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The Effect of Employee Competency and Training on Employee Performance With Organizational Citizenship Behavior (OCB) as A Mediating Variable in The Regional Inspectorate of The Riau Islands Province

Muhammad Donal Mon¹, Saharuddin², Agustinus Setyawan³

¹Faculty of Business and Management, Universitas Internasional Batam, Batam, Indonesia

²Faculty of Business and Management, Universitas Internasional Batam, Batam, Indonesia, adrianbhanu@gmail.com

³Faculty of Business and Management, Universitas Internasional Batam, Batam, Indonesia

Corresponding Author: adrianbhanu@gmail.com²

Abstract: The best performance of employees is the basis for an organization's achievement in achieving goals, especially in the government sector. This study emphasizes the importance of employee competence and training in increasing employee performance with OCB as one of the factors that affect this relationship in Regional Inspectorates throughout Riau Islands Province. This research uses primary data and census sampling with a sample of 300 functional employees of Auditors and PPUPD at Regional Inspectorates throughout the Riau Islands Province. This research uses quantitative techniques as a research design. Data collection was established by dispersing questionnaires online. This research outcomes show that competence and training have a significant impact directly on employee performance, OCB has a significant impact on employee performance. Competence and training have a significant effect on OCB, the indirect influence of employee competence and training on mediated employee performance can be stated that OCB has succeeded in mediating the influence of employee competence and training on employee performance significantly.

Keywords: Competence, Training, Organizational Citizenship Behavior (OCB), Employee Performance

INTRODUCTION

Globalization and the tight competition in this era, every organization is obligatory to develop performance in order to receive the goals and visions that have been decided. Employee performance is an fundamental factor that impacts the performance and success of the organization as a whole Employee performance is interpreted as the work's quantity and quality that able to be accomplished by an employee in establishing the tasks assigned to him according to the responsibilities given to them (Ibrahim, 2024), Employee performance is the main determining factor in an organization's achievement, including in the government environment such as the regional inspectorate. Good employee performance contributes directly to the achievement of organizational goals. The main goal of the Inspectorate is to

ensure clean and accountable governance. Forensic accounting auditors can improve a company's financial performance by preventing errors and fraud in financial statements (Alkhalailah et al., 2024). The Regional Inspectorate, as the Government Internal Supervisory Apparatus (APIP) at the provincial and district/city levels, has a great responsibility in overseeing the running of local government according to the applicable regulations and laws. Based on Government Regulation Number (PP 12 of 2017) about the Guidance and Supervision of the Implementation of Local Government Article 17 paragraph (3) Guidance and supervision as intended in paragraphs (1) and paragraph (2) are established in the form of audits, reviews, monitoring, evaluation, monitoring, and technical guidance as well as other forms of supervision and coaching.

Therefore, it is necessary for bureaucratic apparatus to have professional, accountable, and competent nature. The better the performance of the supervisory apparatus, the better the performance of the regional apparatus organization. Employees who have high performance are able to complete their tasks quickly, accurately and with quality, this will increase the efficiency and effectiveness of the organization's work and minimize the waste of resources. (PP 12 Tahun 2017) *Coaching and supervision as referred to in paragraphs (1) and paragraph (2) are carried out in the form of audits, reviews, monitoring, evaluation, monitoring, and technical guidance as well as other forms of coaching and supervision, devices that have high performance tend to be more creative and innovative in finding solutions to the problems faced.* This encourages organizations to continue to grow and adapt to changes in the work environment. Work behavior that can affect performance is job satisfaction. The study also shows that work-related factors affect work performance more personally. In addition, employees who report high levels of job satisfaction also report better job performance. (Gazi et al., 2024) The quality of a person's work both in terms of quality and quantity, in an organization according to its responsibilities, is called performance, and is compared to the standards that have been set. (Banne et al., 2023)

Within the Regional Inspectorate, employee performance has a very strategic role, inspectorate employees are responsible for supervising the implementation of government policies, as well as providing recommendations for improvement. Good employee performance will ensure that supervision is carried out objectively, independently, and professionally, so as to prevent irregularities and corruption. The performance of an employee in an organization can be influenced by competence. Competence based on the Employment Law No. 13 of 2003, Work competence is each individual's work ability that involves aspects of skills, knowledge, and work attitudes according to the set criterias. Competency is capability to establish or do a tas or job according to knowledge and skills, propped by the work attitude required by the job. Competency is defined as an individual's ability that involves the skills, knowledge, and attitudes necessary to implement work effectively, (Rahma et al., 2021). Improving employee competencies can be done with continuous training and development, according to the opinion (Muis et al., 2021) Development and training are fundamental to increase the potential of an organization's workers. Lack of training will lead to inefficiency, irregularities, violations, and acts of bribery of workers. A solid training program procedure involves teaching and practicing the work or tasks that are considered the most important and crucial to be performed by the company and its employees. (Chafidoh et al., 2024) Face-to-face training can be done by sending employees to take part in education and training organized by the Supervisory Agency for functional positions adjusted to the Training Calendar or online training and development through webinars, zoom meetings, youtube. It is hoped that the training's results will develop the capability of individuals and teams, so that they are able to carry out supervision and inspection tasks optimally.

