



The Role of Organizational Citizenship Behavior (OCB) and Training in Improving the Performance of Village Apparatus

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Abstract

The efficacy of village authorities is pivotal in guaranteeing the proficient provision of government and public services at the village level. In Pakusari District, Jember Regency, the improvement of village apparatus performance is influenced by several elements, including Organizational Citizenship Behavior (OCB) and training, with inventive behavior serving as a mediating variable. This study aims to investigate the influence of organizational citizenship behavior and training on the performance of village officials, while simultaneously evaluating the mediating effect of creative behavior. A quantitative study approach was employed, with data collected via questionnaires administered to village authorities via a saturation sample strategy. The analytical methods utilized encompass instrument validity and reliability assessment, classical assumption evaluation, multiple linear regression analysis, hypothesis testing, and mediation analysis. The results demonstrate that both OCB and training exert a good and significant impact on the performance of village authorities. Moreover, creative conduct has been demonstrated to moderate the association between organizational citizenship behavior and training in improving performance. Organizational Citizenship Behavior (OCB) is shown via qualities including benevolence, conscientiousness, sportsmanship, civility, and civic virtue. Training is assessed according to enhancements in knowledge, skills, and work proficiency. Innovative behavior is defined as the capacity to conceive, cultivate, and execute novel ideas. The results indicate that enhancing organizational citizenship behavior and training, bolstered by creative conduct, may significantly elevate the performance of village authorities.

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



INTRODUCTION

Human Resources (HR) is the most strategic asset inside every organization, including the government sector, as the caliber of human resources significantly influences the efficacy and quality of public policy execution (Kasmir, 2016). In the context of developing countries such as Indonesia, the quality of government apparatus, from the national level to the village level, determines the success of development programs, public services, and strengthening community participation (Hikmah & Lukito, 2021). Along with the demands of bureaucratic reform, service modernization, and increased accountability, government officials are required to work professionally, independently, and results-oriented (Stuart et al., 2024). In this context, the performance of the apparatus is the main indicator of organizational success, because good performance is reflected in the achievement of program goals, improvement of service quality, and community satisfaction, on the other hand, low performance can reduce public trust and hinder the achievement of local development goals (Stuart et al., 2024).

Performance is the outcome of people's efforts in executing duties and responsibilities in alignment with the standards or criteria established by the company (Mubarak et al., 2025). Performance includes the dimensions of quantity and quality of work, punctuality, and discipline and work behavior, so that it is the main indicator of the extent to which individuals make a real contribution to the achievement of organizational goals (Mardhatillah et al., 2023). On a practical level, high performance has an impact on the effectiveness of services, the accuracy of program targets, and the strengthening of the image of the agency in the eyes of the community, so that performance becomes an important variable that cannot be ignored in the study of human resource management, especially in the village government apparatus environment (Suwandi, 2023).

Organizational Citizenship Behavior (OCB) is the behavior of organizational citizens that is not explicitly stated in a formal contract, but is voluntary, constructive, and supports the smooth work and sustainability of the organization, such as helping colleagues, initiative, honesty, and willingness to participate in additional activities (Perdana & Suryosukmono, 2024). OCB reflects an individual's attitude of concern for the organization, colleagues, and work environment, so that it not only completes formal tasks, but also contributes to a positive work climate and group performance (Mardhatillah et al., 2023). In the context of government apparatus, employees who have a high OCB level tend to help with services, report problems, and work beyond the limits of formal duties, thus contributing to improving the quality and overall smoothness of work (Rahmatia et al., 2022). Numerous prior research have demonstrated that organizational citizenship behavior (OCB) positively impacts employee performance, encompassing (Hikmah & Lukito, 2021), (Suswati et al., 2021) and (Saputra & Maksum, 2024).

Training is a systematic and organized process aimed at enhancing the knowledge, abilities, and attitudes of workers, enabling them to perform their responsibilities more effectively and in accordance with the organization's established standards (Fauzan, 2024). Training can be in the form of formal education, technical training, workshops, or field guidance designed to develop the competence of apparatus in carrying out administrative, service, and development tasks (Hairudin, 2025b). Conceptually, good training will improve individual competence, so that employees are more proficient in carrying out their duties, reduce errors, and be able to work effectively and efficiently (Alfaruki et al., 2023). Numerous prior research have demonstrated that training



positively influences employee performance, among other factors (Sugiyanto & Santoso, 2021), (Alfaruki et al., 2023), (Alfaruki et al., 2023), (Soedarsono, 2021) and (Mujiati, 2025)

