

The Influence of Training and Organizational Culture on Employee Performance with Organizational Citizenship Behavior (OCB) as a Mediation Variable (Study on PDAM Tirta Sembada Sleman Regency, Yogyakarta)

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Abstract

This research was conducted at PDAM Tirta Sembada Sleman Regency in Yogyakarta to evaluate how training, organizational culture, and Organizational Citizenship Behavior (OCB) influence employee performance. Although training, organizational culture, OCB, and employee performance have been studied extensively in isolation, few studies have tested all four constructs simultaneously within a single structural model in a regional public water utility setting, a gap that this study addresses. This research uses proportionate stratified random sampling method. The data was obtained from 168 employees as research respondents and analyzed using the SEM AMOS 24 application. The finding demonstrates that training and organizational culture each exert a direct, positive effect on both employee performance and Organizational Citizenship Behavior (OCB). Furthermore, Organizational Citizenship Behavior (OCB) significantly impacts performance and functions as a partial mediator in the relationships between training, organizational culture, and employee performance among PDAM Tirta Sembada employees in Sleman Regency, Yogyakarta.

Keywords: Training, organizational culture, Organizational Citizenship Behavior (OCB), employee performance

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1. INTRODUCTION

Public service quality depends heavily on the institutions that deliver it, and the provision of clean water is one of the most fundamental services a local government must guarantee to its citizens (Government Regulation No. 122 of 2015). The Government, through the Ministry of Public Works, Directorate General of Cipta Karya, has established a BPAM (Drinking Water Management Agency) in each district and city government in each province; this is also regulated in Government Regulation No. 122 of 2015 concerning the drinking water supply system. BPAM was established by the central government through the Ministry of Public Works to be able to develop and run independently; it is then submitted to the city or district government and renamed the Regional Drinking Water Company (PDAM) as it is known today. The government regulates that clean water must not contain bacteria harmful to the human body through PERMENKES No. 492 of 2010 (Ministry of Health of the Republic of Indonesia, 2010). In carrying out its duties, PDAM Tirta Sembada has a workforce that is expected to provide optimal and high-quality service to all customers. This is a main concern for the management of PDAM Tirta Sembada, because human resources are the most valuable asset of any company. PDAM Tirta Sembada therefore continually attends to the process of improving the knowledge and skills of each employee to realize the company's vision and mission. The arrangement of Human Resources (HR) at PDAM Tirta Sembada is needed to optimize HR capability so that employees can work in accordance with company standards. HR management is defined as a discipline that studies how to utilize the workforce in a company, create jobs and work teams, advance qualified employees, establish approaches to increase employee productivity, and reward employees' work achievements (Bohlander & Snell, 2014). To improve employee performance, the company provides training programs, which helps create qualified and skilled employees.

According to Mangkunegara (2016), training is a brief educational process that aims to provide technical knowledge and skills to non-managerial employees in order to improve company procedures. Training is considered an outlet for raising employee performance and a series of programs created to improve skills, knowledge, experience, and attitudes. Organizational culture plays an important role for a company because its presence can foster loyalty to the company, reinforce organizational values, and empower all structural lines to develop performance in both the short and long term.

According to Organ (2015), Organizational Citizenship Behavior (OCB) is a voluntary act of an individual that is not directly or explicitly recognized by the company's reward system and that helps increase the effectiveness of an organization. Overall, OCB describes employees who behave beyond the tasks assigned to them, behavior that is not recognized through the company's official reward system. The success of an organization is highly dependent on the quality of its employees' performance, so the organization must constantly improve and develop that performance. According to Bernardin and Russell (1993), performance is defined as the record of outcomes produced on a specified job function or activity during a specified period.

