



The Role of Training Satisfaction and Work Engagement on Employee's OCB

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Abstract

This study aims to examine the effect of training satisfaction on work engagement and employee's OCB in government services. Training satisfaction is necessary since employees do not simply follow the training provided by the organization, but how they like training so that successful training can encourage work engagement and extra behavior at work. In this study, there were 288 questionnaires distributed to employees in this field. The data obtained were analyzed using the Structural Equation Model (SEM). The results showed a positive effect of training satisfaction on Work Engagement (WE) and OCB. Employees with high training satisfaction generate professionalism, passion and dedication in service to the community and create caring behavior within the team. In addition, organizations are advised to further improve the quality of training for employees so that training satisfaction is met. Importantly, organizations also need to perform employee rotation, provide awards for outstanding employees, provide incentives, and other policies that can increase employee productivity for organizational development.

Keywords: *Training Satisfaction; Work Engagement; OCB; Government Services*

Introduction

The success of community services is greatly influenced by human resources, while human resources are strongly influenced by behavior, including Organizational Citizenship Behavior (OCB). In this matter, (Dartey-Baah et al., 2019) believed that the most influential driving factor for human resources is OCB. Several studies have shown that work engagement can influence employee's OCB (M. I. U. H. Y. A. F. M. Ahmad, 2016; Babcock-Roberson & Strickland, 2010a). Employees who are psychologically involved in work and organizations make more use of work-related time, namely OCB (Farid et al., 2019). (K. Ahmad, 2011) affirmed that positive feelings obtained from training will result in an increase in employee's Organizational Citizenship Behavior. One's satisfaction with training and development can instill a sense of importance among employees. As a result, employees feel safe and secure at work and are less likely to seek other jobs (Memon et al., 2017). Another opinion explains that

training satisfaction can increase OCB through work engagement (Guan & Frenkel, 2018a). In a study conducted by (Guan & Frenkel, 2018a), the indirect effect of training satisfaction on OCB through work engagement was not significant and there was only a partial relationship between training satisfaction and OCB. Thus, it needs to be discussed in this study. Any positive indirect relationship that is possibly found will be a renewable finding.

This study aims to examine direct and indirect effects of Training Satisfaction (TS) on Work Engagement (WE) and their impact on Organizational Citizenship Behavior (OCB).

Training Satisfaction

Training satisfaction refers to the feeling of the degree to which employees like or dislike a planned set of activities organized by the organization to develop knowledge, skills, and attitudes necessary to effectively perform a particular task or job (Schmidt, 2010). Training is a key practice of HRM affecting the role of employees in the job (Simon L et al., 2015), while training satisfaction shows whether the training received is optimal enough to support the job (Green et al., 2013). Training satisfaction can be obtained in any organization that establishes a systematic training process in enhancing skills and knowledge required for the job (Fajar & Soeling, 2017).

In practice, training satisfaction is very influential in the work process, encourages other functions and develops creativity to carry out work more effectively (Cirino et al., 2017; Sung & Choi, 2014). If the level of training satisfaction is low or the employee's intention at work decreases, an organization should adopt training methods that have an impact on training satisfaction as an attempt to maximize the increase in employee commitment to work (Jaworski et al., 2018).

Work Engagement

Work engagement is theorized as an energetic motivational state that directs individual efforts towards completing tasks at work (Parker & Griffin, 2011). Work engagement and its positive work outcomes are among the ways employees can repay the development benefits provided by the organization (Saks & Gruman, 2018). Work engagement is basically a unique and important personal construction of welfare and developments in the workplace related to work performance (Christian et al., 2011).

Moreover, the employees involved also generate resources by achieving goals and performing tasks efficiently. It makes it possible to pursue activities that are not part of the job description, i.e. participate in extra-role behavior or OCB (Rich et al., 2010). Consequently, employees tend to experience strong connectivity so as to achieve higher performance (Christian et al., 2011).

Organizational Citizenship Behavior

OCB has been defined as individual behavior that is discretionary and off-task. In this case, employees who have extra-role behavior can increase organizational effectiveness and productivity (Organ, 1988; Thomas & Ogan, 1983). According to (Gaa, 2010), OCB is a role when individuals are self-motivated, understand and recognize the importance of a shared vision. Behavior beyond formal expectations is very important and even necessary to survive in a competitive field (Hassan Zarei Matin, 2010).