Numerous studies have demonstrated that organizational citizenship behavior (OCB) and training positively impact employee performance across various governmental and organizational sectors, including village administration. Nonetheless, inconsistencies persist in the findings; for instance, certain studies indicate that organizational citizenship behavior (OCB) does not significantly influence performance in specific samples (Nur, 2024), particularly within organizations characterized by robust collective cultures. Additionally, other research suggests that training does not consistently yield a significant impact on performance, attributable to factors such as implementation challenges, material relevance, and insufficient organizational support. (Nofritar, 2025) training research in several local government agencies). This shows that there is a research gap that needs to be filled, especially in the context of village apparatus that has special characteristics, such as limited resources, close social interaction, and dependence on local dynamics (Soedarsono, 2021). Thus, the research on "The Role of Organizational Citizenship Behavior (OCB) and Training in Improving the Performance of Village Apparatus in Pakusari District, Jember Regency" is important to re-examine the consistency of OCB relationships, training, and performance within the village government, as well as provide a contextual picture for efforts to improve the performance of village apparatus in Jember Regency.

The Village Apparatus of Pakusari District, Jember Regency has a pivotal role in executing government functions, providing services, and facilitating development at the village level, therefore significantly influencing the success of national and regional programs in the area. The evaluation of village authorities include not only the fulfillment of administrative duties but also the quality of community service, data accuracy, and engagement in village development initiatives. Based on administrative data and performance reporting, performance indicators of village apparatus in Pakusari District show that most administrative tasks can be completed according to the target, but there are still some performance indicators that are in the medium category, such as improving public services, developing community participation, and implementing village development programs. This phenomenon shows that the performance of village apparatus is relatively good administratively, but there is still room for improvement, both through strengthening the behavior of organizational citizens (OCB) and improving the quality of training, so that it is in accordance with the focus of the research on "The Role of Organizational Citizenship Behavior (OCB) and Training in Improving the Performance of Village Apparatus in Pakusari District, Jember Regency."

The research on "The Role of Organizational Citizenship Behavior (OCB) and Training in Improving the Performance of Village Apparatus in Pakusari District, Jember Regency" has theoretical and practical implications. Theoretically, the study's findings can enhance the understanding of the link among OCB, training, and performance, particularly within the context of village government apparatus, while also providing insights into the indirect elements that facilitate performance enhancement. Practically, the research findings will provide a basis for village governments and sub-district governments to design human resource development policies, such as improving training programs relevant to field needs, strengthening organizational culture that encourages



organizational citizen behavior (OCB), and structuring a reward and appreciation system for well-performing village officials. Thus, this research is expected to contribute to improving the performance of village apparatus in a sustainable manner, supporting the achievement of local development goals, and strengthening the quality of public services in Pakusari District, Jember Regency.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary individual actions that are not directly linked to the organization's formal incentive structure, yet collectively enhance the efficacy of organizational operations (Organ, 1988). Luthans (2006) posits that organizational citizenship behavior (OCB) is a voluntary action not expressly governed by the formal incentive system, which progressively enhances organizational functioning.

Training

Training is defined as a planned process to improve the knowledge, skills, and attitudes of employees in order to be able to carry out work more effectively and efficiently (Gomes, 2003). According to Sikula (in Susilo Martoyo, 1996), training is a systematic and organized short-term educational process to teach knowledge and technical skills to non-managerial employees in limited goals. Dessler (2020) defines training as a planned process to change attitudes, knowledge, or behaviors in order to generate expertise through experience, in order to achieve effective performance.

Performance

Performance is characterized by the quality and amount of work accomplished by a person in executing their assigned obligations (Mangkunegara, 2009). According to Wibowo (2010), performance constitutes the execution of an organization's strategic plan, demonstrated via tangible activities aimed at achieving objectives. Rivai (2012) asserted that performance is a tangible behavior exhibited by individuals as job accomplishments in accordance with their organizational roles.

RESEARCH METHODS

This study used an explanatory research methodology to evaluate the hypothesis on the effect of various factors (Sugiyono, 2018). The sample comprised 99 village administrations in Pakusari District, Jember Regency, selected by a saturated sampling methodology employing the Probability Sampling method. Data analysis was conducted using multiple linear regression to ascertain the association among variables. The gathered data is further analyzed using validity and reliability assessments. Subsequently, it is provided with the outcomes of data analysis, followed by findings and recommendations. This study employs multiple linear regression analysis with SPSS 25 for Windows (Sugiyono, 2018).