Research by Mangkunegara and Waris (2015) found that job training, competence, and work discipline influence company performance. Shahzad (2014) found that organizational culture-including employee engagement, open communication, innovation and risk-taking, focus on service, and reward programs – has a significant impact on employee performance. Prayogi, Farisi, and Salwa (2021) showed a positive and significant influence of training on performance mediated by OCB. More recent studies reinforce and extend these findings. Fidyah and Setiawati (2020) found that organizational culture significantly improves employee performance, with job satisfaction strengthening this relationship; Cherian et al. (2021) reported that a strong corporate culture positively shapes employee attitude, productivity, and overall performance; and Darmawan et al. (2025) confirmed that training improves employee performance through the mediating role of OCB among civil servants. Organizational Citizenship Behavior (OCB) is a contribution that goes beyond the formal job description and includes a variety of actions, such as helping others, volunteering for additional tasks outside one's main duties, and upholding the rules and procedures of the work environment. These issues motivate the present study of the influence of training and organizational culture on employee performance, with OCB as a mediation variable, among PDAM Tirta Sembada employees in Sleman Regency, Yogyakarta.

Despite this growing body of literature, most existing studies test training, organizational culture, OCB, and employee performance in isolated pairs – for example, training and performance, or culture and OCB – rather than as an integrated model (Jehanzeb, 2022; Siswadi et al., 2023). Empirical evidence on how OCB mediates the

joint effect of both training and organizational culture on performance remains particularly limited in the context of regional public water utilities (PDAM) in Indonesia, where service quality is directly tied to public welfare and where employee behavior is shaped by a distinctly public-sector organizational culture. This gap between the fragmented treatment of these variables in prior research and the practical need for an integrated understanding of what drives employee performance in a public water utility motivates the present study. This research therefore addresses that gap by simultaneously examining training and organizational culture as antecedents of employee performance, with OCB positioned as a mediating mechanism, using data from PDAM Tirta Sembada, Sleman Regency.

2. LITERATURE REVIEW

According to Organ (2015), Organizational Citizenship Behavior (OCB) is an individual activity that is not directly rewarded through the formal reward system yet helps increase the effectiveness of the company or organization. Mangkunegara (2016) argues that job training is a short-term process that aims to provide technical knowledge and skills to non-managerial employees to improve company procedures. For employees to have the knowledge, abilities, and skills needed to meet the company's current and future needs, the company must provide training. This relationship can be explained through Social Exchange Theory (Blau, 1964), which posits that when an organization invests in its employees through training, employees reciprocate with discretionary, extra-role behavior such as OCB, because they feel a sense of obligation to give back to an organization that has invested in their development. According to Prayogi, Farisi, and Salwa (2021), whose research examined whether training affects OCB, the results showed a significant influence of training on OCB. Based on previous theory and research, training is one of the internal factors that can affect OCB: employees who participate in company training become more capable of performing the various tasks assigned to them, and with renewed skills they are better able to voluntarily help colleagues who are having difficulties at work. Empirically, Jehanzeb (2022) found that employees' perception of the quality and relevance of the training they receive significantly shapes their willingness to engage in citizenship behavior, because training signals organizational support and builds the confidence needed for employees

to take on extra-role tasks. Similarly, Darmawan et al. (2025) demonstrated that training programs directly strengthen OCB among civil servants by equipping employees with both technical competence and the psychological readiness to help colleagues and volunteer for tasks beyond their formal duties. These findings suggest that the effect of training on OCB is not merely a transfer of skill, but also a relational process in which employees translate acquired competence into voluntary contributions to the organization.

H1: Training has a positive effect on *Organizational Citizenship Behavior* / OCB in Employees of PDAM Tirta Sembada in Sleman Regency, Yogyakarta.

