

The Effect of Job Training, Motivation and Work Competence on Turnover Intention with Organizational Citizenship Behavior (OCB) as an Intervening at PT Tower Bersama Group Tbk

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ABSTRACT

The success of a company largely depends on its human resources, which serve as the primary drivers of organizational performance. This study adopts a quantitative approach with a saturated sample of 108 employees and utilizes SEM-PLS for data analysis, incorporating mediating variables. The findings reveal that training and competence have a significant impact on Organizational Citizenship Behavior (OCB), whereas motivation does not. Training also has a direct influence on turnover intention, while competence and motivation show no such effect. OCB significantly influences turnover intention. Furthermore, training and competence indirectly affect turnover intention through OCB, but motivation does not. These results indicate that companies should prioritize training and competence development to enhance OCB and reduce employees' intention to leave, while reconsidering the role of motivation.

INTRODUCTION

Companies can achieve their goals inseparable from the human resources they have. With the growing intensity of business competition, companies are expected to enhance employee performance. To achieve organizational objectives, every company requires quality resources. These resources consist of natural resources, financial capital, technological and scientific assets, as well as human resources. Among all these, human resources are the most crucial, as they represent the most valuable and costly assets of a company, serving as the primary driving force behind organizational operations. The success and success of the company must be supported by the role of individuals as quite important resources. Human resources are workers (employees) who play a very important role in carrying out company activities. In this context, companies seek employees with high potential and strong capabilities to perform their work effectively and appropriately. According to Suwatno & Priansa (2019), human resources consistently play an active and central role in every organization, as they are the planners, executors, and key decision-makers in achieving organizational goals. As a result, every organization is expected to utilize professional human resources who are competent in their respective fields.

PT Tower Bersama Group Tbk is a company engaged in providing telecommunications infrastructure solutions and services. The main business of the Company and its subsidiaries is renting space for antennas and other equipment for wireless signal transmission at Tower locations and Tower protection locations only and Long-term Rental agreements with telecommunications operators. In its efforts to improve service to consumers, it requires reliable employees and PT Tower Bersama Group Tbk holds training for employees every 3 months to determine turnover. According to Dessler (2018), training is a process of providing employees – whether new or current – with the necessary skills required to perform their jobs effectively. Training serves as one of the key efforts to enhance the quality of human resources in the professional environment. Both new hires and existing staff members need training, as job requirements may shift due to changes in the work environment, organizational strategies, and other factors. Similarly, Sinambela (2016) states that education and training are essential components in the development of human resources. These elements not only expand knowledge but also enhance job-related skills, which in turn lead to improved work productivity.

In improving employee performance, companies need to understand the factors that influence it, such as training and motivation. Motivation, as a drive to achieve goals, plays an important role in shaping individual behavior. Sitorus, (2020) stated that motivation influences human behavior by encouraging someone to act optimally. Motivation is divided into two types, namely intrinsic and extrinsic. Intrinsic motivation comes from within the individual, while extrinsic motivation is influenced by external factors. According to Fahmi, (2017)), intrinsic motivation grows from within a person, encourages valuable and meaningful actions, and influences behavioral changes. Intrinsic motivation is stronger when individuals have a clear vision and mission, because actions are influenced by personal will.

The level of employee motivation in overcoming obstacles to achieve high performance is influenced by competence. According to Moheriono, (2014) defines competence as a basic individual characteristic that influences performance effectiveness, has a causal relationship with work criteria, and can predict a person's performance. High competence tends to produce high performance. Competence includes motives, traits, self-concept, knowledge, and skills, which reflect a person's way of thinking, behaving, and acting during a certain period. This competence also plays a role as a causal factor in determining employee performance.

Companies are greatly influenced by human resources (HR) within them, which play an important role in managing business activities, formulating strategies, and driving organizational development. Good HR management is no longer an option, but a necessity, because HR is the main asset that creates innovation, sets goals, and ensures the achievement of company targets (Rumawas Wehelmina, 2018). However, in the development of the company, problems often arise such as turnover, namely employee turnover that begins with turnover intention or employee intention to leave the organization due to excessive workload or working hours (Handi S, 2014).

Employee turnover is an index of job stability. According to Rosyad (2018), turnover is the occurrence of resignation from the company directly by calculating quantitatively and reasonably as a level based on a certain period of time. Many elements cause a representative turnover rate in a company, including work stress, compensation, leadership style, job promotion opportunities. Employees resigning from the company basically arise because of discomfort while working in the company. The following is turnover intention data at PT Tower Bersama Group Tbk.