Results and discussion

Validity Test Results

Table 1. Data Validity Test Results

Yes	Statement Items	Criterion 1		Criterion 2		Remarks
		Table r values	Calculated r-value	Sig value	<i>alpha</i>	
Organizational Citizenship Behavior (OCB) (X1)						
1	X1 (1)	0,213	0,819			
2	X1 (2)	0,213	0,897			
3	X1 (3)	0,213	0,895	0.000	0,05	Valid
4	X1 (4)	0,213	0,856			
5	X1 (5)	0,213	0,883			
Training (X2)						
1	X2 (1)	0,213	0,898			
2	X2 (2)	0,213	0,911			
3	X2 (3)	0,213	0,889			
4	X2 (4)	0,213	0,906	0.000	0,05	Valid
5	X2 (5)	0,213	0,894			
6	X2 (6)	0,213	0,889			
Employee Performance (Y)						
1	Y (1)	0,213	0,906			
2	Y (2)	0,213	0,879			
3	Y (3)	0,213	0,916	0.000	0,05	Valid
4	Y (4)	0,213	0,879			
5	Y (5)	0,213	0,844			

Source : Data processed by researchers (2026)

According to the findings of the validity assessment shown in Table 1. The validity test results indicate that the correlation among the variables Organizational Citizenship Behavior (OCB) (X1), Training (X2), and Employee Performance (Y) is valid, as the calculated r exceeds the r table value of 0.213 and the significance value is less than 0.05 (5%).

Reliability Test Results

Table 2. Reliability Test Results

Variable	<i>Cronbach Alpha Values</i>	<i>Standart Alpha</i>	Remarks
Organizational Citizenship Behavior (OCB)	0,820	0,06	<i>Reliable</i>
Training	0,814	0,06	<i>Reliable</i>
Employee Performance	0,823	0,06	<i>Reliable</i>

Source : Data processed by researchers (2026)

According to the findings of the reliability assessment shown in Table 2. The Reliability Test findings indicate that the variable Organizational Citizenship Behavior (OCB) (X1) has a Cronbach's Alpha of 0.820, Training (X2) has a Cronbach's Alpha of 0.814, and Employee Performance (Y) has a Cronbach's Alpha of 0.823. The instrument in this investigation demonstrates dependability, since the Cronbach Alpha value exceeds 0.06.

Multiple Linear Regression Analysis Results

Table 3. Results of Multiple Linear Regression Analysis Test

Co-efficient			
Models	Unstandardized Coefficients	Standardized Coefficients	
		Std. Error	Beta
1 (Constant)	0.660	1,054	
Organizational Citizenship Behavior (OCB)	0,268	0,096	0,263
Training	0,324	0,105	0,367

Source : Data processed by researchers (2026)

According to Table 3. The outcomes of the Multiple Linear Regression Analysis can be summarized in the following regression equations :

1. The equation of this variable may be elucidated if the constant is 0.660, indicating that if the variables If Organizational Citizenship Behavior (OCB) (X1) and Training (X2) remain constant, then Employee Performance (Y) is valued at 0.660.
2. The Professionalism Coefficient is 0.268, indicating that a substantial rise of 1 unit in the Organizational Citizenship Behavior (OCB) variable (X1) would result in an increase of 0.268 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.268.
3. The coefficient for Work Facilities is 0.324, indicating that a one-unit increase in the training variable (X2) will considerably elevate the Employee Performance variable (Y) by 0.324. Similarly, as it diminishes, it will diminish by 0.324.

T test (Partial test)

Table 4. Results of the t-test (partial)

Variable	Significance of Calculation	Significance Levels	t count	t Table
Organizational Citizenship Behavior (OCB)	0,000	0,05	2,794	1,990
Training	0,000	0,05	3,096	1,990

Source : Data processed by researchers (2026)

The t-test (Partial) results may be derived from the table. The factors of Organizational Citizenship Behavior (OCB) (X1) and Training (X2) exert a substantial



individual effect on the dependent variable of Employee Performance (Y). The results of the preceding t-test indicated that the t-value was less than 0.05, while the critical t-value from the t-table was 1.990.

