

The Impact of Training and Development on Employee Performance at PT Pegadaian Cabang Medan Sunggal Mediated by Organizational Citizenship Behavior (OCB)

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ABSTRACT

Study This done aiming for know training, development, performance employees and organizational citizenship behavior at PT Pegadaian Medan Sunggal Branch. The approach method used approach quantitative with type study descriptive quantitative in the form of numbers and analysis statistics using Smart PLS version 4.0. Population study This all over PT Pegadaian Medan Sunggal Branch employees totaling 36 employees, while technique withdrawal sample in research This by probability sampling, namely with using census sampling or saturated sampling Because all over population made into sample if population below 100. Research results This show that Training (X1) on Organizational Citizenship Behavior (Z) that training No significant on organizational citizenship behavior with a path coefficient of -0.255 p-value $0.443 \geq 0.05$. Development (X2) of Organizational Citizenship Behavior (Z) that development No significant on organizational citizenship behavior with a path coefficient of -0.051 p-value $0.860 \geq 0.05$. The influence of Training (X1) on Employee Performance (Y) that training significant to performance employee with a path coefficient of -0.407 p-value 0.030. Development (X2) on Employee Performance (Y) that development No significant to performance employee with a path coefficient of 0.178 p-value 0.558. Organizational Citizenship Behavior (Z) on Employee Performance (Y) that organizational citizenship behavior does not significant to performance employee with a path coefficient of 0.036 p-value 0.872. Training (X1) on Employee Performance (Y) Through Organizational Citizenship Behavior (Z) that training No significant to performance employee through organizational citizenship behavior with a path coefficient of -0.009 p-value 0.918. Development (X2) on Employee Performance (Y) Through Organizational Citizenship Behavior (Z) that development No significant to performance employee through organizational citizenship behavior with a path coefficient of -0.002 p value 0.979.

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INTRODUCTION

Employee is part important from a organization Because they is reject measuring success organization. Quality employee a organization determine its success. If the organization can help employee proceed in career they with know performance Actually they, HR will Work with more good. Human resource development is usually will increase performance employee, which means quality more work, which in turn will help reach objective company.

Source Power man expected can increase performance employee organization. Because both split party each other need, employees is asset important for A organization. Source Power man help organization operate its operation with good. Employee performance is one of the indicator source Power superior human being.

Development source Power Humans are very dependent on efficiency and effectiveness organization. Therefore that, for face challenge in the era of global competition and increasing productivity expected by the organization, resources Power man must trained in a way reasonable. Ability Work employee can increase with improvement training work, which has an impact on increasing performance employee.

Success A organization No depends on the role members. Capable members think positive will bring organization to the purpose of OCB is behavior extra and free individual, who does not in a way direct can identified in a system formal work, but can help increase performance organization.

Study This done in PT Pegadaian Kota Medan which is institution finance non-bank operating in the field service distribution of loan money to public with guarantee goods. This company also provides service deposits and estimates. The company expects owned employees can Work with maximum in company And give contribution to achievement company.

LITERATURE STUDY

Employee performance

Performance, according to Riniwati (2016), defined as a behavioral process in demand individual in do work that produces product or idea For reach the goals that have been determined. Therefore that, assessment performance required For fulfil desired goal companies and employees. There are components that must be filled in evaluation work. Performance, according to Prawirosentono in Sinambela (2015), defined as results work that can achieved by individuals or insider group a organization in accordance with authority and responsibility answer they For reach objective organization legally, no violate law, and in accordance with morals and ethics. Performance is results work accomplished somebody based on requirements job requirement, Bangun (2015).

Training

According to Kaswan (2015), " Training Work is the process of improving knowledge and skills employees, and Simamora and Hartatik (2014) stated that objective training Work is For repair performance employees who do not satisfying Because lack skills (Handoko, 1995:104).

Development

According to Tubagus (2015:83), " development " means as preparation individual For carry not quite enough different answer or more tall in company, organization, institution, or institution education. Human resource development is related with availability opportunities and development learning, which includes creation of an educational program that includes planning, implementation, and evaluation of the program (Armstrong, 1997:504).