Furthermore, (Özduran & Tanova, 2017) described OCB as behavior that goes beyond the minimum requirements of a person's job or position in society. It includes individual participation in social activities as well as attending meetings, courtesy as OCB, employee behavior informing colleagues

about potential dangers or difficulties that can affect the smooth performance of employees. Employees are more supportive by having willingness to work without complaining. They tend to use positive work attitudes and behaviors despite facing some challenges and difficult situations (Özduran & Tanova, 2017). In summary, many different definitions have been put forward in an attempt to describe the specific dimensions underlying the OCB concept. However, the most frequent work definition of the overall construct is a set of individual social and psychological behaviors that contribute to the task performance of an organization (Organ, 1990).

Hypotheses

The Effect of Training Satisfaction on Work engagement

Previous studies have shown that training satisfaction shows a strong effect on work engagement so that employees feel safe or secure in their current jobs and are less likely to seek other job options (Artiningrum & Satrya, 2016; Memon et al., 2016, 2017). Training gives employees confidence to be fully engaged in their job roles (Saks & Gruman, 2018; Simon L et al., 2015).

(Fletcher & Robinson, 2016) in their study proved that training activities can encourage employee work engagement by increasing technical skills and increasing employee motivation. Employees who are satisfied with training are able to increase commitment and reduce work-related anxiety, thereby generating employee motivation to be involved in work (Fletcher, 2015).

Similar results were also obtained from the results of study conducted by (Guan & Frenkel, 2018a) which stated that training satisfaction is the result of Human Resources Management practices which are able to provide positive resources for employees to be involved in work. The study showed that training satisfaction has a positive effect on work engagement. New skills create a sense of fun at work, thus motivating employees to be more involved (Jha et al., 2019; Memon et al., 2020).

(H₁): Training Satisfaction Has an Effect on Work engagement.

The Effect of Training Satisfaction on Organizational Citizenship Behavior (OCB)

Employee training activities are considered as the main program to generate many benefits for the organization, while simultaneously contributing to OCB (Ahmed, 2016; Bolino & Turnley, 2003). Training satisfaction has a positive relationship with OCB which can affect employee attitudes and behavior (Nikolett & Christina Nawangsari, 2019; Rubel & Rahman, 2018).

(K. Ahmad, 2011) strongly advocated in his study that training activities have a positive effect on OCB. The results of the training program allow employees to engage in extra unstructured behavior through new methods of sharing knowledge and providing input to superiors (Fajar & Soeling, 2017). The findings also showed that training satisfaction can significantly increase OCB. Therefore, HRM activities need to focus more on employee satisfaction, coupled with skills and knowledge enhancement activities that drive OCB (Memon et al., 2017).

(H₂): Training Satisfaction Has an Effect on OCB.

The Effect of Work Engagement on Organizational Citizenship Behavior (OCB)

Besides training satisfaction, work engagement is also positioned as the most important antecedent of OCB. There are several studies supporting the effect of work engagement on OCB such as

(M. I. U. H. Y. A. F. M. Ahmad, 2016; Babcock-Roberson & Strickland, 2010b). Employees who are psychologically involved in work tend to be more efficient at work time (Farid et al., 2019).

Similar results were also found in another study conducted by (Prabandari & Riani, 2018). Work engagement has a positive effect on OCB. This positive effect indicates that an employee who has a work attachment characterized by hard work and high dedication tends to develop pleasure at work. Thus, employee performance will spontaneously be more than the job description, without wanting a reward (Weng, 2014; Zhang et al., 2015).

(H₃): Work Engagement Has an Effect on OCB.

The Effect of Training Satisfaction on Organizational Citizenship Behavior through Work Engagement

Previous study has shown that there is no indirect effect of training on OCB through work engagement (Guan & Frenkel, 2018b). Work engagement mediates the relationship between training satisfaction, while OCB is only partially mediated because the direct effect of work engagement on OCB is still more influential than the indirect effect of training on OCB (Nik Nazli & Sheikh Khairudin, 2018). Training satisfaction has an effect on OCB, which only has a short-term effect and is not mediated by work engagement (Fajar & Soeling, 2017).

(H₄): Training Satisfaction Has an Effect on OCB through Work Engagement.