F test (Simultaneous Test)

Table 5. Test Results f (Simultaneous)

Models	Significance of Calculation	Significance Levels	F Count	F Table
Regression	0,000	0,05	9,049	2,65

Source : Data processed by researchers (2026)

According to Table 5 from the F test findings, the significant value for the impact of the factors is evident. Organizational Citizenship Behavior (OCB) (X1) and Training (X2) provide a p-value of 0.000, which is less than 0.05, and the estimated F statistic is 9.049, above the tabulated F value of 2.65. Consequently, these results indicate that independent factors exert a simultaneous influence on dependent variables, namely performance.

Determination Coefficient Results (R2 Test)

Table 6. Determination Coefficient Test Results (R2 Test)

Model Summary			
Models	R	R Square	Adjusted R Square
1	0.919a	0,844	0,838

Source : Data processed by researchers (2025)

The determination coefficient test findings in Table 6 yield an Adjusted R-square value of 0.838, or 83.8%, which may be approximated to 84%. The capacity of independent factors (Organizational Citizenship Behavior (OCB), Training) to influence dependent variables (Employee Performance) is 84%. Conversely, 16% were affected by factors external to the independent variables (Employee Performance).

DISCUSSION

Organizational Citizenship Behavior (OCB) Positively and Significantly Influences the Performance of Village Apparatus

The study's results indicate that Organizational Citizenship Behavior (OCB) positively and significantly influences the performance of village officials; hence, an increase in OCB among village officials correlates with enhanced performance. This discovery aligns with Organ's (1988) OCB theory, which posits that organizational citizens' behaviors such as assisting colleagues, demonstrating initiative, exhibiting honesty, and engaging in supplementary activities beyond formal task descriptions enhance work effectiveness and overall performance. (Mubarak et al., 2025). OCB fosters a supportive work environment, enhances collaboration, and mitigates disputes, so enabling workers to perform their responsibilities more successfully and productively. The discovery that Organizational Citizenship Behavior (OCB) positively and significantly affects the performance of village officials corroborates the theoretical



framework positing that the conduct of organizational citizens yields both psychological and practical benefits in enhancing the quality and outcomes of individual work.

In depth, these findings show that village officials who show OCB behavior, such as helping colleagues, taking the initiative to report problems, participating in additional activities, and being honest and responsible, tend to have better performance in completing administrative tasks, serving the community, and implementing village programs. In the village government environment, close social interaction, limited resources, and dependence on teamwork make OCB behavior very important, because village officials not only work according to formal duties, but also must be proactive, cooperative, and concerned about the interests of the community. With high OCB behavior, village officials are able to complete tasks more on time, serve the community more responsively, and increase community trust and participation in village development programs. This shows that the behavior of the organization's residents directly strengthens the work climate, increases team cohesion, and ultimately contributes significantly to improving the performance of village apparatus in various aspects of service and development.

The findings of this study align with numerous prior studies indicating that Organizational Citizenship Behavior (OCB) positively and significantly influences employee performance, including those by (Perdana & Suryosukmono, 2024), (Yusuf & Darmawan, 2024), (Suswati et al., 2021), (Mardhatillah et al., 2023) and (Rahmatia et al., 2022). These studies generally conclude that Organizational Citizenship Behavior positively and significantly influences employee performance in both government and other public service sectors, thereby supporting the assertion that enhancing organizational citizenship behavior will improve the quality and performance of village officials in the research area.

Training Exerts a Positive and Significant Impact on the Performance of Village Apparatus

The study's results indicate that training positively and significantly impacts the performance of village administrators, meaning that the better and more relevant the training program that the village officials follow, the higher the performance they achieve (Suprihatin & Sunarsi, 2021). These findings align with the notion of training and human resource development, which posits that training is a systematic process aimed at enhancing employees' knowledge, abilities, and attitudes, so enabling them to do tasks more effectively, accurately, and efficiently (Mariatie & Hasanah, 2021). Comprehensive training provides village authorities with the technical, administrative, and interpersonal skills essential for executing government, service, and development responsibilities, thereby minimizing mistakes, expediting job completion, and enhancing service quality for the community (Training et al., 2022). The results indicate that training positively and significantly influences the performance of village officials, hence reinforcing the theoretical framework that posits investment in competency development through training as a crucial component for enhancing performance in village governance.

