the conceptual framework, the hypothesis of this study is as follows:



- H1 *Organizational Citizenship Behavior* has a positive and significant effect on the cooperation of the Bank Indonesia Representative Office Team in North Sumatra Province.
- H2 It is suspected that the Quality of Employee Work has a positive and significant effect on the Cooperation of the Bank Indonesia Representative Office Team in North Sumatra Province.
- H3 The training had a positive and significant effect on the cooperation of the Bank Indonesia Representative Office Team in North Sumatra Province.
- H4 *Organizational Citizenship Behavior* has a positive and significant effect on the performance of Bank Indonesia Representative Office Employees in North Sumatra Province.
- H5 The Quality of Employee Work has a positive and significant effect on the Performance of Employees of the Bank Indonesia Representative Office in North Sumatra Province.
- H6 The training had a positive and significant effect on the performance of Bank Indonesia Representative Office Employees in North Sumatra Province.
- H7 Teamwork has a positive and significant effect on the performance of Bank Indonesia Representative Office Employees in North Sumatra Province.
- H8 *Organizational Citizenship Behavior* has a positive and significant effect on Employee Performance through the Cooperation of the Bank Indonesia Representative Office Team in North Sumatra Province.
- H9 The Quality of Employee Work has a positive and significant effect on Employee Performance through the Cooperation of the Bank Indonesia Representative Office Team in North Sumatra Province.
- H10 Training has a positive and significant effect on Employee Performance through the Cooperation of the Bank Indonesia Representative Office Team in North Sumatra Province.

Type of Research

The type of research used is the type of quantitative research as the type of research. According to Sugiyono (2019) quantitative research is defined as a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing hypotheses that have been determined.

Location and Time of Research



The location of this study is at the Bank Indonesia Representative Office of North Sumatra Province on Jalan Balai Kota No. 4. Medan, The time of this research was carried out from September to October 2024.

Research Population

In this study, the researcher took the population of all employees of the Bank Indonesia Representative Office in North Sumatra Province as many as 70 employees and will be used as a research population. Population according to Sugiyono (2019) is a generalization area consisting of: objects/subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then drawn conclusions.

Research Sample

The sample of this study decided to take a sample, namely all the population at the research site as many as 70 employees and the research technique used was a saturated sample technique. According to Sugiyono (2019), the sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from the population.

Research Data Sources

The research data source used is the primary data source as the research data source. According to Sugiyono (2019), primary data is a source that directly provides data to data collectors, for example data selected from respondents through questionnaires or data from researchers' interviews with sources.

Data Collection Techniques

The data collection technique used in this study is to use a questionnaire to collect data and share it with respondents. Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2019).

Data Analysis Techniques

The approach taken when analyzing this study is the Structural Equation Model Partial Least Square (SEM-PLS) using SMART PLS software. The reason for using this program is that this study is more predictive and explains latent variables than testing a theory and the number of samples in the study is not large. This research was carried out with the Structural Equation Model (SEM) approach using Partial Least Square (PLS) software, namely Smart PLS software. The reason for using this method is that the number of samples required in the analysis is relatively small and the Smart PLS



analysis does not have to have a normal distribution. PLS is a powerful analysis method because it can be applied to all data scales, does not require many assumptions.

Evaluation of the Measurement Model (outer model or measurement model).

To determine the assessment of discriminant validity is carried out by comparing the value of the square root of average variance extracted (SR of AVE) with the cross loading of the indicator. If the square root of average variance extracted (SR of AVE) construct value is greater than the cross loading value, it can be said to have good discriminant validity. The three criteria used by Pradnyani in his research in assessing the outer model are convergent validity, discriminant validity and composite reliability. The convergent validity of the measurement model with reflective indicators is assessed based on the correlation between the score items/component scores calculated with PLS. Individual reflexive measures are said to be high if they correlate more than 0.7

The discriminant validity of the measurement model with reflective indicators is assessed based on the cross loading measurement with the construct. If the correlation of the construct with the measurement item is greater than the size of the other construct, then it indicates that the latent construct predicts the size of their block better than the size of the other block. Another method to assess discriminant validity is to compare the square root of average variance extracted (AVE) value of each construct with the correlation between the construct and other constructs in the model (Ghozali, 2014). If the square root value of AVE of each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have a good discriminant validity value. It is recommended that the AVE value should be greater than 0.5 (Ghozali, 2014).