OCB

OCB is gathering action that is not fulfil in regulation official company, but matter This can help productivity and operations organization (Sagedhi et al.,2019). OCB is behavior employees who with voluntary do over the top tasks standard work given to him, to help success organization in reach its purpose (Farah & Organ, 2018). OCB is an attitude that is highly expected by the organization. with help member organization. This is because OCB is considered profitable For organization.

METHOD

This study uses a quantitative method. The quantitative research method according to (Sugiono, 2019), namely a research method based on the philosophy of positivism, is used in researching samples and research populations used are quantitative/measurable in order to test previously established hypotheses.

The study was conducted at PT Pegadaian Medan Sunggal Branch located at Jl. Kasuari No.51b, Medan City, North Sumatra. The population in this study were all employees of PT Pegadaian Medan Sunggal Branch totaling 36 employees.

According to Arikunto (2016) if the population is less than 100 people, then the number of samples is taken as a whole or called a saturated sample, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken. Based on the definition above, the author took the number of samples, namely 25% of the entire population so that the number of samples was 45.5 or rounded up to 36 respondents.

RESULTS AND DISCUSSION

1. Outer Model (Measurement Model Analysis)

Evaluation of the outer model is evaluation connection or causality between variable with indicators that measure it. The results of the outer model for overall research data done through several models.

a. Convergent Validity

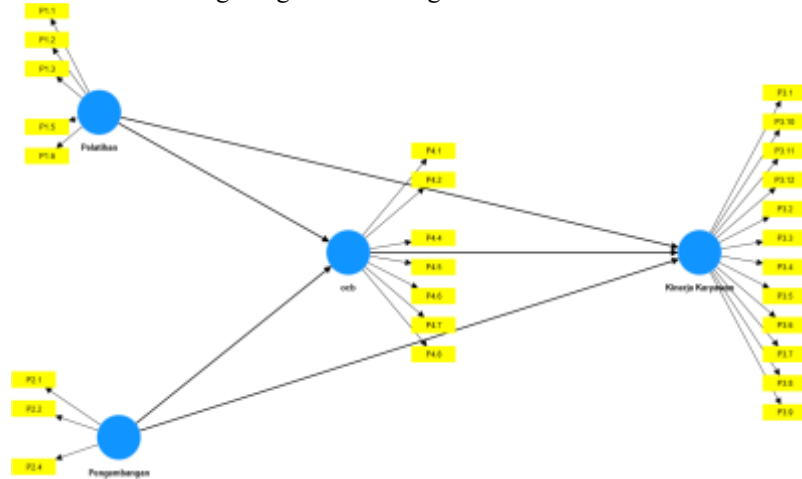
Result 1 Outer Loading-Matrix

Outer loading				
Matrix				
	Employee performance	Training	Development	Ocb
P1.1		0.855		
P1.2		0.950		
P1.3		0.819		
P1.5		0.865		
P1.6		0.780		
P2.1			0.900	
P2.2			0.952	
P2.4			0.976	
P3.1	0.875			
P3.10	0.950			
P3.11	0.900			
P3.12	0.897			
P3.2	0.960			
P3.3	0.914			
P3.4	0.886			
P3.5	0.964			
P3.6	0.827			
P3.7	0.821			
P3.8	0.858			
P3.9	0.964			
P4.1				0.912
P4.2				0.770
P4.4				0.832
P4.5				0.889
P4.6				0.840
P4.7				0.912

P4.8				0.889
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Source: PLS Data Processing Results (2025)

Results of the outer loading test of the research on worthy used , shows that all data has been fulfil outer loading requirement ≤ 0.70 . With Thus the data analysis process can to be continued For stages Next . Outer loading is also shown in outer loading image as following:



Source: Data Processing Results (2025)
Convergent Validity Variable Image

b. Construct reliability and validity

Reliability construct measure internal consistency of indicators that form a construct, while validity construct measure to what extent the construct is measured truly reflect the concept you want measured.

Construct reliability and validity				
Overview				
	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Employee performance	0.979	0.991	0.981	0.815
Training	0.909	0.941	0.931	0.732
Development	0.938	0.960	0.960	0.889
Ocb	0.951	1,028	0.954	0.748

Source: PLS Data Processing Results (2025)

2. Iner Model Analysis (Structural Model Analysis)

Evaluation of iner model or structural model relate with testing hypothesis influence between variable Hypothesized research previously. In the evaluation of the structural model this, is done with R-Square, F-Square, and Hypothesis Testing approaches.

a. R-Square

R-Square is size proportion variation mark endogenous variables that are influenced are explained by the variables that influence them (exogenous). This model useful For predict is the model good or bad.