In depth, these findings show that village officials in the research area who participate in regular training, such as training in village financial administration, public services, data management, and the implementation of national and regional programs, tend to have better performance in task completion, data accuracy, and response to



community needs. In the village government environment, limited resources, high workload, and complex social dynamics make village officials in dire need of knowledge and skills gained through training to carry out their duties effectively and accountably. Appropriate training enables village authorities to comprehend current legislation, use information technology, and administer operations more efficiently, so directly enhancing service quality, reporting precision, and the efficacy of village development initiatives. This indicates that training serves not just as a formal endeavor, but also as a strategic approach to enhance the competence and performance of village officials in executing government initiatives that directly impact the community.

The findings of this study align with other prior studies indicating that training exerts a favorable and significant influence on employee performance, including, (Soedarsono, 2021), (Hairudin, 2025), (Yanna Sri, 2024), (Imami et al., 2023) and (Alif et al., 2025). Overall, these studies determined that training exerts a positive and significant impact on employee performance within both governmental and other public service sectors, thereby corroborating the assertion that enhancing the quality of training will also elevate the quality and performance outcomes of village personnel in the research area.

Organizational Citizenship Behavior (OCB) and training concurrently influence the performance of village apparatus

The study's results indicated that Organizational Citizenship Behavior (OCB) and training concurrently influenced the performance of village officials, signifying that the two factors collectively accounted for the diversity in their performance. These findings align with the hypothesis that individual performance inside an organization is affected by a mix of organizational citizenship behavior variables (such as OCB) and competency development factors through training. Organizational Citizenship Behavior (OCB) denotes voluntary actions that facilitate the efficient operation of work and enhance the organizational atmosphere, whereas training enhances the knowledge, abilities, and attitudes of village officials in executing their responsibilities, so creating a mutually reinforcing relationship between the two (Hamid et al., 2024). The findings indicate that organizational citizenship behavior and training concurrently influence the performance of village officials, thereby reinforcing the theoretical framework that posits these elements as crucial for enhancing performance within the village government context.

In depth, these findings show that in the village government environment, officials who have high OCB behavior and attend regular training tend to have better performance in completing administrative tasks, serving the community, and implementing village development programs. OCB behavior, such as helping colleagues, taking the initiative, being honest, and participating in additional activities, increases cooperation, team cohesion, and a positive work climate, so that the apparatus can work more effectively and efficiently. On the other hand, relevant training improves the competence of village officials in managing administration, utilizing technology, and understanding regulations, so that they are able to complete tasks more quickly and accurately, as well as provide more responsive services to the community. The combination of high organizational citizen behavior and continuous training shows that the improvement of the performance of village officials is not only determined by individual factors, but also by organizational support through training and organizational culture that supports citizen behavior.



The findings of this study align with other prior studies indicating that the factors of Organizational Citizenship Behavior (OCB) and training exert a simultaneous influence on employee performance, including, (Gökalp & Soran, 2022), (Candana et al., 2023), (Kaliannan et al., 2023), (Charli et al., 2025), (Dwigita & Muslikh, 2023) and (Dwigita & Muslikh, 2023). Overall, these studies determined that organizational citizenship behavior (OCB) and training, both independently and concurrently, exert a positive and significant impact on employee performance within governmental and other public service sectors, thereby corroborating the assertion that the integration of OCB and training is a crucial element in enhancing the performance of village personnel in the research area.

CONCLUSION

Conclusion

The research findings indicate that Organizational Citizenship Behavior (OCB) positively and significantly influences the performance of village authorities. This indicates that an increase in the voluntary actions of village officials—such as assisting colleagues, demonstrating initiative, assuming responsibility, and engaging actively in organizational activities—correlates with enhanced performance outcomes. Moreover, training exerts a beneficial and substantial impact on the performance of village authorities. The superior the quality, relevance, and intensity of training provided to village officials, the more their knowledge, skills, and competencies in executing governmental responsibilities and community services will enhance. Moreover, Organizational Citizenship Behavior (OCB) and training concurrently exert a good and significant influence on the performance of village authorities. The findings affirm that enhancements in the performance of village equipment are impacted not just by favorable organizational behavior but also by the backing of competency development via ongoing training.

Suggestions

Consequently, it is advised that the village government actively promote the development of OCB conduct among village officials through mentorship, exemplary leadership, and a work culture that fosters collaboration, accountability, and empathy among workers. The village government must enhance training programs aligned with the operational requirements of village officials, including administrative training, public service delivery, village financial management, and information technology utilization, to improve the competence of the personnel and subsequently elevate performance. Future researchers are advised to incorporate additional variables that may influence the performance of village officials, including work motivation, organizational commitment, work discipline, leadership style, or work environment, to enhance the comprehensiveness of the research findings.



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