Assessing the Inner Model or Structural Model

After testing the validity and reliability and then forming a measurement model, the next step is to analyze the influence between latent variables called the structural model (inner model). Evaluation of the inner model can be done by looking at the size of R² (Rsquare). The greater the R² value, the greater the influence of certain exogenous latent variables on endogenous variables. With the help of the R program, a direct effect of certain exogenous variables on endogenous variables is obtained. In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2014).

Outer model



According to Wiyono (2014) the assessment criteria used in assessing indicators are:

- a. Convergent validity nilai loading factor 0.5 sampai 0.6;
- b. The discriminant validity value of the correlation value of cross loading with its latent variable must be greater than the correlation with other latent variables.
- c. AVE score must be above 0.5
- d. Good composite reliability value if it has a \geq value of 0.7.

Inner Model Goodness of fit in the inner model is measured using R square variable latent dependence. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Meanwhile, the hypothesis test in this study uses the path analysis method. Path analysis is an extension of multiple regression analysis. The influence of each variable will be seen from the results of the t-test. Before the t-test will be tested, the fit model will be tested with the F test and the determination coefficient with adjusted R². This F test is used to find out whether the independent variable simultaneously affects the dependent variable. The goodness of fit model aims to find out whether the formulation of the model is correct or fit. This test was carried out by comparing the significance of the F test score.

T statistics.

If the statistical t-coefficient shows a coefficient greater than the t-table, this result illustrates that the variable is significant, then it can be interpreted that there is a significant influence of the latent variable on other latent variables. Exogenous variables are declared significant in endogenous variables if the statistical t result is greater than the t table.

Testing of intervening variables

Testing this intervening variable can be seen from the comparison of direct influence with bootstrapping calculations. And looking at the calculation of the total indirect effect, if the direct influence is smaller than the total effect, it is proven that the organizational culture variable is an intervening variable

RESULTS AND DISCUSSION

Analisis Outer Model

External model testing seeks to find the value of each variable that has a significant relationship with the manifest variable. This research model includes convergent validity, discriminatory validity, and reliability tests as follows:

Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, as well as the value limit. Average.. Variance. Extracted. (AVE) is 0.5, if above the value is said to be valid.



This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value of > 0.7. The structural model in this study is shown in the following figure:

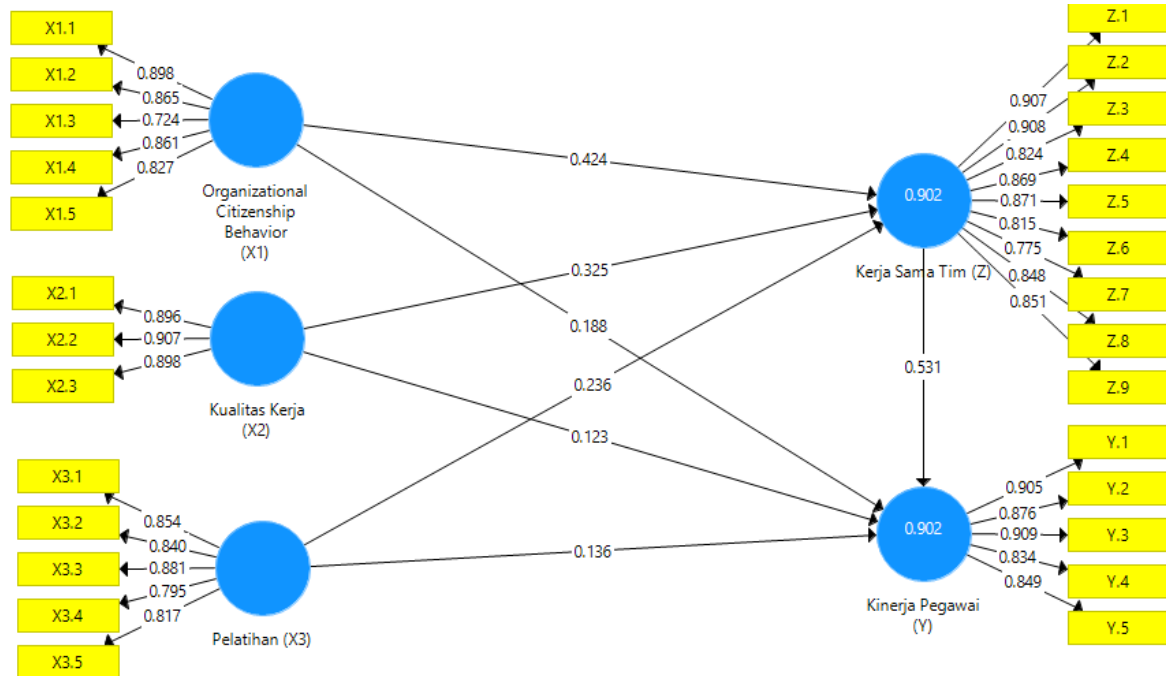


Figure 2. Outer Model

Source : Smart PLS 3.3.3

The output of Smart PLS for the loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Z = 0,424X_1 + 0,325X_2 + 0,236X_3 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5X_3 + b_6Z + e_2$$

$$Y = 0,188X_1 + 0,123X_2 + 0,136X_3 + 0,531Z + e_2$$

Tabel 1. Outer Loadings

	Teamwork (Z)	Employee Performance (Y)	Quality of Work (X2)	Organizational Citizenship Behavior (X1)	Training (x3)
X1.1				0,898	
X1.2				0,865	
X1.3				0,724	
X1.4				0,861	
X1.5				0,827	



X2.1			0,896		
X2.2			0,907		
X2.3			0,898		
X3.1					0,854
X3.2					0,840
X3.3					0,881
X3.4					0,795
X3.5					0,817
Y.1		0,905			
Y.2		0,876			
Y.3		0,909			
Y.4		0,834			
Y.5		0,849			
Z.1	0,907				
Z.2	0,908				
Z.3	0,824				
Z.4	0,869				
Z.5	0,871				
Z.6	0,815				
Z.7	0,775				
Z.8	0,848				
Z.9	0,851				

Source : Smart PLS 3.3.3

In table 1 above, it can be seen that the value of each indicator has a higher value, each indicator is greater than 0.7, which means that each indicator has a value greater than 0.7, which means that the data is distributed validly and can continue further research.

Discriminat Validity

The next research is to find out the valid data in discriminatory validity, aiming to find out the cross loading between variables whose value is greater than the value of other latent variable cross loading variables so as to determine the results of indicators with high correlation to their construction, the following table shows the results of cross loading from validity testing as follows:

Tabel 2. Discriminant Validity

	Teamwork (Z)	Employee Performance (Y)	Work Quality(X2)	Organizational Citizenship Behavior(X1)	Training (x3)



X1.1	0,852	0,874	0,802	0,898	0,809
X1.2	0,831	0,782	0,765	0,865	0,738
X1.3	0,665	0,666	0,602	0,724	0,628
X1.4	0,786	0,778	0,777	0,861	0,788
X1.5	0,725	0,696	0,756	0,827	0,802
X2.1	0,787	0,773	0,896	0,745	0,780
X2.2	0,821	0,790	0,907	0,765	0,762
X2.3	0,846	0,844	0,898	0,883	0,827
X3.1	0,735	0,725	0,770	0,785	0,854
X3.2	0,756	0,752	0,725	0,762	0,840
X3.3	0,800	0,784	0,789	0,788	0,881
X3.4	0,692	0,722	0,671	0,677	0,795
X3.5	0,798	0,757	0,720	0,759	0,817
Y.1	0,855	0,905	0,825	0,797	0,816
Y.2	0,861	0,876	0,818	0,774	0,815
Y.3	0,850	0,909	0,776	0,816	0,815
Y.4	0,793	0,834	0,748	0,853	0,726
Y.5	0,746	0,849	0,732	0,748	0,732
Z.1	0,907	0,881	0,780	0,853	0,820
Z.2	0,908	0,904	0,867	0,875	0,888
Z.3	0,824	0,671	0,709	0,708	0,669
Z.4	0,869	0,773	0,775	0,760	0,720
Z.5	0,871	0,778	0,758	0,820	0,758
Z.6	0,815	0,732	0,737	0,761	0,684
Z.7	0,775	0,812	0,765	0,700	0,692
Z.8	0,848	0,827	0,777	0,789	0,861
Z.9	0,851	0,805	0,799	0,821	0,812