Tabel 1. Data Turnover Intention PT Tower Bersama Group Tbk
2019,2020,2021,2022,2023

No	Year	Turnover Rate
1	2019	76
2	2020	65
3	2021	47
4	2022	32
5	2023	41

Based on the data presented in Table 1, the turnover intention at PT Tower Bersama Group Tbk during the period from 2019 to 2023 shows a noteworthy trend. there was a downward trend from 76 employees in 2019 to 32 employees in 2022, before increasing again to 41 employees in 2023. This decline indicates an improvement in employee retention, which can be attributed to a more effective HR management strategy. However, the increase in turnover in 2023 indicates the need for further evaluation of the factors influencing employee decisions to leave. When compared to the average turnover in the telecommunications industry which ranges from 10-20% per year, the company's turnover rate needs to be further analyzed to determine whether it is still within reasonable limits or is classified as high. High turnover can have a negative impact on operational stability, increase recruitment costs, and lose experienced workers. Conversely, a decrease in turnover can increase the company's

efficiency and competitiveness. Therefore, strategic efforts are needed in HR management, including improving welfare, strengthening work culture, and optimizing career development opportunities in order to maintain quality workers and support business sustainability.

One of the key factors influencing turnover intention is employees' extra-role behavior, commonly referred to as Organizational Citizenship Behavior (OCB). OCB is voluntary behavior that can be observed but is not directly rewarded through the formal system of the organization (Lestari & Ghaby, 2018). Although voluntary, not all of these behaviors reflect sincere willingness, so that the assessment of an employee's value becomes complex. In management practice, visible behavior is often the main benchmark, not the intention or motivation behind it. OCB is known to contribute to increasing the effectiveness, efficiency, and overall performance of the organization. Fauziridwan et al. (2018) found that the higher the satisfaction with OCB, the more likely an employee is to leave the organization. This shows the complexity of the relationship between OCB and turnover intention, which has not been explored in depth. This study aims to fill this gap by examining the effect of training, motivation, and competence on turnover intention, with OCB as a mediating variable. The novelty of this study lies in the integrated approach that not only looks at the direct influence, but also the indirect influence of non-technical factors on employee turnover intention through OCB, especially in the context of the telecommunications tower industry in Indonesia which is still rarely studied.

LITERATURE REVIEW

Training

Training is a directed process provided by the company to employees to shape employee behavior to be in accordance with the company's goals. Training conducted by the company is related to the abilities and expertise of employees that will be used in their current work (Fahrozi et.al, 2022). According to Pratiwi et al., (2023) training is an effort to improve the manifestation of work that is currently under the employee's responsibility to be more effective. Meanwhile, according to Yusnandar et al., (2020) Yusnandar et al., (2020) stated that what is meant by training is short-term education that seeks to improve mastery of work skills. Training is a series of learning processes carried out by employees with the aim of doing the work given by the company in accordance with existing provisions (Hendra, 2020).

Motivation

According to Khusnul, (2020) "Motivation is an effort or activity of managers to be able to generate or increase the enthusiasm and work passion of workers or employees". Mohtar, (2019) "Motivation is a work drive that arises in a person to behave in achieving predetermined goals". Motivation is an urge that makes people act or behave in motivational ways that refer to the cause of a behavior, such as factors that encourage someone to do or not do something.

Competence

According to Arief & Nisak (2022), competence is defined as a characteristic related to the effectiveness of an individual's performance, grounded in fundamental traits that have a causal relationship with the standards used as a benchmark. As stated by Eksan & Dharmawan (2020), competence refers to the ability to perform tasks or duties in accordance with one's role within a specific field. It is considered a core element and top priority in any job, as it is the key factor in accomplishing tasks effectively, achieving targets, meeting expectations, and delivering quality results. Moreover, competence encompasses behavioral traits that reflect the richness of an individual's personality, including attributes such as character, strengths, intelligence, skills, experience, and the overall capacity of an employee. From the several definitions of competence above, it can be concluded that a person is a fundamental quality in the form of basic knowledge that competence is the foundation, skills, and basic knowledge that can affect human performance.

Turnover Intention

Abidin et al. (2018) describe turnover intention as an employee's propensity or intention to leave their position voluntarily and of their own volition. Mellanie et al. (2018) state that turnover intention represents the sentiments of (Arya & Paramarta, 2020) The desire or purpose of employees to leave the organisation is known as turnover intention. While employee desire to leave refers to the outcomes of individual assessments regarding the continuation of the relationship with the company that have not been realised in the definitive action of leaving the company, turnover refers to the final reality faced by the company in the form of the number of employees who leave the company in a given period.

Organization Citizenship behavior

OCB (Organizational Citizenship Behavior) is employee behavior that contributes beyond the demands of their job, while Turnover is a term used to describe employee transfers out of an organization or company. OCB (Organizational Citizenship Behavior) is important for the success and sustainability of a company, so OCB needs to be brought out and improved. OCB behavior is not clearly stated in the job description, according to Saraswati & Ribek (2018), OCB behaviour is highly expected since it will help an organisation become more effective and survive, particularly in a business environment where competition is getting more fierce. Kusumajati (2014) also explains OCB behaviour, which is voluntary behaviour that goes above and beyond the call of duty for employees, such as assisting coworkers and showing consideration for others. This type of behaviour is advantageous to the company and unrelated to the pay structure.