Methods

The population in this study were fire and rescue officers in Jakarta with a total sample of 288 people. Data collection process was carried out by distributing questionnaires to employees in charge of operations and staff who were the object of research. This study examined the relationship between training satisfaction (X), work engagement (Y) and Organizational Citizenship Behavior (Z). Measurement of variables was done using a Likert scale of 1-5, while data processing used structural equation models (SEM).

Table 1. Research Variables

Variables	Dimensions	Statements
Training satisfaction (TS)	<i>Satisfaction</i>	<i>Training meets needs</i>
		<i>Amount of training is satisfactory</i>
		<i>Ability to use training content on job</i>
		<i>Training applicability to job</i>
	Feelings	<i>Seeks out learning opportunities</i>
		<i>Views job training as continuous endeavor</i>
		<i>Proactive in seeking ways to improve</i>
		<i>Learning goals established for present and future positions</i>
	Organizational support	<i>Learning is planned and purposeful</i>
		<i>Department provides training opportunities</i>
		<i>Interest in personal and professional development</i>
		<i>Training is encouraged and rewarded</i>
Work engagement (WE)	Vigor	<i>When I get up in the morning, I feel like going to work</i>
		<i>At my work, I feel bursting with energy</i>

		<i>At my work I always persevere, even when things do not go well.</i>
		<i>I can continue working for very long periods at a time.</i>
		<i>At my job, I am very resilient, mentally</i>
		<i>At my job I feel strong and vigorous.</i>
	Dedication	<i>To me, my job is challenging.</i>
		<i>My job inspires me</i>
		<i>I am enthusiastic about my job</i>
		<i>I am proud on the work that I do</i>
		<i>I find the work that I do full of meaning and purpose</i>
	Absorption	<i>When I am working, I forget everything else around me</i>
		<i>Time flies when I am working</i>
		<i>I get carried away when I am working</i>
		<i>It is difficult to detach myself from my job</i>
		<i>I am immersed in my work</i>
		<i>I feel happy when I am working intensely</i>
Organizational citizenship behavior (OCB)	Altruism	<i>Helps make other workers productive</i>
		<i>Helps others who have heavy workloads</i>
		<i>Helps others who have been absent</i>
	Conscientiousness	<i>Is always on time</i>
		<i>Maintains a clean workplace</i>
		<i>Always completes his/her work on time</i>
	Sportsmanship	<i>Complains a lot about trivial matters</i>
		<i>Always finds fault with what the organization doing</i>
		<i>Expresses resentment with any changes introduced by management</i>
	Civic virtue	<i>Does not complains about work assignments</i>
		<i>Stays informed about developments in the company</i>
		<i>Pays no attention to announcements, messages or printed material that provide information about the company</i>
	Courtesy	<i>Attends and participates in meetings regarding the company</i>
		<i>Informs me before taking any important actions</i>

Results and Discussion

The data from questionnaire were tested for Mahalanobis before being processed to avoid abnormal respondent data. Based on the Mahalanobis test, there were 12 respondents' answers that were discarded so that 276 of the 288 respondents were selected, followed by the normality test. The normality test obtained a p-value of 0.000, but it could be continued to the validity and reliability test by considering the RMSEA of 0.07. Based on the validity test, 7 invalid indicators were found, so they were excluded. Reliability data testing could be analyzed with CR value (>0.7) and VE value (>0.5)

Hypotheses

If the T value was >1.96, the hypothesis was accepted, while if the T value was <1.96, the hypothesis was rejected. In this study, the four hypotheses were accepted because they had a T value > 1.96 and supported all the hypotheses in this study.

Table 2: Hypotheses Testing

Hypotheses	Coefficients	T-Values	Results
H ₁ TS on WE	0.65	9.99	Accepted
H ₂ TS on OCB	0.56	9.16	Accepted
H ₃ WE on OCB	0.86	11.60	Accepted
H ₄ TS on OCB through WE	0.56	9.16	Accepted