Organizational culture is a pattern of behavior that an organization applies over a long period of time; it forms habits in the work environment and becomes the foundation of the organization's identity. Organizational culture can also be understood as the symbols and values of an organization that are understood and respected by all of its members, so that members feel like a family able to create conditions different from those of other organizations. According to Shahzad (2014), organizational culture is the view held by individuals that separates them from members of other organizations, and it includes the qualities, beliefs, and behaviors of employees. OCB reflects behavior that goes beyond assigned tasks and is not recognized in the official reward system. Employees who work within a strong organizational culture are better able to develop good OCB – extra-role behavior that forms outside their formal job description. The stronger an organization's culture, the more it shapes employees' behavior, building cohesiveness, loyalty, and commitment; as organizational culture improves, employees' OCB also tends to increase. This is consistent with the findings of Siswadi et al. (2023), who showed that organizational culture has a significant positive effect on OCB, with the relationship further strengthened when mediated by a strong learning organization and organizational commitment.

H2: Organizational Culture has a Positive Effect on *Organizational Citizenship Behavior* / OCB in Employees of PDAM Tirta Sembada Sleman Regency, Yogyakarta.

To improve the quality of human resources, companies must implement effective

training programs tailored to the tasks needed for the work, so that employee ability improves. Training is important because it provides employees with additional knowledge, abilities, and skills able to meet the company's present and future needs. According to Bernardin and Russell (1993, as cited in Priansa, 2017), performance can be characterized as the recording of achievements produced through the implementation of certain abilities and activities within a certain period. Research by Nasution and Lesmana (2018) found that training has a positive and significant effect on the performance of employees at PT. Hermes Realty Indonesia. Training is one of the important aspects that improves employee performance, particularly because job demands can change at any time due to changes in the work environment, procedures, and strategy; when training provided by the organization is done well, employee performance can improve and reach satisfactory targets. This is corroborated by Darmawan et al. (2025), who found that structured training programs have a direct positive effect on the performance of civil servants across several government agencies, reinforcing the applicability of this relationship in a public-sector setting similar to PDAM Tirta Sembada.

H3: Training has a positive effect on performance in employees at PDAM Tirta Sembada, Sleman Regency, Yogyakarta.

According to Robbins and Judge (2007, as cited in Prawirosumarto et al., 2017), organizational culture is a system of shared meaning held by all members of an organization, distinguishing it from other organizations. Laras and Susanti (2021) examined the influence of organizational culture on employee performance at CV. Kartika Group, Wates District, Kulon Progo Regency, DIY. Organizational culture can affect employee performance through inputs such as innovation and risk-taking, attention to detail, focus on results, human orientation, team orientation, aggressiveness, and stability, which together shape a culture that can be relatively strong or weak and that, in turn, affects the level of employee performance. A good culture is able to influence the performance of employees in carrying out and completing their tasks. This is supported by recent empirical evidence: Fidyah and Setiawati (2020) found that organizational culture significantly improves employee performance, with job satisfaction strengthening this effect, while Cherian et al. (2021) reported that a strong corporate culture positively shapes employee attitude, productivity, and overall performance across a cross-industry sample.

H4: Organizational Culture Has a Positive Effect on Performance at PDAM Tirta Sembada, Sleman Regency, Yogyakarta.

Letari (2018) examined the influence of OCB on the performance of employees at PT. Smartfren Jember and found that OCB has a significant and positive effect on employee performance. An organization is said to be successful not only based on employees' performance of their assigned duties, but also on behavior that goes beyond their job description; organizations whose employees exceed the details of the work set for them tend to have an advantage over other organizations, so many organizations want their employees to display OCB. The benefit of OCB is that it can increase employee productivity: with a high level of OCB – such as voluntarily helping teammates or performing work beyond one's obligations – employee performance can improve, because the employee no longer feels obligated to complete others' work and can instead focus on other tasks. This is further supported by Qalati et al. (2022), who found that OCB has a significant positive effect on employee performance and functions as a key mechanism that translates positive workplace behavior into concrete performance outcomes.