Framework of Thought

According to Sugiyono, (2017), a framework of thought is not just a collection of information obtained from various sources, or not just an understanding. However, a framework of thought requires more than just data

or information that is relevant to a study, in a framework of thought an understanding is needed that is obtained by researchers from the results of searching for sources, and then applied in a framework of thought.

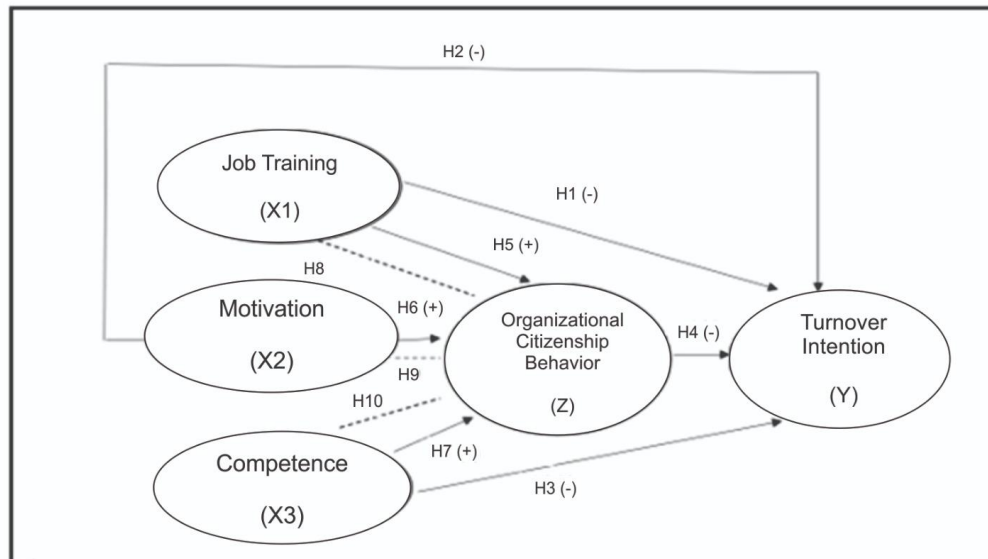


Figure 1. framework of thought

METHODOLOGY

The research design applied in this study is quantitative research using a causal method. According to Sugiyono (2017), the causal quantitative approach is a research method that aims to examine the relationship between variables in terms of cause and effect. This approach is used to test predetermined hypotheses and to determine the influence between independent and dependent variables. Causal quantitative research is intended to identify and analyze the causal relationships that exist among the variables under investigation.

The population in this study were all employees of PT. Tower Bersama Group, Business Support Division, a total of 108 employees. The sampling technique used in this study is the Saturated Sampling Technique, in which the entire population is taken as the sample. As a result, all members of the population become research subjects and are included as respondents who will provide the necessary information for the study. The consideration of sampling used was a total of 108 employees at the head office of PT Tower Bersama Group Jakarta.

Data Analysis Methods

This study uses primary data with the aim that the research is supported by accurate data. The source of research data obtained directly from the original source (not through intermediary media) and processed by the researcher directly from the respondents. This study uses a quantitative method, with Data Analysis This study uses descriptive analysis, Structural Equation Modeling

(SEM) multiple linear regression analysis. Data Analysis Method According to Sugiyono (2018), data analysis is the systematic process of examining and organizing data collected from sources such as interviews, field notes, and documentation.

Measurement Model (Outer Model)

According to Abdillah and Hartono (2015), the outer model refers to a measurement model that illustrates the relationship between indicator blocks and their respective latent variables. The outer model is used to assess the validity and reliability of the data. It is also known as the Measurement Model or Outer Model.

1. Validity Test

According to Kriyantono (2020), the validity test aims to assess the extent to which the measurement instrument is able to measure what should be measured.

2. Reliability test

According to Ghozali, (2020) reliability is a tool for assessing the consistency of a questionnaire that functions as an indicator of a variable or construct.

3. Multicollinearity Test

Multicollinearity occurs when there are two or more independent variables or exogenous constructs that have a very strong relationship, so that it can reduce the accuracy of the prediction model

Measurement Model (Inner Model)

The inner model, sometimes referred to as the structural model, explains the connections and the strength of the estimates between latent variables or constructs that are derived from theoretical underpinnings, claims Ghozali (2020). The causal relationships between the latent variables are predicted using this model.

1. Coefficient Determination (R²)

The coefficient of determination (R²), also known as the fraction of the influence of all independent variables on the dependent variable, quantifies the model's capacity to explain how independent variables vary in relation to the dependent variable. The R-Square value is a measure of the coefficient of determination value. Values for the coefficient of determination range from 0 to 1.