High employee competence shows the quality of an organization, for this reason the improvement of employee competence is very necessary to support employee performance in

term of achieving organizational goals (Hutagalung, 2022). In addition to competence and training, *Organizational Citizenship Behavior* (OCB) is one of the factors that able to impact performance. Behavior (OCB) is sincere and happy behavior without any commands shown by the employee (Mon, M.D., 2022), based from (Wibowo et.al., 2023) OCB is an employee who performs actions that bring to the effective functions' creation in the organization and those actions are not requested explicitly (Voluntarily), and not awarded formally (with incentives). OCB is an action that always prioritizes the needs of others, this can be realized through actions that lead to various things that are not intended to fulfill personal needs, but for the sake of realizing the welfare of the organization or other people.

Table 1.1 Human Resources of the Riau Islands Provincial Inspectorate in 2024

Recapitulation of formation and existence				
No.	Position Level	Formation	Eksisting	deficiency
1	Auditor Utama	3	1	2
2	PPUPD Utama	2	0	2
3	Auditor Madya	9	9	0
4	PPUPD Madya	8	8	0
5	Auditor Muda	27	25	2
6	PPUPD Muda	17	8	9
7	Auditor Pertama	54	4	50
8	PPUPD Pertama	20	7	13
Sum		140	62	78

Derived from the description of table 1.1, it able to be stated that the human resources of the Riau Islands Provincial Inspectorate are still lacking from the calculation of ideal needs to carry out increasingly complex supervisory tasks in 1 year of supervision.

Hypothesis Development

a. Employee competence to employee performance

Employee competence is related to employee performance. Competencies include the skills, knowledge, and attitudes obligatory to work tasks well. On the researcher (Alfiany et al., 2023.) explains Spencer's (2017) opinion that competence is any type of attitude, motive, skill, behavioral knowledge, or other personal characteristics that are important to perform tasks so that they can distinguish between superior performance and average performance. The human resources' quality of a company or organization is determined by the high competence it has (Mega et al., 2023). Opinion (Meha et al., 2024) An organization will be more optimal if its employee performance is better, and vice versa if its employee performance is worse, the organization will become unstable. Human Resource Theory (Assounga et al., 2024) declare that ability, knowledge, and talent enhance the company's competitive advantage. When employees have competence, they feel satisfied with their work because they can do well, experience less stress, and receive recognition (Thi Nong et al., 2024). In facing competition in the future, organizations must pay attention to employee performance because employee performance will impact the organization's quantity and quality. (Imaningtyas et al., 2024a) Competencies have a significant and positive impact on worker performance.

H1= Employee competence has a significant effect on employee performance

b. Employee training on employee performance

Development and training is a systematic action that aims to help employees achieve organizational goals by improving their knowledge, skills, attitudes, and expertise to complete routine tasks (Hosen et al., 2024). The training needs assessment (TNA) and the training resources' availability have a significant influence on employee performance. (Gebrehiwot, et al. 2023). Opinion of (Muis et al., 2021) development and Training are fundamental to increase the potential of an organization's workers. Lack of training will lead to inefficiency, irregularities, violations, and acts of bribery of workers. The opinion of the (Edward, et al, 2022) development and Training are an fundamental part of the determinants of human success referred to the implementation of strategies in organizations. (Juwandi et al., 2023) In his research, he argued that training is part of the investment of human resources to improve one's abilities and work skills, improve employee performance. Training is usually provided in a short time and adjusted to the needs of the position. Training has a big role in determining the organization's efficiency and effectiveness. Conform to the opinion (Yimam, 2022) To develop the employees' quality, there is an ongoing process called training. The TNA and the training resources' availability have a significant influence on employee performance (Dagneu et al., 2023).

H2= Employee Training has a significant effect on employee performance

c. Organizational Citizenship Behavior (OCB) on employee performance.

Behavioral Citizenship of the Organization (OCB) first defined as "individual voluntary conduct that is not directly and explicitly requested in the Organization's rulebook and that fully contributes to its good functioning". OCB is behavior based on a voluntary attitude that cannot be forced beyond the boundaries of work and is not officially recognized, but able to rises the organization's effectiveness and productivity (Rosyafah, 2022). Employees' recognition of the organization's ethical environment can increase their desire to behave service-oriented, which means they help, collaborate, share, and donate to help others achieve organizational performance. (Choi, et al., 2024) According to an examination of the correlation between OCB and employee performance, OCB positively and significantly improves employee performance. OCB also mediated this relationship positively and significantly. (Qalati et al., 2022). OCB has a significant effect on Employee Performance (Hsiao et al., 2020). OCB affects performance (Hadi et al., 2022). OCB has a significant and positive impact on employee performance (Romaji, et al., 2024), OCB and employee performance have a significant impact (Sentoso et al., 2021.)

H3= OCB has a significant effect on employee performance

d. Competence in *Organizational Citizenship Behavior* (OCB)

(Hermanto, et al., 2024) explaining that OCB is the basis of any HR management because it is prosocial behavior form in the organization. OCB helps organizations operate and succeed by making social capital, increasing productivity and efficiency. (Wang et al., 2023) stated that interpersonal trust mediated the correlation between the cognitive style fit of the leaders-followers and the OCB of the followers. This provides us with important information on how to encourage OCB in the workplace. For the first time, we show how moral competence can serve as a moderator that can decrease the adverse impact of moral discharge on unethical and deviant organizational behavior. (Lo Presti et al., 2023a) Competencies help the behavior of the organization's citizens. (Rustandi et al., 2023)

H4= Competencies affect Significance on OCB

e. Employee training on *Organizational Citizenship Behavior* (OCB)

When employees treat others with fairness and respect while maintaining self-control and respect, employees voluntarily do additional tasks or acquire new competencies to adjust the changes faced in the current work environment.(Al-shami et al., 2023a) Training affects employee performance, and studies have shown that good training standards affect employee performance, as good training standards will make it easier for employees to carry out their responsibilities. OCB results also have a big impact on employee performance because the implementation of OCB well will motivate employees to work better and provide the best results (PRASAMANA , 2021.)