H5: OCB has a positive effect on performance at PDAM Tirta Sembada, Sleman Regency, Yogyakarta

Training is usually focused on providing employees with specific skill sets, or on helping employees correct weaknesses in their work performance, and on building the real behaviors that employees display as work achievements according to their role in the company. Prayogi, Farisi, and Salwa (2021) examined the role of OCB in mediating the influence of training and organizational culture on employee performance and found that training, organizational culture, and OCB each have a significant and positive influence on employee performance. Training provided by the company, combined with employees' willingness to help colleagues beyond their formal obligations, can improve the performance of each employee because of a shared concern for others and for the common good of the company. This mediation pathway is consistent with recent findings by Darmawan et al. (2025), who confirmed that OCB significantly mediates the relationship between training and employee performance among civil servants, indicating that the performance benefits of training are more fully realized when

employees also translate their enhanced competence into voluntary, extra-role contributions.

H6: *Organizational Citizenship Behavior/OCB* is able to mediate between Training and Performance at PDAM Tirta Sembada Sleman Regency, Yogyakarta.

Organizational culture is one of the natural elements said to influence employee performance. Sitio (2021) examined the extent to which organizational culture, through OCB, affects employee performance. The organizational culture attached to each employee makes it easier to form a desire and willingness to help fellow employees in order to advance the company, so that its goals can be achieved and employees can attain a better quality of life. With a strong organizational culture and a high willingness to perform OCB, employee performance is also expected to increase, providing benefits and good results for the company. Consistent with this, Siswadi et al. (2023) found that organizational culture strengthens OCB, which in turn contributes to broader organizational effectiveness, reinforcing the mediating role tested in Hypothesis 7.

H7: *Organizational Citizenship Behavior (OCB)* is able to mediate between organizational culture and performance at PDAM Tirta Sembada Sleman Regency, Yogyakarta

3. METHODOLOGY

The data source used in this study is primary data. The research population consisted of 289 employees of PDAM Tirta Sembada, Sleman Regency, Yogyakarta, with a sample of 168 employees selected using the proportionate stratified random sampling method. The analytical tool used in this study is Structural Equation Modeling (SEM) with the AMOS 24 program.

4. RESULT AND DISCUSSION

4.1 Instrument and Data Quality Test

The validity and reliability of the research instrument were checked by conducting

an instrument quality test. This study consisted of 69 statements covering each variable, with a total of 168 respondents, using AMOS version 24.

Table 1. Validity and Feasibility Test

Variabel	Factor Loading	Construct Reliability	N of Items
Training	0,812	0,967	15
Organizational Culture	0,860	0,985	23
OCB	0,827	0,963	12
Employee Performance	0,841	0,979	19
Total			69

All data items are valid based on the table above, because the loading factor value is greater than 0.5, as recommended by Ghazali (2017). According to Ghazali (2017), the test results are also considered reliable if the construct reliability value is greater than 0.7. The results show that the construct reliability value for each variable exceeds 0.7. Based on these results, it can be concluded that all research instruments are reliable and can therefore be used in this study.

4.2 Assessing the Goodness of Fit

Assessing the goodness of fit is the main goal in SEM, used to determine how well the hypothesized model “fits” or matches the data sample. The results of the goodness-of-fit test are shown below.

Table 2. Assessing the Goodness of Fit

Goodness of fit index	Cut-off value	Research Model	Model
<i>Significance Probability (p)</i>	$\geq 0,05$	0,000	Marginal
CMIN/DF	$< 2,000$	1,295	Fit
GFI	$\geq 0,90$	0,691	Marginal
AGFI	$\geq 0,90$	0,671	Marginal
TLI	$\geq 0,90$	0,946	Fit
CFI	$\geq 0,90$	0,947	Fit
RMSEA	$\leq 0,08$	0,042	Fit

The next step is to test the model in order to identify possible alternative models and increase its fit with the data. Ghazali (2018) states that a model is considered good if one or two fit criteria are met. The overall conformity test results above show that the SEM model's feasibility meets the required admission criteria. The hypothesized model, converted into a structural equation, is presented in Figure 1.