2. Goodness of Fit (GoF)

A hypothesis test called Goodness of Fit (GoF) seeks to demonstrate how much a model's overall correctness and viability serve as validation in PLS-SEM. Tenenhaus introduced the goodness of fit index, sometimes known as the gof index. This index is used to anticipate the entire model using basic measurements and to evaluate a measurement model and structural model. The average rsquare value or the square root of the average communality index can be used to get the gof index value.

3. Hypothesis Testing

According to Hair et. all. (2017), stated that hypothesis testing in a study using the PLS-SEM analysis method can be done by looking at the t-statistic value

contained in the path analysis between variables (path analysis) through the bootstrapping method in testing the level of significance. By comparing the t-statistic value with a minimum limit of 1.96 ($t\text{-value} > 1.96, \alpha = 5\%$), the hypothesis in this study can be tested.

RESEARCH RESULTS AND DISCUSSION

Outer Model Testing

Based on the research variables and indicators, the author compiled a path diagram as part of the data analysis carried out with the help of SmartPLS 4.1.0.9 software. In the Partial Least Square method, building a path diagram that represents a causal relationship is a mandatory step.

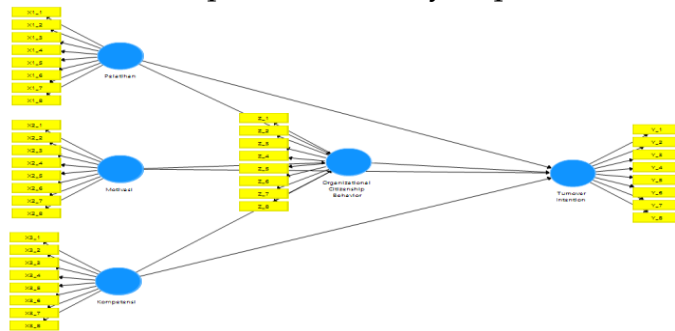


Figure 2. Research Path Diagram
Data processed (2025)

Validity Test

After compiling the path diagram in Figure 2, the next step is to analyze each indicator of each variable using Smart PLS (Partial Least Square) software. The analysis stage begins with validity testing. A reflective indicator is considered valid if its loading value (λ) on the corresponding latent variable is ≥ 0.7 . If an indicator has a loading value (λ) below 0.7, it should be removed, as it is deemed insufficient to reliably measure the latent variable. The figure below shows the results of the convergent validity test for each indicator on each variable..

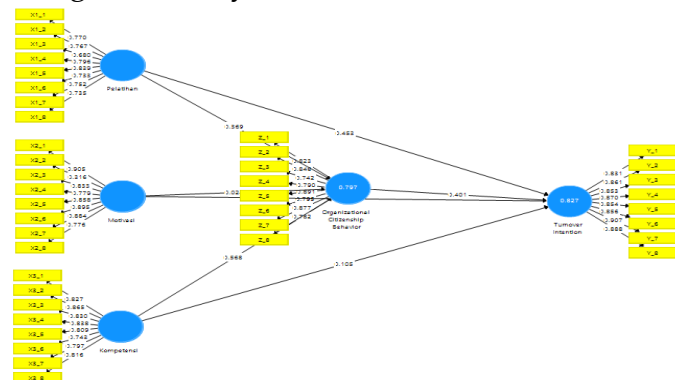


Figure 3. Research Path Diagram
Data processed (2025)

Based on the output in the image above, the results of the validity test of the initial path diagram using SmartPLS 4.1.0.9 show that not all indicators have a value > 0.7 . This indicates that not all indicators are significant. Therefore, the loading factors of the two variables, namely work methods and employee

performance, which have convergent validity values per indicator below 0.7 must be removed (dropped).

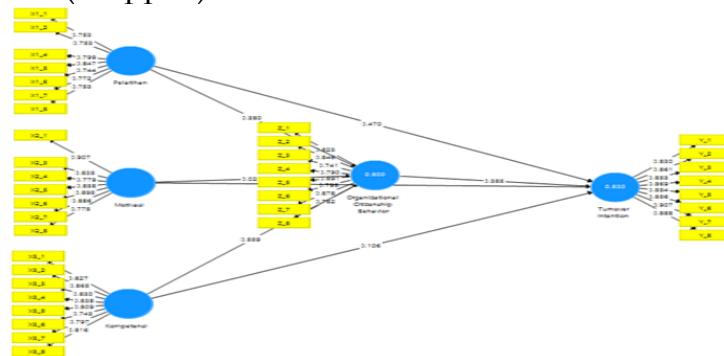


Figure 4. Research Path Diagram
 Source: Processed data (2025)

After the indicators with loading values < 0.7 were deleted (dropped), the path diagram displayed shows that all indicators now have loading values ≥ 0.7 . Thus, these variables can be declared valid. A more detailed explanation can be seen in Table 2 below.