R-Square Table

R-square		
Overview		
	R-square	R-square adjusted
Employee performance	0.183	0.106
Ocb	0.055	-0.002

Source: PLS Data Processing Results (2025)

b. F-Square

Influence variable free to variable dependent and intervening variables at the structural level shown through F-Square as following

f-square				
Matrix				
	Employee performance	Training	Development	OCB
Employee performance				
Training	0.187			0.058
Development	0.012			0.002
Ocb	0.001			

Source: PLS Data Processing Results (2025)

3. Hypothesis Testing

a. Path Coefficient (coefficient) track)

Path coefficients					
Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Training -> Employee Performance	-0.407	-0.394	0.187	2.174	0.030
Training -> OCB	-0.255	-0.156	0.332	0.767	0.443
Development -> Employee Performance	0.178	0.053	0.303	0.586	0.558
Development -> OCB	-0.051	0.012	0.290	0.177	0.860
OCB -> Employee Performance	0.036	0.050	0.221	0.161	0.872

Source: PLS Data Processing Results (2025)

Interpretation hypothesis test results through coefficient the path above is as following:

1. Hypothesis first (H1) is accepted, where Training (X1) has an effect significant on Employee Performance (Y) with a path coefficient of -0.407 p-value $0.030 \leq 0.05$.
2. Hypothesis second (H2) is rejected, where Training (X1) no influential significant on OCB (Z) with a path coefficient of -0.255 p-value $0.443 \geq 0.05$.
3. Hypothesis third (H3) is rejected, where Development (X2) no influential significant on Employee Performance (Y) with a path coefficient of 0.178 p-value $0.558 \geq 0.05$.
4. Hypothesis fourth (H4) is rejected, where Development (X2) no influential significant on OCB (Z) with a path coefficient of -0.051 p-value $0.860 \geq 0.05$.
5. Hypothesis The fifth (H5) is rejected, where OCB (Z) does not influential significant on Employee Performance (Y) with a path coefficient of 0.036 p-value $0.872 \geq 0.05$.

c. Specific indirect effects (not direct)

Specific indirect effects					
Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Training -> ocb -> Employee Performance	-0.009	0.010	0.088	0.103	0.918
Development -> ocb -> Employee Performance	-0.002	0.036	0.071	0.026	0.979

Source: PLS Data Processing Results (2025)

1. Correlation is not direct between Training towards OCB through Employee Performance as intervening variables produce influence that is not significant, where the resulting mediation path coefficient of -0.009 with a p-value of $0.918 \geq 0.05$.
2. Correlation is not direct between Development towards OCB through Employee Performance as intervening variables produce influence that is not significant, where the resulting mediation path coefficient of -0.002 with a p-value of $0.979 \geq 0.05$.

a. Total effects

Total effects					
Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Training -> Employee Performance	-0.416	-0.384	0.171	2.436	0.015
Training -> ocb	-0.255	-0.156	0.332	0.767	0.443
Development -> Employee Performance	0.176	0.088	0.286	0.615	0.539
Development -> ocb	-0.051	0.012	0.290	0.177	0.860
ocb -> Employee Performance	0.036	0.050	0.221	0.161	0.872

Source: PLS Data Processing Results (2025)

Of the five total effect relationship tested Training on Employee Performance significant with amount total effect -0.416, T-statistic 2.436, P-value 0.015. This means that training has an effect significant and negative on Employee Performance. While Training towards OCB, Development on Employee Performance, Development towards OCB, OCB towards Employee Performance No significant Because all connection on has a T-statistic ≤ 1.96 and a P-value ≥ 0.05 which means No significant.