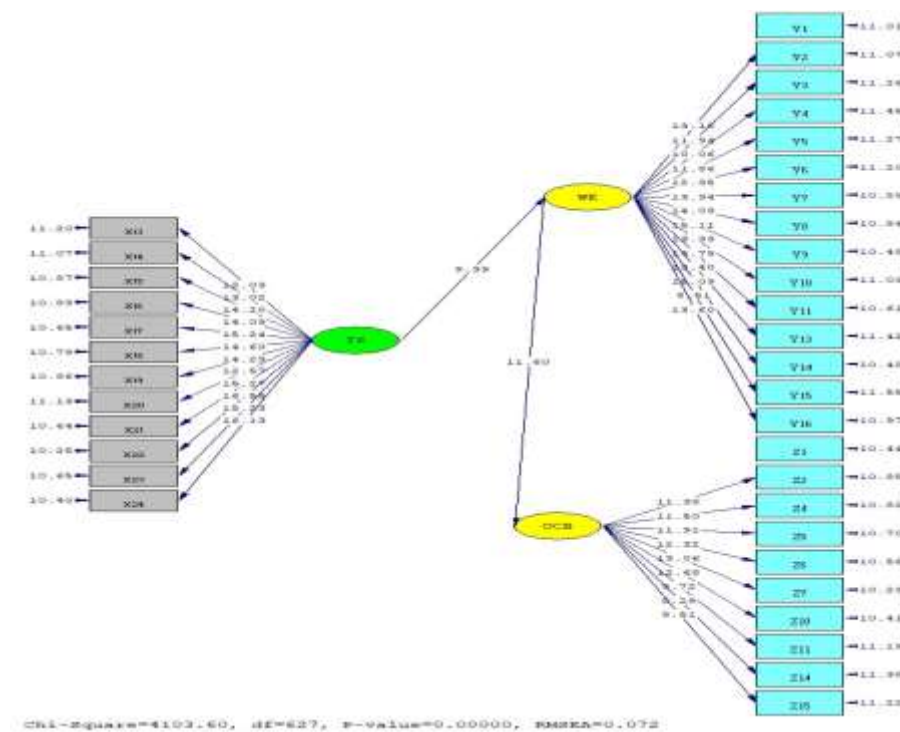


Figure 1
The results of the T-value of the three research variables

Discussion

The Effect of Training Satisfaction on Work Engagement

The results of this study indicated that training satisfaction had an effect on work engagement, thus in this test there was a positive relationship between the two variables. This proves that employees who are satisfied with the training provided by the organization tend to apply knowledge, attitudes, behaviors and encourage them to be more involved in work. It is in line with a study by (Fletcher & Robinson, 2016) which proved that training activities can encourage employee work engagement by improving technical skills and increasing employee work motivation. Employees who are satisfied with

training are able to increase their commitment and reduce work-related anxiety, thereby generating employee motivation to be involved in work (Fletcher, 2015).

Furthermore, the results of this study support previous study which has found that training satisfaction shows a strong effect on work engagement so that employees feel safe or secure in their current jobs and are less likely to seek other job options (Artiningrum & Satrya, 2016; Memon et al., 2016, 2017). Training gives employees confidence to be fully engaged in their job roles (Saks & Gruman, 2018; Simon L et al., 2015). Similar results were also obtained from the results of study conducted by (Guan & Frenkel, 2018a) which stated that training satisfaction is the result of Human Resources Management practices which are able to provide positive resources for employees to be involved in work. New skills create a sense of fun at work, thus motivating employees to be more involved (Jha et al., 2019; Memon et al., 2020).

In this study, training satisfaction is very much influenced by the feelings, in which by having satisfaction obtained from the training, employees tend to be more enthusiastic in self-development, proactive in work and in advancing careers in the future. Organizational support is also very influential. The existence of good training planning and appreciation can foster a sense of involvement which makes employees feel confident in their own abilities and think that work is fun.

The Effect of Training Satisfaction on Organizational Citizenship Behavior (OCB)

The results of this study indicated that there was an effect of training satisfaction on OCB, thus there was a positive relationship between the two variables. This study supports the statement that employee training activities are considered as the main program to generate many benefits for the organization, while simultaneously contributing to OCB (Ahmed, 2016; Bolino & Turnley, 2003). Training satisfaction has a positive relationship with OCB which can affect employee attitudes and behavior (Nikolett & Christina Nawangsari, 2019; Rubel & Rahman, 2018).

(K. Ahmad, 2011) stated in his study that training activities have a positive effect on OCB. The results of the training program allow employees to engage in extra unstructured behavior through new methods of sharing knowledge and providing input to superiors (Fajar & Soeling, 2017). The findings also showed that training satisfaction can significantly increase OCB. Therefore, HRM activities need to focus more on employee satisfaction, coupled with skills and knowledge enhancement activities that drive OCB (Memon et al., 2017).