Source : Smart PLS 3.3.3

It can be seen in table 2 above there are the results of the cross loading factor of each variable in each cross loading factor there is a greater value than the cross loading factor of other variables so that this study is considered valid discreminantly because each variable has a greater cross loading factor value in other latent variables.

Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:



Tabel 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Teamwork (Z)	0,953	0,960	0,728
Employee Performance (Y)	0,923	0,942	0,766
Quality of Work (X2)	0,883	0,928	0,810
Organizational Citizenship Behavior (X1)	0,892	0,921	0,701
Training (x3)	0,894	0,922	0,702

Source : Smart PLS 3.3.3

In table 3 above, the Cronbach alpha column shows the value of each variable greater than 0.7 which indicates that the reliability data is reliable for that variable. The composite reliability column has a value greater than 0.6 which indicates that each variable is considered reliable because the data exceeds 0.6. The AVE column indicates that each variable has a value greater than 0.7, which indicates that the data is original in the AVE term. All variables in the Cronbach alpha, reliability, and AVE columns have values above 0.7 and 0.6 indicating reliability and validity.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model made is strong and precise. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

1. Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square values are obtained as follows:

Table.4.R Square Result

	R Square	Adjusted R Square
Teamwork (Z)	0,902	0,898
Employee Performance (Y)	0,902	0,896

Source : Smart PLS 3.3.3

In table 4, the R square value of the teamwork variable is 0.902 with a percentage of 90.2%, meaning the influence of *organizational citizenship behavior*, work quality, and training on teamwork is 0.902 or 90.2%, the R square value of the employee performance variable is 0.902 or 90.2%, meaning the influence of *the organizational citizenship behavior* variable, the quality of work, training, and teamwork on employee performance is 0.902 or 90.2%, and the rest is in other variables.



Hypothesis Testing

After assessing the inner model, the following is to assess the connections between idle builds as expected in this review. The speculation testing in this review was done by looking at T-Statistics and P-Values. The speculation announced acknowledged whether the T-Insights value > 1.96 and the P-Values <0.05. Next are the consequences of the Road Coefficient of direct impact:

Table 5.Path Coefficients

	Original Sample (O)	T Statistical (O/STDEV l)	P Values	Result
Teamwork (Z) -> Employee Performance (Y)	0,531	5,032	0,000	Accepted
Quality Kerja (X2) -> Teamwork (Z)	0,325	3,331	0,000	Accepted
Quality Kerja (X2) -> Employee Performance (Y)	0,123	1,143	0,127	Rejected
Organizational Citizenship Behavior (X1) -> Kerja Sama Tim (Z)	0,424	3,861	0,000	Accepted
Organizational Citizenship Behavior (X1) -> Kinerja Pegawai (Y)	0,188	1,951	0,026	Accepted
Training (X3) -> Teamwork (Z)	0,236	2,048	0,021	Accepted
Training (X3) -> Employee Performance (Y)	0,136	1,426	0,077	Rejected

Source : Smart PLS 3.3.3

After obtaining the results of the hypothesis in table 5, it will be explained as follows:

1. Teamwork has a positive and significant effect on Employee Performance with the original sample value of 0.531 and p values of 0.000, if teamwork increases, employee performance increases, vice versa, if it decreases, employee performance decreases.
2. Work Quality has a positive and significant effect on Teamwork with the original sample value of 0.325 and p values of 0.000, if the quality of work increases, then teamwork increases, if it decreases, then teamwork also decreases.
3. Work Quality has a positive effect is not significant with the original sample value of 0.123 and p values of 0.127, meaning that the quality of work in the organization is not good so that the performance of employees is still not good, therefore the quality provided has not been able to improve employee performance.
4. *Organizational Citizenship Behavior* has a positive and significant effect on Teamwork with a sample value of 0.424 and p values of 0.000, meaning that if *Organizational*



Citizenship Behavior increases, teamwork increases, if it decreases, teamwork decreases.