Table 2. Loading Factor Convergent Validity

Variable	Indicator	Outer Loading	Information
Training (X1)	X1_1	0,770	Valid
	X1_2	0,767	Valid
	X1_4	0,793	Valid
	X1_5	0,839	Valid
	X1_6	0,733	Valid
	X1_7	0,752	Valid
	X1_8	0,735	Valid
Motivation (X2)	X2_1	0,905	Valid
	X2_3	0,833	Valid
	X2_4	0,779	Valid
	X2_5	0,858	Valid
	X2_6	0,895	Valid
	X2_7	0,886	Valid
Competence (X3)	X2_8	0,774	Valid
	X3_1	0,827	Valid
	X3_2	0,865	Valid
	X3_3	0,830	Valid
	X3_4	0,838	Valid
	X3_5	0,809	Valid
	X3_6	0,743	Valid
	X3_7	0,797	Valid
Organizational Citizenship Behavior (Z)	X3_8	0,816	Valid
	Z_1	0,823	Valid
	Z_2	0,846	Valid
	Z_3	0,742	Valid
	Z_4	0,790	Valid

Variable	Indicator	Outer Loading	Information
	Z_5	0,981	Valid
	Z_6	0,795	Valid
	Z_7	0,877	Valid
	Z_8	0,782	Valid
Turnover Intention (Y)	Y_1	0,831	Valid
	Y_2	0,861	Valid
	Y_3	0,853	Valid
	Y_4	0,870	Valid
	Y_5	0,854	Valid
	Y_6	0,856	Valid
	Y_7	0,907	Valid
	Y_8	0,888	Valid

Based on the output in the table above, the loading factors of the five variables, namely training, motivation, competence, turnover intention and organizational citizenship behavior, have met the convergent validity criteria with the value of each indicator > 0.7. This indicates that the data is valid and ready to be used in the next research stage.

Reliability Test

If a variable in this study has a Cronbach's Alpha value higher than 0.6, it is considered reliable. The reliability test results for each research variable are shown in the table below.

Table 3. Reliability Testing

Variable	Composite Reliability	Cronbach's Alpha
Competence	0.941	0.928
Motivation	0.948	0.942
Training	0.913	0.889
<i>Organizational Citizenship Behavior</i>	0.942	0.930
<i>Turnover Intention</i>	0.960	0.952

Average Variance Extracted (AVE)

The AVE value for each variable and the correlation between the variables in the model can be used to evaluate discriminant validity. If each variable's AVE root is greater than the correlation between it and other variables, the model is said to have good discriminant validity. Since there is no data with a value less than 0.5 based on the current outer loadings values, the analysis can proceed to the AVE root calculation..

Table 4. Average Variance Extracted (AVE) Test

Variable	Average Variance Extracted (AVE)	Information
Competence	0.666	Convergent Validity Adequate
Motivation	0.721	Convergent Validity Adequate
Training	0.601	Convergent Validity Adequate
<i>Organizational Citizenship Behavior</i>	0.672	Convergent Validity Adequate
<i>Turnover Intention</i>	0.748	Convergent Validity Adequate

Cronbach' Alpha

In a study, a variable is said to be reliable if its Cronbach's alpha value exceeds 0.6. The following table shows the results of reliability testing for each variable in the study.

Table 5. Cronbach' Alpha Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Information
Competence	0.928	0.930	0.941	Reliable
Motivation	0.942	1.078	0.948	Reliable
Training	0.889	0.891	0.913	Reliable
<i>Organizational Citizenship Behavior</i>	0.930	0.935	0.942	Reliable
<i>Turnover Intention</i>	0.952	0.954	0.960	Reliable

Inner Model Testing

Coefficient Determination (R²)

The inner or structural model test is carried out to evaluate the relationship between variables and assess the model's suitability by examining the R-Square value. (R²).

Table 6 R Square

Variable	R Square	R Square Adjusted	Information
<i>Organizational Citizenship Behavior</i>	0.800	0.795	Strong
<i>Turnover Intention</i>	0.830	0.824	Strong

Nilai Q² (Predictive Relevance)

The evaluation test of the goodness of fit model is carried out with the predictive relevance value (Q²). In calculating the predictive relevance value (Q²), the following formula is used:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,800) (1 - 0,830)$$

$$= 1 - (0,2) (0,17)$$

$$= 1 - 0,034$$

$$Q^2 = 0,966$$

In path analysis, Q^2 is equivalent to the total determination coefficient, which is represented by R^2 , which indicates the percentage of the dependent variable's total variation that can be accounted for by the independent variable. The following table displays the findings of the analysis of the determination coefficient and the variables in this study. R^2_1 and R^2_2 are the R square values for the endogenous variables in the model.