H5= Significant employee training on OCB

f. Competence to employee performance is mediated by *Organizational Citizenship Behavior* (OCB)

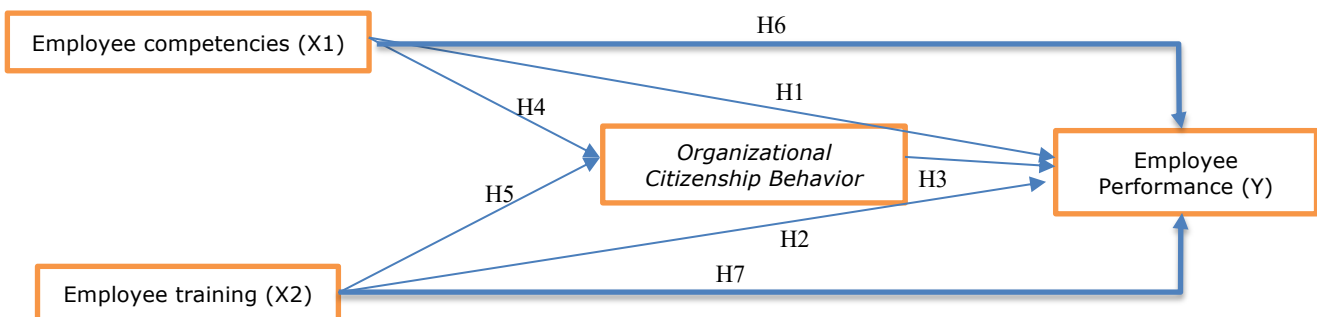
The organization must be able to facilitate employees / employees to work in a happy condition because it greatly affects the performance of the organization. Derived from the (Al-shami et al., 2023a) study, Through the effect of OCB moderation and mediation, the correlation of happiness in the workplace has a significant and positive impact on employees' creative performance. (Liu et al., 2023)The positive effect of the degree of centrality of social networks on OCB can be increased by increasing job satisfaction and participation in the workplace. OCB stimulates performance well and significantly, and OCB has also been shown to mediate this relationship well and significantly.(Qalati et al., 2022b) OCB can mediate employee competence on performance according to research (Na-Nan, et al., 2021) that organizational commitment, employee engagement, and job satisfaction play a role as mediators in the effective transmission of organizational civic behavior. Competencies to improve the behavior of the organization's citizens and employee performance. (Widayat et al., 2023). Competencies affect employee performance through OCB.(Alhasani, et al., 2021) While competencies do not significantly affect employee performance, OCB can improve them.(Bastotan et al., 2024)

H6= Competencies have a significant effect on employee performance When mediated by OCB

g. Employee training on employee performance is mediated by *Organizational Citizenship Behavior* (OCB)

According to (Prayogi et al., 2021.) Training improves employee performance through the behavior of the organization's citizens. This is correlate with (Idah et al., 2024) opinion which stated that Training has a significant impact on employee performance through OCB. Training has a positive impact on the performance of OCB and its employees (Prayogi et al., 2021)

H7= Training has a significant effect on employee performance when mediated by OCB.



METHOD

This study method is a quantitative approach. (Sugiyono, 2017) stated, Quantitative study technique able to be said as study methods derived from the positivism philosophy, employed to study on a specific sample or population, Data collection using study instruments, data analysis is quantitative, with the tend of evaluating the hypotheses that have been established. This study uses primary data and census sampling with a sample of 300 functional employees of Auditors and PPUPD at Regional Inspectorates throughout Riau Islands Province.

The measurement scale used in this questionnaire is the scale likert. This research employed a likert scale with an interval of 5, where the number 1 stipulates “Strongly disagree” score while the number 5 stipulates the “Strongly agree” score. Meanwhile, secondary data is acquired from existing sources, such as scientific books, theses, journals, and previous research reports.

The data analysis method employed in this research is the SEM-PLS (Structural equation modeling - Partial Least Square) approach. Data analysis by SEM-PLS was selected based on its powerful capability to analyzed and also because it is not based on many perceptions, then the data employed does not have to be normally distributed and the sample employed in SEM-PLS does not have to be large. PLS is more efficient with algorithmic calculations that are capable to predict more complex and larger models with thousands of indicators and hundreds of latent variables (Cheung et al., 2024).