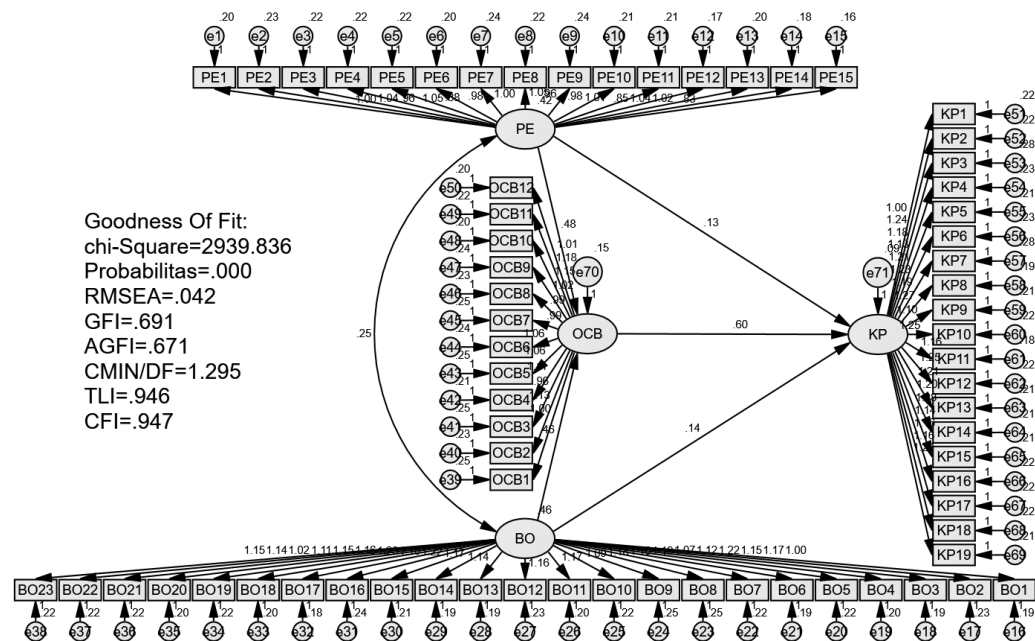


Figure 1. Structural Equations

Table 3. Relationships between Variables

		C.R.	P	Relation	Hypothesis
Training	Organizational Citizenship Behaviour	6,633	0,000	Significant Positives	Accepted
Organizational Culture	Organizational Citizenship Behaviour	6,802	0,000	Significant Positives	Accepted
Training	Employee Performance	2,136	0,033	Significant Positives	Accepted
Organizational Culture	Employee Performance	2,439	0,015	Significant Positives	Accepted

<i>Organizational Citizenship Behaviour</i>	Employee Performance	7,100	0,000	Significant Positives	Accepted
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Based on table 3, the relationship between variables can be explained as follows:

4.3 The Effect of Training on *Organizational Citizenship Behavior*

The estimated regression weight for this path is C.R. = 6.633, indicating a positive relationship between training and Organizational Citizenship Behavior: the better the training, the higher the Organizational Citizenship Behavior. The probability value of 0.000 ($p < 0.05$) indicates that Hypothesis 1, "Training has a positive and significant effect on Organizational Citizenship Behavior / OCB in employees of PDAM Tirta Sembada Sleman Regency, Yogyakarta," is supported.

Training is one of the important activities a company undertakes to ensure employees have the knowledge, abilities, and skills needed to meet the company's present and future needs. Effective training not only improves employees' technical skills but can also influence their behavior, encouraging positive contributions to the organization outside their primary duties. Well-implemented training can improve employees' skills and attitudes toward their work and develop citizenship behavior; it can also broaden employees' understanding of organizational values, build a sense of responsibility for the company's success, and increase understanding of how individual contributions affect an organization's well-being.