5. *Organizational Citizenship Behavior* has a positive and significant effect on Employee Performance with an original sample value of 0.188 and p values of 0.026, if *Organizational Citizenship Behavior* then employee performance increases on the other hand if it decreases then employee performance decreases.
6. Training has a positive and significant effect on Teamwork with the original sample value of 0.236 and p values of 0.021, if training increases, teamwork increases, vice versa, if it decreases, teamwork decreases.
7. Training has a non-significant positive effect on Employee Performance with the original sample value of 0.136 and p values 0.077, meaning that the training carried out has less effect on performance, most employees are also lazy to do training so that employee performance decreases or runs in a place where it does not develop.

Table 6. Path Coefficients

	Original Sample (O)	T Statistical (O/STDEV)	P Values	Result
Quality Kerja_ (X2)_ -> Teamwork (Z) -> Employee Performance (Y)	0,173	2,757	0,003	Accepted
Organizational Citizenship Behavior_ (X1)_ -> Kerja Sama Tim (Z) -> Kinerja Pegawai (Y)	0,225	2,913	0,002	Accepted
Training (X3) -> Teamwork (Z) -> Employee Performance (Y)	0,125	1,822	0,035	Accepted

Source : Smart PLS 3.3.3

The results of the indirect hypothesis in table 6 will be explained as follows:

8. Work Quality has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.173 and p values of 0.003, meaning that teamwork is an intervening variable because it can have a significant effect on teamwork will indirectly improve the quality of work and employee performance,
9. *Organizational Citizenship Behavior* has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.225 and p values of 0.002, meaning that teamwork is an intervening variable because it is able to have a significant effect on teamwork, making OCB and employee performance can increase indirectly.
10. Training has a positive and significant effect on Employee Performance through Teamwork with an original sample value of 0.125 and p values of 0.035, meaning that teamwork is an intervening variable because it is able to significantly influence, so with teamwork, employee training and performance increase indirectly.



Conclusion

The conclusions of this study are as follows:

1. Teamwork has a positive and significant effect on Employee Performance with an original sample value of 0.531 and p values of 0.000.
2. Work Quality has a positive and significant effect on Teamwork with the original sample value of 0.325 and p values of 0.000.
3. Work Quality had a positive effect of not significantly with the original sample value of 0.123 and p values of 0.127.
4. Organizational Citizenship Behavior had a positive and significant effect on Teamwork with a sample value of 0.424 and p values of 0.000.
5. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with a sample value of 0.188 and p values of 0.026.
6. The training had a positive and significant effect on Teamwork with the original sample size of 0.236 and p values of 0.021.
7. Training had a non-significant positive effect on Employee Performance with an original sample value of 0.136 and p values of 0.077.
8. Work Quality has a positive and significant effect on Pegawai Performance through Teamwork with an original sample value of 0.173 and p values of 0.003.
9. Organizational Citizenship Behavior has a positive and significant effect on Pegawai Performance through Teamwork with an original sample value of 0.225 and p values of 0.002.
10. Training has a positive and significant effect on the performance of the Operator through Teamwork with the original sample value of 0.125 and p values of 0.035.

Suggestion

The suggestions in this study are as follows:

1. It is hoped that this research will be used as material for the organization and for the development of the organization.
2. The organization should enslave OCB in every employee so as to build good cooperation.
3. Creating good cooperation within the organization for the advancement of the organization.
4. Improve the quality of employee work or find qualified employees.
5. Conduct training for employees to improve employee skills.
6. In working, employees are expected to bind their performance as employees.
7. It is hoped that this research will be used as a reference material for new research with new models and new techniques.

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