RESULTS AND DISCUSSION

Statistics Descriptive

The data of this research was carried out at the Regional Inspectorate throughout the Riau Islands Province with the method of distributing questionnaires of 300 questionnaires through their respective groups' WhatsApp. Descriptive analysis is a very important first step in research to describe or present basic information about the data that has been collected. Through descriptive analysis, researchers can understand the characteristics of the data before directing further analysis. By presenting the data in the simple descriptive statistics form and visualizations such as tables, graphs, or bar charts, readers can more easily understand the research’s outcomes. The following are descriptive statistics from the research data:

Tabel 4.1 Jumlah Responden Tahun 2024

Information	Number of Respondents
Questionnaire Distribution	300
Questionnaires that have not returned	120
Back Questionnaire	180
Questionnaires to be used in the analysis	180

Tabel 4.2 Descriptive Statistical Results (Demographics) in 2024

No	Indicator	Klasifikasi	Sum	%	Man	%	Woman	%
1	Education	D3	14	7.8	5	2,78	9	5,0
		S1	117	65.0	64	35,56	53	29,44
		S2	49	27.2	26	14,44	23	12,78
		S3	-	-				
2	Age	20 to 30 Years	19	10.6	10	5,56	9	5,0
		31 to 40 Years	72	40.0	38	21,11	34	18,89
		41 to 50 Years	65	36.1	30	16,67	35	19,44
		>51 Years	24	13.3	17	9,44	7	3,88

3	Work Unit	Riau Islands Province	61	33.9	32	17,78	29	16,11
		Tanjungpinang City	16	8.9	7	3,89	9	5,0
		Kabupaten Bintan	16	8,9	10	5,56	6	3,33
		Kabupaten Karimun	16	8,9	6	3,33	10	5,56
		Kabupaten Lingga	31	17.2	22	12,22	9	5,0
		Kabupaten Natuna	22	12.2	8	4,44	14	7,78
		Kabupaten Kepulauan Anambas	18	10.0	10	5,56	8	4,44

Based on data collected from 180 respondents, as many as 95 or 52.8% of respondents were male and 85 or 47.2% of respondents are female. So, it can be concluded that there were more male respondents than women in this study.

Data based on the last Education, 14 respondents or 7.8% of respondents had a Diploma 3 (D-3) Education background, 117 respondents or 65% of respondents had a Strata 1 (S-1) equivalent Education background, 49 respondents or 27.2% of respondents had a Strata 2 (S-2) Education background..

Data based on age, as many as 19 respondents or 10.6% of respondents aged 20-30 years, 72 respondents or 40% of those aged 31-40 years, 65 respondents or 36.1% of respondents aged 41-50 years and 24 respondents or 13.3% of respondents aged 50 years and above.

Data based on work units, as many as 61 respondents or 33.9% of respondents came from the work unit of the Riau Islands Provincial Regional Inspectorate, 16 respondents or 8.9% came from the Tanjungpinang City Regional Inspectorate Work Unit, 16 respondents or 8.9% of respondent respondents came from the work unit of the Bintan Regency Regional Inspectorate, 31 respondents or 17.2% of respondents came from the work unit of the Lingga Regency Regional Inspectorate, 16 respondents or 8.9% of respondents from the work unit of the Regional Inspectorate of Karimun Regency, 22 respondents or 12.2% of respondents came from the work unit of the Regional Inspectorate of Natuna Regency, and finally as many as 18 respondents or 10% of respondents came from the work unit of the Regional Inspectorate of Anambas Islands Regency.

Data Analysis Results *Structural Equation Modeling - Partial Least Square (SEM-PLS)*

SEM-PLS is a statistical technique employed to scrutinize the correlation between latent variables (concepts that cannot be directly measured) in a structural model. SEM-PLS is a *component-based* approach that combines elements of *path analysis* and factor analysis, to build and test theoretical models involving complex relationships between variables (Zeng et al., 2021). In this study, *the outer model* and *inner model* analysis was established and looked at the goodness test of the model built.

Measurement Model Analysis (*Outer Model*)

The measurement model (*outer model*) is a measurement model employed to evaluate the model’s reality and validity. *An outer model* is often also called an *measurement model* or *outer relation*, which interprets how each indicator relates to its latent variable. There are 3

criteria in the evaluation of *the measurement model*, namely *Discriminant Validity*, *Convergent Validity*, and *Composite Reliability* (Qureshi et al., 2023; Zeng et al., 2021). This research employed *Second Order SEM-PLS*, so that *the Outer model test* is carried out on *the first order and second order*. The *r outer model testing outcomes* are showed in Figure 4.1 below:

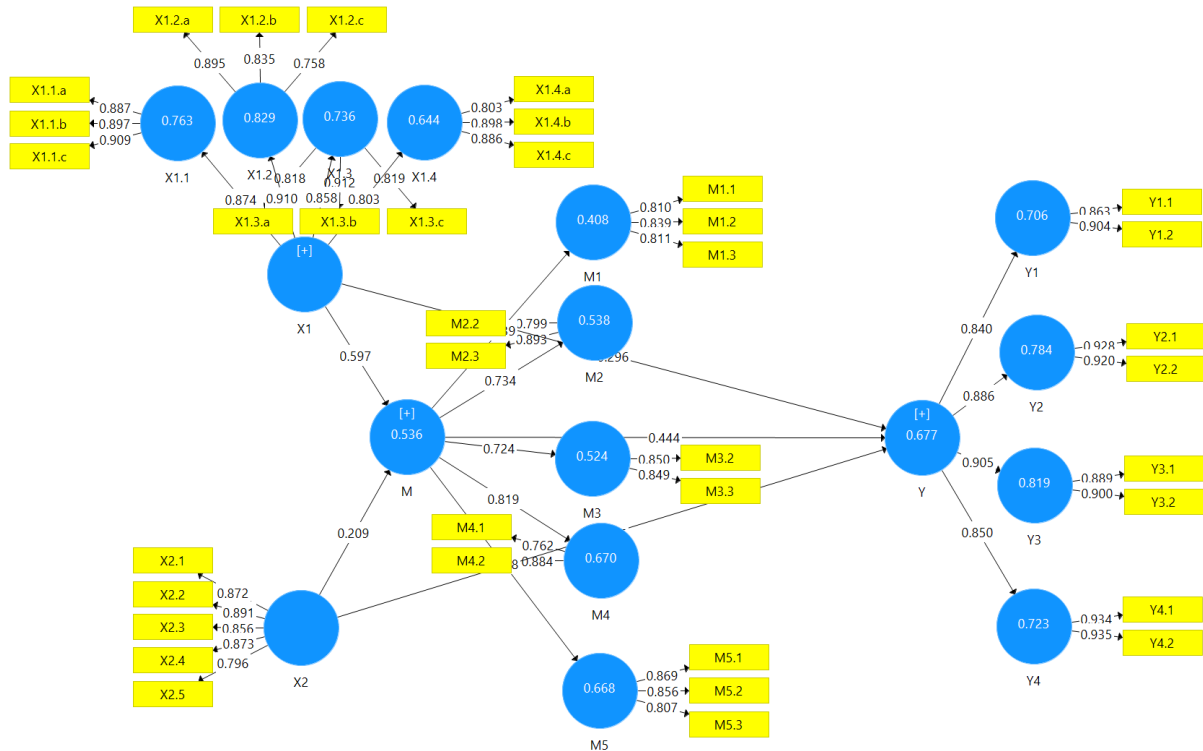


Figure 4.1. Outer Model Test Results

Outer Model Analysis in First Order
Convergent Validity First Order

Convergent validity is one of the tests that shows the relationship between reflective items and their latent variables. The convergent validity test in SEM with reflective indicators was tested derived from *the loading factor* on the latent variable (construction) with the expected indicator indicator greater than 0.7 (Zeng et al., 2021). The indicator with the highest loading value is the most important and powerful measuring indicator in reflecting the latent variable in question. The calculation outcomes of *Convergent Validity* based on the *loading factor* in this research are that all indicators have a *loading factor* value > 0.7. This indicates that all indicators are regarded to have powerful enough validation to describe their latent variables so that they meet *convergent validity*.

Along with using *the loading factor*, *convergent validity* able be looked from the *Average Extracted (AVE)* value. This AVE value presents the significance of the indicator variations' large content that are able to be contained by the contract. The acceptable AVE value is AVE > 0.5 (Zeng et al., 2021). The AVE value in this study presented the table 4.3:

Table 4.3. Value AVE First Order Each Variable

Indicator	Average Variance Extracted (AVE)
M ₁	0.672
M ₂	0.718

M ₃	0.722
M ₄	0.681
M ₅	0.713
X _{1.1}	0.806
X _{1.2}	0.691
X _{1.3}	0.724
X _{1.4}	0.745
X ₂	0.737
Y ₁	0.780
Y ₂	0.853
Y ₃	0.800
Y ₄	0.873

From Table 4.3, it presented that the AVE value for each variable is > 0.5 so that it able be conducted that there is no *convergent validity* problem in the assested model so that the indicators in this research model are said to have good convergent validity.

Discriminant Validity First Order

Discriminant validity is done to certify that each latent variable’ each concept is various. A model has great discriminant validity if a latent variable’s each cross loading value has the greatest value compared to other latent variables’ cross loading values . The discriminant validity test outcomes for each variable are an indicator that is stated valid if it has the highest cross loading to the deliberated construct compared to cross loading to another constructs. The results of this study show that cross loading for M1 indicators (M1.1, M1.2, M1.3) has a higher cross loading value for the M1 construct than for other constructs. As an example, the cross loading of X1.1.a against X1.1 is 0.887 which is higher than the cross loading values of X1.2 (0.594), X1.3 (0.615) and X1.4 (0.494). The same thing is also showed in another indicators so that all indicators are said to meet discriminant validity.

Furthermore, Cross loading, discriminant validity can also be seen deviraterom d fthe Fornell-Larcker Cirteiron value. Fornell and Larcker who initiated the AVE measurement pattern and cross-correlation were to compare the minimum AVR (AVE’s root) with the relationship that the construct in question can build against other latent variables. If the condition of the construct in question is reflected by the minimum AVE value, having a cross-correlation with other constructs turns out to be greater, then it is declared invalid discriminant. The results of the Fornell Lacker Cirteiron test in this reserach show that the AVE’s square root value is > the absolute correlation value (off-diagonal value) with other constructs. Therefore, the validity of the discriminant is fulfilled.

Composite Reliability First Order

Composite reliability (CR) is employed to evaluate the *reliability* value between the construct’s indicators that forms it. A variable is said to be great if the *composite reliability value is ≥ 0.7 and the suggested Cronbach's alpha value is > 0.6* (Cheung et al., 2024b). The following are the *composite reliability values* and *Cronbach's alpha values* in Table 4.3.