Table 7. R Square dan Q Square

Variabel	R Square
<i>Organizational Citizenship Behavior</i>	0.800
<i>Turnover Intention</i>	0.830
Predictive Relevance (Q^2)	0,966

Sumber: Data diolah (2025)

Hypothesis Testing

Hypothesis testing aims to evaluate causal relationships in the conceptual model that has been designed. Analysis of the results of hypothesis testing is carried out using the Smart PLS program and is presented in Table 8 below:

Table 8. Path Coefficients of Inner Model

Variabel	Koefesien Parameter	T-Statistics	P Values	Information
Competence -> Organizational Citizenship Behavior	0.559	6.363	0.000	Significant
Competence -> Turnover Intention	0.106	0.867	0.386	Not Significant
Motivasi -> Organizational Citizenship Behavior	0.028	0.519	0.604	Not Significant
Motivation -> Turnover Intention	0.018	0.424	0.672	Not Significant
Organizational Citizenship Behavior -> Turnover Intention	0.385	3.233	0.001	Significant
Training -> Organizational Citizenship Behavior	0.380	4.168	0.000	Significant
Training -> Turnover Intention	0.470	3.620	0.000	Significant
Competence -> Organizational Citizenship Behavior -> Turnover Intention	0.215	3.124	0.002	Significant
Motivation -> Organizational Citizenship Behavior -> Turnover Intention	0.011	0.500	0.617	Not Significant
Training -> Organizational Citizenship Behavior -> Turnover Intention	0.146	2.179	0.030	Significant

DISCUSSION

The Influence of Competence on Organizational Citizenship Behavior

This study demonstrates that the first hypothesis—that competence significantly and favourably affects OCB—is true. The findings of this study also corroborate those of Purwanto Nanda Wisesa's (2019) study, which shown that competence significantly improves OCB. Additionally, Nugraha and Adnyani's (2018) study found that partial competence significantly improves OCB. This is not consistent with the findings of Bellania Mangindan et al.'s (2020) research, which shown that competence has no discernible impact on OCBC.

The abilities, knowledge, skills, and attitudes that promote work effectiveness are all part of individual competence. High competence boosts motivation, self-assurance, and challenge-taking readiness. Competent workers are more likely to assist coworkers, take initiative, and be devoted to the company, according to the positive relationship between competence and organisational citizenship behaviour (OCB).

The Influence of Competence on Turnover Intention

The second hypothesis, that competence has a positive and negligible impact on turnover intention, is refuted by this study. The findings of this study also corroborate those of a study by Sugianto (2022), which found that career development positively affects employees' intentions to leave the company. In addition to enhancing employee competence, Sugianto's research showed that employees who have clear career development will be more likely to stay with the company and be less likely to consider leaving. Human resource competency has a negative and significant impact on turnover intention at Bank Muamalat Indonesia Yogyakarta Branch Office, according to Rachma Andika's (2020) study, *The Influence of Human Resource Competence and Commitment on Turnover Intention at Bank Muamalat Indonesia Yogyakarta Branch Office*.

The Influence of Motivation on Organizational Citizenship Behavior

This study proves that the third hypothesis is not accepted, namely that motivation has a positive and insignificant effect on OCB. The results of this study also support the research conducted by Nurnaningsih and Wahyono (2017) which found that there is a positive and significant relationship between work motivation and OCB. The same results were found in the study of Putra and Sudibya (2018) where work motivation has a positive relationship with OCB.

This study shows that motivation has a positive but insignificant effect on Organizational Citizenship Behavior (OCB). This means that although there is a tendency that increasing motivation can encourage employee extra-role behavior, the effect is not statistically strong enough to be considered significant. This indicates that motivation is not the main factor that determines the emergence of OCB behavior, and there may be other factors, such as organizational culture, leadership, or relationships between coworkers, that have a greater influence. Thus, although organizations try to increase employee motivation through various incentives or development programs, this does not necessarily have a direct significant impact on increasing OCB. Companies need

to consider additional factors to encourage more optimal extra-role behavior among employees.

The Influence of Motivation on Turnover Intentionship Behavior

This study shows that motivation has a positive but negligible impact on turnover intention, proving that the fourth hypothesis is rejected. The connection between motivation and turnover intention has also been examined in a number of earlier research. According to research by Arin, Djamhur Hamid, and M. Djudi Mukzam (2014), motivation has a considerable impact on turnover intention, demonstrating the interdependence of the two factors. Another study by Aulia Putri and Stefanus Rumangkit (2017) found that turnover intention is unaffected by motivation.

According to this study, turnover intention is positively but marginally impacted by motivation. This implies that although employees' intentions to quit the company may be linked to higher motivation, the relationship is not strong enough to be considered statistically significant. To put it another way, turnover intention is not primarily determined by incentive. Most usually, other elements like job satisfaction, the workplace culture, workload, prospects for professional growth, or pay are what have a greater impact on the employee's decision to quit the company. As a result, even while the company makes an effort to boost motivation through prizes or incentives, these actions may not directly and significantly lower the intention to leave. To lower the likelihood of employee turnover, businesses must monitor and control other more important issues.