These results are supported by previous research: Oktavia et al. (2020) found a positive and significant influence of training on OCB, Prayogi et al. (2021) found a positive and significant influence of training on OCB, and Prihanto and Prayekti (2018) found that training has a significant effect on OCB.

4.4 The Influence of Organizational Culture on *Organizational Citizenship Behavior*

The estimated regression coefficient for this path is C.R. = 6.802, indicating a positive relationship between Organizational Culture and Organizational Citizenship

Behavior: the better the organizational culture, the higher the Organizational Citizenship Behavior. The probability value of 0.000 ($p < 0.05$) indicates that Hypothesis 2, "Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior / OCB in employees of PDAM Tirta Sembada Sleman Regency, Yogyakarta," is supported.

A positive and conducive work culture can influence employees' behavior in ways that build cohesiveness, loyalty, and commitment to the organization. Companies whose organizational culture supports and encourages teamwork, mutual trust, and mutual assistance tend to maintain an environment in which Organizational Citizenship Behavior can thrive. When an organizational culture that emphasizes shared achievement is applied consistently in the work environment, employees tend to pay closer attention to making positive contributions to the organization.

These results are supported by previous research: Mohanty and Rath (2012) found a positive and significant influence of organizational culture on OCB, Prayogi et al. (2021) found a positive and significant effect of organizational culture on OCB, and Wibowo et al. (2022) found a positive and significant influence of organizational culture on OCB.

4.5 The Effect of Training on Employee Performance

The estimated regression coefficient for this path is C.R. = 2.136, indicating a positive relationship between Training and Employee Performance: the better the training, the better employees' performance. The probability value of 0.033 ($p < 0.05$) indicates that Hypothesis 3, "Training has a positive and significant effect on Employee Performance among PDAM Tirta Sembada employees of Sleman Regency, Yogyakarta," is supported.

Training is an important aspect of an organization that can increase employee productivity. Job training is needed because job demands can change at any time as a result of changes in policy, work environment, or strategy. Training programs tailored to employees' needs and job demands can improve skills relevant to the tasks assigned, helping employees access the latest work methods that support better work results, strengthen their confidence, and prepare them to face complex tasks.

These results are supported by previous research: Pangarso and Mulyaningsih

(2014) found that training has a positive effect on employee performance, Oktavia et al. (2020) found a positive and significant influence of training on performance, Mangkunegara and Waris (2015) found that job training, competence, and work discipline simultaneously affect performance, and Nasution and Lesmana (2018) found that training has a positive and significant effect on employee performance.

4.6 The Influence of Organizational Culture on Employee Performance

The estimated regression coefficient for this path is C.R. = 2.439, indicating a positive relationship between Organizational Culture and Employee Performance: the better the organizational culture, the better employee performance. The probability value of 0.015 ($p < 0.05$) indicates that Hypothesis 4, "Organizational Culture has a positive and significant effect on Employee Performance among PDAM Tirta Sembada employees of Sleman Regency, Yogyakarta," is supported.

Organizational culture plays a crucial role in the system adopted by employees that differentiates one organization from another; it includes the norms and behavioral values that give an organization direction and identity. A positive work culture that supports employee productivity tends to emphasize collaboration, innovation, and a focus on shared goals. Employees who perceive a good match between their personal values and the organizational culture tend to be more engaged, motivated, and responsible for the organization's success. Efforts to build a work culture that supports optimal performance can therefore bring substantial benefits to the organization.

These results are supported by previous research: Shahzad (2014) found that organizational culture has a significant effect on employee performance, Paschal and Nizam (2016) found that organizational culture has a significant positive impact on employee performance, and Laras and Susanti (2021) found that organizational culture has a positive and significant effect on employee performance.