Table 4.4. Composite reliability First Order

Indicator	Cronbach's Alpha	Composite Reliability	Test Results
M ₁	0.758	0.860	Reliabel
M ₂	0.814	0.835	Reliabel
M ₃	0.814	0.838	Reliabel

M ₄	0.842	0.810	Reliabel
M ₅	0.799	0.882	Reliabel
X _{1.1}	0.879	0.926	Reliabel
X _{1.2}	0.774	0.870	Reliabel
X _{1.3}	0.808	0.887	Reliabel
X _{1.4}	0.828	0.898	Reliabel
X ₂	0.911	0.933	Reliabel
Y ₁	0.720	0.877	Reliabel
Y ₂	0.828	0.921	Reliabel
Y ₃	0.750	0.889	Reliabel
Y ₄	0.855	0.932	Reliabel

Table 4.4 presented that the *composite reliability* value for all constructs is > 0.7 which stated that all constructs in the predicted model meet the *composite reliability* standar. The *lowest composite reliability* value is 0.810 on the M₄ indicator. In addition to seeing that, by observing at the *Cronbach's alpha value*, the overall *Cronbach's alpha* results show a value > 0.6, which indicates good reliability. So that from the *outer model* outcomes in the *First Order*, further analysis can be carried out to evaluate the *Second Order*.

Analysis of the outer model in the Second Order

Similar to the first order, in the second order, Convergent Validity, Discriminant Validity and CR assests were carried out .

Convergent Validity

In the *convergent validity test* in the *second order*, the *Outer Loading value* of each dimension is used with the outcomes that presented in Table 4.5.

Table 4.5. Outer Loading Second Order Value

Indicator	Outer Loading
M ₁	0.739
M ₂	0.734
M ₃	0.724
M ₄	0.819
M ₅	0.818
X _{1.1}	0.874
X _{1.2}	0.910
X _{1.3}	0.858
X _{1.4}	0.803
X ₂	0.858
Y ₁	0.840
Y ₂	0.886
Y ₃	0.905
Y ₄	0.850

From Table 4.5, it presented that all indicators in this study have an *outer loading* value > 0.7. This means that all indicators are deemed to have powerful enough validation to describe their latent variables so that they meet convergent validity.

On top of using the Outer loading value, convergent validity showed in the AVE value. This AVE value presented the significance of the indicator variations' large content that are

able to be involved by the contract. The acceptable AVE value is $AVE > 0.5$. The AVE value in this study presented in the table 4.6:

Table 4.6. The AVE Second Order Value of Each Variable

	<i>Average Variance Extracted (AVE)</i>
M	0.666
X₁	0.549
Y	0.626

Dari Tabel 4.6 it presented that the AVE value of each variable is > 0.5 so that it able to be stated that there is no convergent *validity* problem in the assested model so that the indicators in this research model are said to have good convergent validity.

Discriminant Validity Second Order

Discriminant validity in the second order able to be observated devirated from the *Fornell-Larcker Cirteiron* value. The *Fornell Lacker Cirteiron* test’s outcomes are:

Table 4.7. Fornell Lacker Criterion Second Order

	M	X₁	Y
M	0.805		
X₁	0.711	0.841	
Y	0.764	0.724	0.791

Based on Table 4.7, it presented that the AVE’s square root value is greater than the absolute correlation value (*off-diagonal value*) with the other constructs. Therefore, the validity of the discriminant is fulfilled.

Composite Reliability Second Order

CR is employed to assest the *reliability* value between the construct’s indicators that forms it. A variable is said to be great if the *composite reliability value* is ≥ 0.7 and *Cronbach's alpha value* is suggested > 0.6 (Riyanto & Widyaningsih, 2022). The following are *cronbach's alpha values* and the *composite reliability values* in Table 4.7.

Table 4.8. Composite reliability Second Order

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Hasil Uji
M	0.872	0.884	Reliabel
X₁	0.925	0.926	Reliabel
Y	0.914	0.916	Reliabel

Tabel 4.8 indicates that the *composite reliability* value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the *composite reliability* criteria. The *lowest composite reliability* value is 0.884 in the M construct. So that from the results of the *Measurement Model (outer model)* in the *Second Order*, further analysis can be carried out to evaluate the *Inner Model*.

Structural Model Analysis (Inner Model)

The *internal evaluation of the model* aims to test the research hypothesis that has been formulated previously. *Inner model* is a structural model that relates latent variables devirated

from path coefficient values using *bootstrapping calculations*(Al-Mekhlafi et al., 2023). Testing The research hypothesis is to be carried out to determine the indirect and direct impact of dependent variables on independent variables.

Research Hypothesis Testing

The basis *employed* in evaluating the hypothesis is the values found in *the output Path Coefficients* (STDEV, Mean,*t-values*). This test evaluates from the influence’s significance of variables on another variables by observing at the value of the parameter coefficient and the value of *the t-statistical significance*. This evaluation employed a *bootstrapping* algorithm. To know whether the proposed hypothesis able to be rejected or accepted, it able to be observed from the resulting p-value or the *t-statistical value*. By establishing a two-way test, the limit to accept and reject the hypothesis suggested using $\alpha = 5\%$. If *the t-value of the statistics is less than the t-value of the table or the p-value is > 0.05*, then the hypothesis will be rejected. If *the t-value of the statistics is more than the p-value or the t-value of the table is < 0.05*, then the hypothesis will be accepted.