The Influence of Organizational Citizenship Behavior on Turnover Intention

The fifth hypothesis is supported by this study, which shows that turnover intention is positively and significantly impacted by organisational citizenship behaviour (OCB). These results are in line with Chen et al.'s (1998) study, which found a negative correlation between turnover intention and OCB. This leads to the conclusion that workers with lower OCB levels are more likely to quit the company than workers with greater OCB levels. Two studies by Triyanto & Santosa (2009) and Pristandia (2013) also support this, stating that there is a significant negative link between OCB and turnover intention. However, Ahmad et al. (2010) found that because turnover intention depends on the study's environmental variables, there is no discernible negative correlation between OCB and turnover intention.

This study shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on turnover intention. This means that the higher the level of OCB shown by employees, the more likely they are to have the intention to leave the organization. This result may seem contrary to common assumptions, but it can be explained by several possibilities. One is that employees with high OCB tend to be more emotionally involved and make extra contributions to their work, which can make them feel tired or not getting the appropriate rewards from the organization. In addition, employees with strong OCB behaviors may have higher self-confidence and competence, making it easier to seek better opportunities outside the organization. Therefore, although OCB is generally considered a behavior that is beneficial to the organization, this

result emphasizes the need to pay attention to other factors, such as job satisfaction and adequate rewards, to reduce turnover intention.

The Influence of Training on Organizational Citizenship Behavior

This study demonstrates that the sixth hypothesis—that training significantly and favourably affects OCB—is true. This study's findings also corroborate those of Annur et al. (2019), who found that training positively affects Service Oriented-Organizational Citizenship Behaviour (SO-OCB). Setiawan (2020) further supported this finding, and Rahmawati et al. (2022) discovered that well-designed training can significantly raise OCB levels. Training that focuses on interpersonal development and communication skills helps create a work culture that supports extra-role behavior

Numerous studies have demonstrated that training significantly and favourably affects Organisational Citizenship Behaviour (OCB). Effective training can enhance employees' abilities, knowledge, and skills, which ultimately motivates them to contribute more beyond their primary responsibilities. For example, well-designed training can strengthen employees' sense of responsibility to the organization, improve interpersonal relationships, and increase awareness of the importance of collaboration, all of which contribute to extra-role behaviors such as helping coworkers, supporting organizational goals, and showing greater initiative.

The Influence of Training on Turnover Intention

This study shows that the seventh hypothesis is accepted, namely that training has a positive and significant influence on OCB. The results of this study also support the research conducted by Mello in Ismail (2016) explaining that training investment will be an advantage when employees remain in the organization and are not inferior to competitors. Previous studies have shown a relationship between employee training and turnover intentions. One of them is a study conducted by Jehanzeb et al (2013), the study showed that employee training has a negative and significant effect on turnover intentions. In addition, training conducted by Jehanzeb et al (2015) also showed a negative and significant relationship between employee training and turnover intentions.

Training has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the better the training received by employees, the higher their tendency to demonstrate organizational citizenship behavior (OCB), such as helping coworkers, taking the initiative to improve team efficiency, and showing commitment to company values. Effective training can strengthen employees' skills and understanding of organizational values, which in turn encourages them to contribute more positively to the work environment and support company goals.

The Influence of Competence Through Organizational Citizenship Behavior on Turnover Intention

The eighth hypothesis is supported by this study, which shows that competence significantly and favourably influences turnover intention through Organisational Citizenship Behaviour (OCB). These findings are consistent with

other studies by Sulistyawan (2017) and Suhardi and Syaifullah (2017) on the impact of competence on OCB. Sulistyawan's study's findings demonstrated that competence significantly and favourably impacted Organisational Citizenship Behaviour (OCB). This contrasts with the findings of the study by Suhardi and Syaifullah (2017), which demonstrated that Organisational Citizenship Behaviour (OCB) was not significantly impacted by competence.

Competence positively and significantly influences turnover intention through Organizational Citizenship Behavior (OCB). Employees with high competence are more likely to exhibit extra-role behaviors, such as assisting coworkers and actively contributing to the achievement of organizational goals. However, although OCB is a behavior that is generally beneficial to the organization, employees who are highly competent and have high levels of OCB may feel underappreciated or do not get the appropriate challenges, so they feel encouraged to seek better career opportunities outside the organization. Thus, although increased competence can lead to increased OCB, if the organization does not provide adequate rewards or appropriate career development opportunities, this can lead to increased turnover intention.