4.7 The Influence of Organizational Citizenship Behavior on Employee Performance

The estimated regression coefficient for this path is C.R. = 7.100, indicating a positive relationship between Organizational Citizenship Behavior and Employee

Performance: the better employees' OCB, the better their performance. The probability value of 0.000 ($p < 0.05$) indicates that Hypothesis 5, "Organizational Citizenship Behavior has a positive and significant effect on Employee Performance among PDAM Tirta Sembada employees of Sleman Regency, Yogyakarta," is supported.

OCB is employee behavior that exceeds assigned tasks and is not recognized through the organization's official reward system; it is carried out voluntarily and is not part of an employee's main job duties. Employees who display OCB tend to create a harmonious work environment that supports organizational performance more effectively. Voluntary contributions from employees can positively influence innovation and cooperation, ultimately shaping overall performance.

These results are supported by previous research: Letari (2018) found a positive and significant influence of OCB on employee performance, Oktavia et al. (2020) found a positive and significant influence of OCB on performance, Darsana (2014) found a positive and significant influence of OCB on performance, and Sukmawati, Thoyib, and Surachman (2013) found a positive and significant influence of OCB on employee performance.

To examine the mediating relationship between the independent and dependent variables, the standardized direct effects are compared with the standardized indirect effects: if the standardized direct effect is smaller than the standardized indirect effect, the mediating variable is considered to have an indirect influence on the relationship between the two variables.

Tabel 4. Standardized Direct Effects (Group number 1-Default model)

	Organizational Culture	Training	OCB	Employee performance
OCB	0,465	0,459	0,000	0,000
Employee Performance	0,152	0,134	0,654	0,000

Tabel 5. Standardized Indirect Effects (Group number 1-Default model)

	Organizational Culture	Training	OCB	Employee performance
OCB	0,000	0,000	0,000	0,000

Employee	0,304	0,300	0,000	0,000
Performance				

4.8 The Effect of Training on Employee Performance through *Organizational Citizenship Behavior*

Testing the effect of Training on Employee Performance through Organizational Citizenship Behavior shows that the direct effect value (0.134) is smaller than the indirect effect value (0.300). This shows that Organizational Citizenship Behavior is able to mediate the effect of training on employee performance: the better the training, the higher the Organizational Citizenship Behavior, and the greater the resulting improvement in Employee Performance. Hypothesis 6, "Organizational Citizenship Behavior / OCB is able to mediate between Training and Performance at PDAM Tirta Sembada Sleman Regency, Yogyakarta," is therefore accepted. Because the direct effect of Training on Employee Performance remains statistically significant even after OCB is included in the model (C.R. = 2.136; $p = 0.033 < 0.05$, see Table 3), the mediating role of OCB in this relationship is classified as partial mediation rather than full mediation. This indicates that training improves employee performance both directly and indirectly through OCB, rather than exclusively through employees' citizenship behavior.

Training carried out by the organization aims to improve employees' expertise and skills so that they can achieve results consistent with their role in the company. Employees who engage in Organizational Citizenship Behavior after receiving training tend not only to deepen the knowledge and skills acquired during training, but also to proactively apply them in the work context. Through OCB, employees help create a conducive work environment, increase cooperation among team members, and strengthen employee involvement in achieving shared organizational goals. Intensive, structured training from the company, combined with employees' willingness to help each other beyond their formal obligations, therefore improves employee performance.

These results are supported by previous research: Oktavia et al. (2020) found a positive and significant influence of training on performance mediated by OCB, and Prayogi et al. (2021) found a positive and significant influence of training on performance

mediated by OCB.