The *Path Diagram* of the *inner model* from the results of the above analysis is as follows:

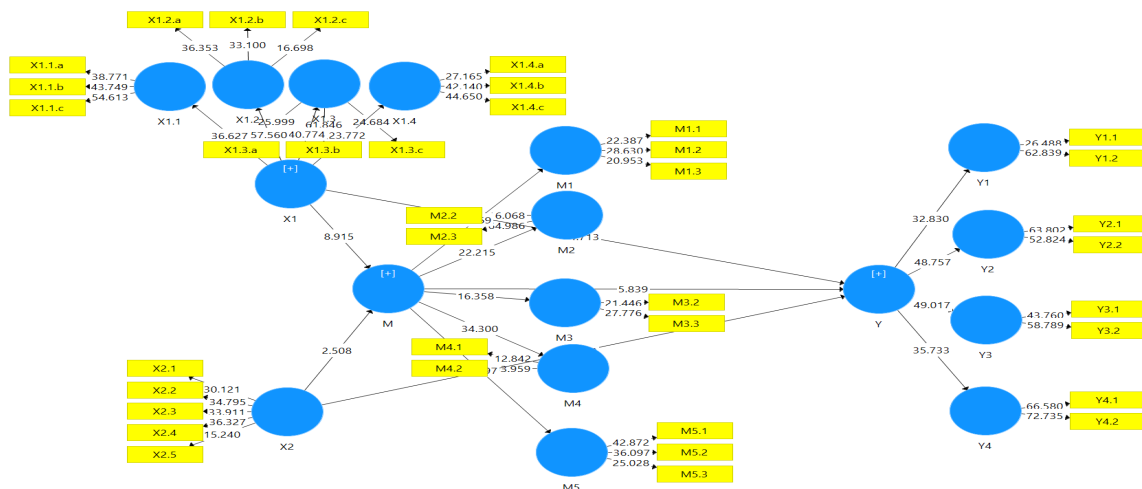


Figure 4.2. Inner Model Hypothesis Testing Path Diagram

Hypothesis testing in this research was conducted to see the independent variables’ indirect and *direct effect* on dependent variables. Direct influence is asessed through *path coefficients*, while indirect influence is asessed through *specific indirect coefficients*.

Direct Effect

The direct impact hypothesis test the hypothesis of the independent variables’ impact on dependent variables directly (without intermediaries). If the line coefficient value is positive, it presents that the rise in the one variable’s value is followed by the rise in the another variable’s value, and vice versa (Memon et al., 2021). The hypothesis will be accepted if *the P-Value < 0.05* and vice versa, meaning that the independent variable has a significant impact on the dependent variable. The analysis’ results of the direct influence presented on Table 4.9.

Table 4.9. Direct Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X₁ -> Y	0.296	0.293	0.063	4.713	0.000

X₂ -> Y	0.205	0.216	0.065	3.163	0.001
M -> Y	0.444	0.434	0.076	5.839	0.000
X₁ -> M	0.597	0.588	0.067	8.915	0.000
X₂ -> M	0.209	0.223	0.083	2.508	0.006

- a. The Competency variable (X1) direct influence on Employee Performance (Y) has a path coefficient of 0.296 (positive), meaning that the rise in the Competency variable value will be followed by a rise in the Employee Performance variable. The Competency variable impact on Employee Performance has a *P-Value* value of 0.000 < 0.05, so it able to be said that Competency (X1) has a significant influence directly on Employee Performance (Y). This research’s outcomes are in line with (Imaningtyas et al., 2024b) study which indicated that competence has a positive and significant impact on employee performance.
- b. The the Training variable (X2) direct influence on Employee Performance (Y) has a path coefficient of 0.205 (positive), meaning that an rise in the Training variable ‘s value will be followed by a rise in the Employee Performance variable. The Training variable influence on Employee Performance has a *P-Value* of 0.001 < 0.05, so it able to be said that Training (X2) has a directly significant impact on Employee Performance (Y). This research’s outcomes are in line with (Edward et al., 2022b) who found that Training and development are determinants of human success related to the application of strategies in the organization that can develop employee performance. Moreover, (Dagnew Gebrehiwot & Elantheraiyan, 2023c) It also found that training and the availability of training resources have a significant influence on employee performance.
- c. The OCB variable (M) direct influence on Employee Performance (Y) has a path coefficient of 0.444 (positive), meaning that a rise in the OCB variable value will be followed by a rise in the Employee Performance variable. The influence of OCB variables on Employee Performance has a *P-Value* value of 0.000 < 0.05, so it able to be said that OCB (M) has a significant influence on Employee Performance (Y). This research’s outcomes are supported by previous study by (Hsiao & Wang, 2020b) where OCB has a significant impact on Employee Performance. Moreover, (Romaji et al., 2024b) also stated that OCB had a significant and positive influence on employee performance.
- d. The Competency variable (X1) direct influence on the performance of OCB (M) has a path coefficient of 0.597 (positive), meaning that the rise in the Competency variable (X₁) value will be followed by a rise in the OCB variable (M). The Competency variable (X1) influence on OCB (M) has a *P-Value* of 0.000 < 0.05, so it able to be said that Competency (X1) has a significant influence on OCB (M). This study is supported by previous study that indicated that moral competence able to serve as a moderator that can minimize the moral discharge’s adverse impact on unethical and deviant organizational behavior (Lo Presti et al., 2023b) . In addition, competencies can help the behavior of the organization's citizens (Lo Presti et al., 2023b).
- e. The direct influence of the Training variable (X2) on OCB(M) has a path coefficient of 0.209 (positive), meaning that the rise in the Training variable (X2) value will be followed by an increase in the OCB variable (M). The Training variable (X2) effect on OCB (M) has a *P-Value* of 0.006 < 0.05, so it able to be said that Training (X2) has a significant influence on OCB (M). This research’s outcomes are in line with the study by (Al-shami et al., 2023b) who stated that Training had a potent and significant influence on OCB.