This study explains that employees who get training satisfaction have a positive effect on OCB. Good training planning, meeting the needs of knowledge about the field of work, support from superiors and application of knowledge in work can foster extra behavior. Employees are willing to help friends in work, never complain trivial things and do not feel overwhelmed by increasing workloads. All of these play a role in the advancement of the organization.

The Effect of Work engagement on Organizational Citizenship Behavior (OCB)

The results of this study indicated that there was an effect of work engagement on OCB, thus there was a positive relationship between the two variables. It supports a study which concluded that work engagement is also positioned as the most important antecedent of OCB. There are several studies supporting the effect of work engagement on OCB such as (M. I. U. H. Y. A. F. M. Ahmad, 2016; Babcock-Roberson & Strickland, 2010b)(M. I. U. H. Y. A. F. M. Ahmad, 2016; Babcock-Roberson & Strickland, 2010b). Employees who are psychologically involved in work will tend to be more efficient at work and more concerned about the work environment (Farid et al., 2019).

Similar results were also found in another study conducted by (Prabandari & Riani, 2018). Work engagement has a positive effect on OCB. This positive effect indicates that an employee who has a work attachment characterized by hard work and high dedication tends to develop pleasure at work. Thus, employee performance will spontaneously be more than the job description, without wanting a reward (Weng, 2014; Zhang et al., 2015).

This study explains that the employees involved are very influential on OCB. Employees who are psychologically strong, passionate, proud of their work, work happily can foster concern for work, keep the environment clean, help colleagues who need help, and be polite to superiors. These attitudes can certainly create comfort at work and have an impact on organizational progress.

The Effect of Training Satisfaction on Organizational Citizenship Behavior through Work Engagement

The results of this study revealed that there was an effect of training satisfaction on OCB through work engagement, thus there was a positive relationship. This study is different from the results of previous study which showed there is no mediating effect between training at OCB through work engagement (Guan & Frenkel, 2018b). Work engagement mediates the relationship between training satisfaction, while OCB is only partially mediated because the direct effect of work engagement on OCB is still more influential than the indirect effect of training on OCB. Training satisfaction has an effect on OCB, which only has a short-term effect and is not mediated by work engagement (Fajar & Soeling, 2017).

In this study, the mediating role of work engagement is needed in the relationship between training satisfaction and OCB. It means that with adequate training, the ability to apply in work as well as organizational support can foster enthusiasm, pleasure, and resilience at work. Accordingly, employees will engage in extra behavior, provide the best ideas, care about coworkers and superiors for the betterment of the organization.

Conclusion

Based on the results of this study, it can be concluded that training satisfaction has an effect on work engagement; training satisfaction has an effect on OCB; work engagement has a strong effect on OCB; and training satisfaction has an effect on OCB through work engagement. Employee training satisfaction and engagement can encourage extra behavior on the job. Employees who are satisfied with the training are able to create high motivation, perform extra behavior, and have a good cooperation in the team so as to produce maximum service to the community.

Limitation

This study has limitations in analyzing the research results. The limitations in this study are expected to be carried out by further research. In this study, the variables that affect Organizational Citizenship Behavior (OCB) include training satisfaction (TS) and work engagement (WE), while there are many other variables that affect employee's Organizational Citizenship Behavior. Another limitation is that this study was only conducted in one organization, namely fire and rescue officers, while in Indonesia there are still many organizations that can be studied.

Suggestion

Further studies are suggested to add other variables that will affect employee's Organizational Citizenship Behavior (OCB), so that the research model will be more complex and more interesting than

the model used in this study. More importantly, other studies should increase the number of respondents. In addition, further researchers can conduct studies in banking, manufacturing, private service sector and other fields.

Managerial Implications

The results of this study are expected to be useful, especially for firefighting institutions, and generally companies engaged in government services. Based on this study, training satisfaction is very influential in increasing work engagement, which in turn also has an impact on employee's OCB. In increasing employee knowledge, organizations not only provide training but are also concerned with training satisfaction. It is because employee who are satisfied with training is able to apply training materials on the job, think positively, be more enthusiastic at work, engage in work, and eventually can be more concerned with work and show OCB. Organizations also need to carry out employee rotation, provide awards for outstanding employees, provide incentives, and other policies that can increase employee productivity for organizational development. Thus, a combination of training satisfaction, work engagement and OCB can be realized for the welfare of employees, organizational progress and for more optimal service to the community.

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