Track	Coefficient	T-Stat	P-Value	Significant	Strength Connection
Training - Employee Performance	-0.407	2.174	0.030	Significant	Currently
Training - OCB	-0.255	0.767	0.443	Not Significant	Weak
Employee Development - Performance	0.178	0.586	0.558	Not Significant	Weak
Development - OCB	-0.051	0.177	0.860	Not Significant	Very weak
OCB- Employee Performance	0.036	0.161	0.872	Not Significant	Very weak

Source: PLS Data Processing Results (2025)

Mediation Path	Coefficient	T- Statistics	P-Value	Significant	Strength effect
Training -OCB- Employee Performance	-0.009	0.103	0.918	Not Significant	Very weak
Development - OCB- Employee Performance	-0.002	0.026	0.979	Not Significant	Very weak

Source: PLS Data Processing Results (2025)

1. Influence Training (X1) on Organizational Citizenship Behavior (Z)
Influence Training (X1) on Organizational Citizenship Behavior (Z) that training No significant on organizational citizenship behavior with a path coefficient of -0.255 p-value $0.443 \geq 0.05$. Observing results questionnaire data processing employee show results that coefficient training is at between the lowest level of 0.780 (P1.6) and the highest level of 0.950 (P1.2).
2. Influence Development (X2) Towards Organizational Citizenship Behavior (Z)
Influence Development (X2) of Organizational Citizenship Behavior (Z) that development No significant on organizational citizenship behavior with a path coefficient of -0.051 p-value $0.860 \geq 0.05$. Observing results questionnaire data processing employee show results that coefficient development is at between the lowest level of 0.900 (P2.1) and the highest level of 0.976 (P2.4).
3. Influence Training (X1) on Employee Performance (Y)
Influence Training (X1) on Employee Performance (Y) that training significant to performance employee with a path coefficient of -0.407 p-value 0.030. Observed results questionnaire data processing employee show results that coefficient training is at between the lowest level of 0.780 (P1.6) and the highest level of 0.950 (P1.2).
4. Influence Development (X2) on Employee Performance (Y)
Influence Development (X2) on Employee Performance (Y) that development No significant to performance employee with a path coefficient of 0.178 p-value of 0.558. Observing results questionnaire data processing employee show results that coefficient development is at between the lowest level of 0.900 (P2.1) and the highest level of 0.976 (P2.4).
5. The Influence of Organizational Citizenship Behavior (Z) on Employee Performance (Y)
The influence of Organizational Citizenship Behavior (Z) on Employee Performance (Y) is that organizational citizenship behavior does not significant to performance employee with a path coefficient of 0.036 p-value of 0.872. Observing results questionnaire data processing employee show results that organizational citizenship behavior coefficient is between the lowest level of 0.770 (P4.2) and the highest level of 0.912 (P4.1 P4.7).
6. Influence Training (X1) on Employee Performance (Y) through Organizational Citizenship Behavior (Z)
Influence Training (X1) on Employee Performance (Y) Through Organizational Citizenship Behavior (Z) that training No significant to performance employee through organizational citizenship behavior with a path coefficient of -0.009 p-value 0.918. Observing results questionnaire data processing employee show results that coefficient training is at between the lowest level of 0.780 (P1.6) and the highest level of 0.950 (P1.2).

7. Influence Development (X2) on Employee Performance (Y) through Organizational Citizenship Behavior (Z)
Influence Development (X2) on Employee Performance (Y) Through Organizational Citizenship Behavior (Z) that development No significant to performance employee through organizational citizenship behavior with path coefficient -0.002 p value 0.979. Observe results questionnaire data processing employee show results that coefficient development is at between the lowest level of 0.900 (P_{2.1}) and the highest level of 0.976 (P_{2.4}).

CONCLUSION

A number of the conclusion that can be drawn withdrawn from results discussion is as following:

1. Training No influential significant towards organizational citizenship behavior at PT Pegadaian Medan Sunggal Branch.
2. Development No influential significant towards organizational citizenship behavior at PT Pegadaian Medan Sunggal Branch.
3. Training influential significant to performance employees at PT Pegadaian Medan Sunggal Branch.
4. Development No influential significant to performance employees at PT Pegadaian Medan Sunggal Branch.
5. Organizational Citizenship Behavior does not influential significant to performance employees at PT Pegadaian Medan Sunggal Branch.
6. Training No influential significant to performance employee through organizational citizenship behavior at PT Pegadaian Medan Sunggal Branch.
7. Development No influential significant to performance employee through organizational citizenship behavior at PT Pegadaian Medan Sunggal Branch.

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