Indirect Effect

The indirect influence hypothesis test aims to test the hypothesis of the influence of independent variables on dependent variables indirectly (by mediation). If the value of the path coefficient is positive, it indicates that the increase in the value of one variable is followed by the increase in the value of another variable, and vice versa. H0 will be reduced if *the P-Value* < 0.05 and vice versa, meaning that the independent variable has a significant effect on the dependent variable. The results of the analysis of direct influence can be seen in Table 4.10:

Table 4.10. Indirect Effect)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X ₁ -> M -> Y	0.265	0.256	0.056	4.704	0.000
X ₂ -> M -> Y	0.093	0.096	0.038	2.428	0.008

- a. The indirect influence of the Competency variable (X1) on Employee Performance (Y) mediated by OCB (M) has a *P-Value* of 0.000 < 0.05. Therefore, it can be stated that the OCB(M) variable succeeded in mediating the influence of Competency (X1) on Employee Performance (Y) significantly. The results of this study are supported by research that competence improves the behavior of citizens, organizations, and employee performance. (Widayat et al., 2023). Furthermore, competence affects employee performance through OCB (Alhasani, et al., 2021) While competence does not significantly affect employee performance, OCB can improve it (Bastotan et al., 2024)
- b. The indirect influence of the Training variable (X2) on Employee Performance (Y) mediated by OCB (M) has a *P-Value* of 0.008 < 0.05. Therefore, it can be stated that the variable OCB (M) successfully mediates the influence of Training (X2) on Employee Performance (Y) significantly. The results of this study are in line with the research (Idah et al., 2024.) where training has a significant effect on employee performance through organizational community behavior (OCB).

Model Evaluation

Model evaluation is carried out to see if the model built matches the data. This evaluation can be done by looking at the size of the *R-squared (R²)* for the structural model and the variations described by the model (Al-Mekhlafi et al., 2023). In addition, to assess how well the model predicts dependent variables, a *Q-Square test can be performed (Q²)* (Al-Mekhlafi et al., 2023; Memon et al., 2021).

R-Square Value (R2)

The *value of R Square* is used to describe the relationship between an independent latent variable and a dependent latent variable. The *R Square value* based on the results of the analysis in this study is presented in Table 4.11.

Table 4.11. R-Square

	<i>R Square</i>
M	0.536
Y	0.677

Table 4.11 shows that the R2 value for the *Organizational Citizenship Behavior (M)* variable as the moderation variable is 0.536 or 53.6% and for the *Employee Performance (Y)* variable is 0.677 or 67.7%. This value means that the variables Competency (X1) and Training (X2) can explain the variability of *the Organizational Citizenship Behavior (M)* variable of

53.6% while the remaining 46.4% is explained by other variables outside this model. The Competency (X1) and Training (X2) variables and *the Organizational Citizenship Behavior* (M) variable as intervening variables were able to explain the variability of the employee performance variable (Y) of 67.7%, while the remaining 32.3% was explained by other variables outside this model.

Q-Square Value (Q2)

In addition to using *R2* evaluation, structural models can also use *Q2 Predictive relevance values*. *Q2* is used to assess the *predictive relevance* of a set of exogenous latent variables on endogenous latent variables. A *Q2* value of > 0 indicates the model has *Predictive relevance*, whereas a *Q2* value ≤ 0 indicates the model lacks *Predictive relevance*. The value of *Q2 Predictive relevance* in this study shows that $Q2 > 0$ is 0.614 so it can be concluded that the results of the research model estimation show good predictive validity.

CONCLUSION

The purpose of this study is to understand the relationship between competency variables, employee training and employee performance mediated by organizational civic behavior in Regional Inspectorates throughout Riau Islands Province.

Based on the results of the research that has been carried out, it can be concluded that competence and training directly have a positive and significant influence on performance variables in Regional Inspectorates throughout the Riau Islands Province. Likewise, the OCB variable as a moderation variable has a positive and significant influence on the performance variable. In this study, it was found that the direct influence of competency and training on performance was 0.296 and 0.205, respectively, while the indirect influence of competence and training on performance was 0.265 and 0.093, respectively. From these results, it can be seen that the direct influence of the competency and training variables on performance is greater than the indirect influence.

Suggestion

This research has limitations due to several things including :

1. The research was conducted at the Regional Inspectorate Agency Unit;
2. Time limitations;
3. Long range of areas between Regional Inspectorates;
4. The high busyness of the respondents at the end of the year so that the filling out of the questionnaire by the respondents was not optimal.

Based on these weaknesses, it is hoped that the next study will be able to use a wider population. In addition, there are only 2 exogenous variables used in this study, namely competence and training, so that in the next study other variables can be considered that can affect performance.

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