4.9 The Influence of Organizational Culture on Employee Performance through Organizational Citizenship Behavior

Testing the influence of Organizational Culture on Employee Performance through Organizational Citizenship Behavior shows that the direct effect value (0.152) is smaller than the indirect effect value (0.304). This shows that Organizational Citizenship Behavior is able to mediate the effect of organizational culture on employee performance: the better the organizational culture, the higher the Organizational Citizenship Behavior, and the greater the resulting improvement in Employee Performance. Hypothesis 7, "Organizational Citizenship Behavior / OCB is able to mediate between Organizational Culture and Performance at PDAM Tirta Sembada Sleman Regency, Yogyakarta," is therefore accepted. Similarly, because the direct effect of Organizational Culture on Employee Performance remains statistically significant with OCB in the model (C.R. = 2.439; $p = 0.015 < 0.05$, see Table 3), OCB is confirmed to act as a partial mediator – rather than a full mediator – in the relationship between Organizational Culture and Employee Performance. Organizational culture therefore continues to influence performance directly, in addition to its indirect effect through OCB.

Organizational culture reflects the habits and shared values that have formed within an organization and that shape the behavior of all its members. Companies whose employees hold a work culture that values cooperation, innovation, and shared responsibility tend to be more motivated to engage in OCB. Employees who display OCB by placing collective interests ahead of purely personal ones tend to produce better organizational work productivity, creating a positive cycle in which work culture supports voluntary behavior and voluntary behavior in turn reinforces a positive work culture. OCB's role as a mediator connects the values of the work culture to employee performance: employees involved in OCB tend to perform better because they voluntarily contribute to the organization, help colleagues, and create a positive work atmosphere.

These results are supported by previous research: Pratiwi and Nawangsari

(2021) found a negative and insignificant influence of organizational culture on performance mediated by OCB, Prayogi et al. (2021) found a positive and significant influence of organizational culture on performance mediated by OCB, and Sitio (2021) found that Organizational Citizenship Behavior mediates the influence of organizational culture on employee performance.

5. CONCLUSION

Based on the results of the data analysis and discussion, this study concludes that training and organizational culture have a positive and significant influence on both Organizational Citizenship Behavior (OCB) and employee performance at PDAM Tirta Sembada, Sleman Regency, Yogyakarta. In addition, OCB has a positive and significant influence on employee performance, indicating that employees' voluntary behaviors beyond their formal job responsibilities contribute to improved performance. These findings demonstrate that effective training can enhance employees' competencies and encourage positive workplace behaviors, while a supportive organizational culture can strengthen both OCB and overall employee performance.

The study further reveals that OCB partially mediates the influence of both training and organizational culture on employee performance. This partial mediation is indicated by the fact that the direct effects of training and organizational culture on performance remain statistically significant after OCB is included in the model. Thus, training and organizational culture influence employee performance not only directly but also indirectly by fostering OCB. Overall, the findings highlight the importance of an integrated human resource management approach that simultaneously develops employee competencies, strengthens organizational culture, and encourages positive discretionary behaviors to improve employee performance.

5.1. Limitations and Future Research

This study has several limitations that should be acknowledged. First, the research was conducted at a single organization – PDAM Tirta Sembada in Sleman Regency – which limits the generalizability of the findings to other regional water utilities or public-sector organizations with different organizational cultures and workforce

characteristics. Second, cross-sectional design captures employee perceptions of training, organizational culture, OCB, and performance at a single point in time, which restricts the ability to draw causal conclusions about how these variables develop over time. Third, data were collected through self-report questionnaires, which may be subject to common method bias and social desirability bias, particularly for the employee performance and OCB variables. Fourth, although the goodness-of-fit indices for CMIN/DF, TLI, CFI, and RMSEA met the required cut-off values, the GFI and AGFI values were marginal, suggesting that the proposed model, while acceptable, could be further refined.

Future research is encouraged to address these limitations by (1) replicating this model across multiple PDAM branches or other public utilities in different regions of Indonesia to test the generalizability of the findings; (2) employing a longitudinal design to better capture the causal ordering of training, organizational culture, OCB, and performance; (3) incorporating supervisor or customer ratings of employee performance alongside self-report measures to reduce common method bias; and (4) examining additional mediating or moderating variables – such as job satisfaction, organizational commitment, or employee engagement – that may further explain how training and organizational culture translate into improved employee performance.

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