The Influence of Competence Through Organizational Citizenship Behavior on Turnover Intention

This study proves that the ninth hypothesis is accepted, namely that training has a positive and insignificant effect on turnover intention through OCB. This means that although training can improve organizational citizenship behavior, its effect on employees' desire to leave the company is not strong enough. The results of this study also support research conducted by Prasetio and Lestari (2019) which showed that training has a positive effect on OCB, but is not significant in reducing turnover intention. Likewise, a study by Rahmawati and Andriani (2020) found that although training increased OCB, it did not significantly affect employee turnover intention. This finding indicates that other factors, such as job satisfaction or organizational commitment, may be more dominant in influencing turnover intention

Training has a positive but insignificant effect on turnover intention through Organizational Citizenship Behavior (OCB). Although training can improve competence and motivate employees to demonstrate extra-role behaviors, such as helping coworkers and volunteering for the organization, these effects are not always strong enough to directly affect turnover intention. In some cases, although training increases OCB, other factors such as job satisfaction, career opportunities, and less supportive organizational conditions can be more dominant in determining employees' decisions to stay or leave the organization. This shows that training alone is not enough to significantly reduce turnover intention, but needs to be supported by other strategies such as rewards, career development, and improving employee welfare.

The Influence of Training Through Organizational Citizenship Behavior on Turnover Intention

This study proves that the tenth hypothesis is accepted, namely that training has a positive and significant effect on turnover intention through OCB.

Employees who receive quality training tend to increase their abilities and satisfaction, which then motivates them to demonstrate extra-role behavior (OCB). Higher OCB can reduce employees' intention to leave the organization because they feel more involved and appreciated in their work environment. Research by Prilyana and Aseanty (2018) shows that satisfaction with training significantly affects OCB, which then reduces turnover intention. In addition, Freddy and Santoso (2016) also stated that training combined with career development can increase OCB, which then functions as a mediator in reducing employee turnover intention. This finding emphasizes the importance of effective training as an effort to increase OCB while reducing turnover intention in the organization.

Training has a positive and significant effect on turnover intention through Organizational Citizenship Behavior (OCB). Effective training can improve employee competency, which encourages them to demonstrate extra-role behaviors such as helping coworkers, volunteering to contribute to the organization, and showing greater loyalty. With increased OCB, employees feel more involved and have higher job satisfaction, thereby reducing their intention to leave the organization. In addition, training creates a sense of appreciation and self-confidence, which strengthens the employee's relationship with the organization. However, it is important for organizations to ensure that training is followed by adequate career development opportunities and rewards, so that employees not only feel empowered but also motivated to stay in the organization.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results presented in the previous chapters, the author can conclude the following:

1. The training methods implemented in the company have proven effective in transferring knowledge to employees, so that they can understand and apply the skills needed to carry out their duties and responsibilities more optimally.
2. Employees feel increasingly motivated to give their best performance in their work because of the support in the form of training that suits their needs, as well as a work environment that encourages them to develop and contribute better.
3. The skills currently possessed by employees are in accordance with job demands, so that they can work more efficiently, face challenges better, and adapt to changes that occur in the work environment.
4. Employees show a high level of concern and participation by actively providing suggestions and input aimed at improving the effectiveness of teamwork, which ultimately contributes to the productivity and success of the organization as a whole.
5. However, there is still a feeling of being underappreciated among employees, which has the potential to reduce their level of job satisfaction and loyalty to the company, so that more attention is needed from management in terms of recognizing employee contributions.

The results of this study reveal the influence of the variables Training, Motivation, Competence on Turnover Intention, with Organizational Citizenship Behavior as an intervening variable. Based on these findings, the researcher provides several recommendations to improve employee performance, including:

1. Companies need to continue to develop and improve the effectiveness of training programs provided to employees so that their skills continue to develop and can be more optimal in supporting the productivity and performance of the organization as a whole.
2. To maintain employee enthusiasm and motivation, companies need to pay more attention to aspects of appreciation and recognition for the achievements they have achieved, both in the form of formal recognition and incentives that are in accordance with their contributions.
3. Employees must continue to be given support and opportunities to increase their self-confidence in making the right decisions, especially in facing challenges and complex work situations, so that they can be more independent and proactive in carrying out their duties.
4. Companies can provide more space for employees to play an active role in providing orientation and guidance to new employees, so that their adaptation process runs more effectively and is able to contribute more quickly to achieving organizational goals.
5. To reduce the desire of employees to change jobs, companies must create a more supportive work environment, provide appropriate rewards for individual contributions, and improve employee welfare so that they feel more appreciated and have a strong attachment to the organization.

ADVANCED RESEARCH

Further research can expand the study by adding other variables that may affect turnover, such as job satisfaction, work environment, or work-life balance. In addition, because in this study motivation did not have a significant effect on Organizational Citizenship Behavior (OCB) or turnover intention, further research can dig deeper by distinguishing between intrinsic and extrinsic motivation. Research can also prove the effectiveness of various types of training, such as soft skills and leadership training, to see their impact on increasing OCB and decreasing turnover intention. In addition, competency development can be studied further by considering the mediating role of OCB more specifically. Longitudinal studies are also recommended to assess the long-term effects of training, motivation, and competency on OCB and employee turnover intention.

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