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The Mediating Role of OCB On Employee Performance: The Effect of Discipline and Work Motivation (Study at One Government Agency in Malang)

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ABSTRACT

Employee performance is a critical factor that organizations and companies must maintain and enhance, as it directly influences their effectiveness and success. This study aims to investigate the impact of work discipline and work motivation on employee performance, with Organizational Citizenship Behavior (OCB) serving as a mediating variable in a government agency in Malang City. Employing a quantitative method through explanatory research, the analysis utilized Smart PLS 4.0 with a sample of 46 respondents. The findings indicate that work discipline does not significantly affect employee performance, paralleling the results for work motivation, which also shows no significant impact on performance. However, OCB effectively mediates the relationship between work discipline and employee performance, suggesting that employees' voluntary behaviors play a crucial role. Conversely, OCB does not serve as a mediator between work motivation and employee performance.

The implications of this research highlight the need for organizations to focus on cultivating OCB to enhance the effectiveness of work discipline on performance outcomes. Ultimately, fostering a supportive environment that encourages voluntary contributions may be more beneficial than solely emphasizing motivational factors, which may not have the anticipated direct impact on performance. Thus, organizational leaders are encouraged to implement strategies that promote a culture of OCB, contributing to overall employee engagement and organizational success.

Keywords: Work Discipline, Work Motivation, Employee Performance, Organizational Citizenship Behavior

INTRODUCTION

Human resources (HR) are a critical factor directly involved in executing organizational activities to achieve established goals. Therefore, companies must effectively manage their human resources to ensure they acquire quality personnel, one of the key strategies being to enhance employee performance (Foster & Sidharta, 2019; Gupta, Mittal, Ilavarasan & Budhwar, 2024). Employee performance significantly impacts the overall effectiveness and efficiency of an organization. To achieve strong performance, several factors influence the level of effective employee output, including the work environment, work motivation, job satisfaction, work discipline, and Organizational Citizenship Behavior (OCB).

Employee performance refers to the achievement of employees in completing the tasks assigned to them. Work discipline, as a factor influencing performance, can be defined as the willingness of individuals or groups to conform to and abide by established regulations

(Suwanto, 2020). Additionally, another key factor affecting performance is work motivation, which serves as the internal drive for individuals to fulfill their assigned responsibilities. Organizational Citizenship Behavior (OCB) has been identified as a critical element that influences employee performance. OCB represents an individual's contribution that goes beyond the formal work demands (Jufrizen & Nasution, 2021).

Prior research by Maryani, Entang, and Tukiran (2021) as well as Hersona and Sidharta (2017) indicates that work discipline significantly impacts employee performance. However, a differing perspective is presented by Muna and Isnowati (2022), which states that work discipline does not have a significant effect on employee performance.

Studies examining the influence of work motivation on employee performance, such as those by Aung, San Santos, and Dodanwala (2023) and Rahman et al. (2024), as well as Ahmed et al., (2021) assert that work motivation positively and significantly affects employee performance. Furthermore, OCB may serve as a mediator in the relationship between work discipline, work motivation, and employee performance. Research by Amal (2022) illustrates that discipline influences employee performance through OCB. Conversely, another study by Susilo, Jufrizen, and Khair (2023) concludes that there is no significant impact of work motivation on employee performance when mediated by OCB.

Various findings from previous studies have prompted the researcher to investigate the relationships between work discipline, work motivation, and employee performance while incorporating OCB as a mediating factor. This is supported by earlier research suggesting that the OCB variable should be examined in more diverse and different institutions (Fein, Tziner & Vasiliu, 2023; Panda, Sinha & Jain, 2022; Pratama, Sari & Widiyana, 2022). These insights highlight the ongoing inconsistencies in previous research outcomes. Consequently, the researcher aims to conduct this study within a government agency in Malang City.

In an increasingly advanced era, the demand for heightened employee performance in delivering public services has become more urgent. This necessity is not only linked to the availability of public facilities but also closely tied to the quality of service provided by employees. High work discipline ensures compliance with regulations, boosting operational efficiency within government agencies. Meanwhile, good work motivation encourages employees to be more productive and proactive in executing their duties. On the other hand, OCB plays a crucial role in enhancing teamwork and fostering a more harmonious work environment. By understanding and optimizing these three variables, government agencies can significantly improve the quality of public service and overall organizational efficiency.

Work discipline serves as a fundamental pillar in creating a productive work environment. Employees who maintain discipline tend to adhere to established rules and procedures, thus minimizing errors and increasing efficiency. In public service organizations, disciplined

employees who follow service procedures are more capable of completing tasks swiftly and accurately. This not only enhances public satisfaction but also creates a positive image for the organization. Research by Muna and Isnowati (2022) indicates that high work discipline significantly contributes to employee performance, ultimately impacting the quality of service provided.

Furthermore, work motivation plays a critical role in driving employees to achieve optimal performance. Motivated employees are more likely to take initiative, innovate, and strive to excel in their jobs. Work motivation is the impetus to execute designated activities to the utmost of one's capability that motivated individuals exhibit passion in aiding their colleagues, diligently undertaking obligations, and executing jobs swiftly and accurately, enhancing performance to benefit the organization. Employee performance signifies individuals' achievements in doing their designated jobs as the ability to get work results by appropriately fulfilling given tasks and responsibilities within a specific timeframe. For instance, those with high motivation in public service are more proactive in finding solutions to community issues. They don't just perform routine tasks; they also seek to understand community needs and offer better services. This perspective is supported by a study conducted by Nguyen and Nguyen (2023), which discovered a positive correlation between high work motivation and employee performance as well as their engagement in their work.

In addition to work discipline and motivation, OCB also has a significant impact on employee performance. OCB refers to voluntary behaviors that are not directly regulated by formal reward systems but contribute to organizational effectiveness. Characterizes organizational citizenship behavior (OCB) as voluntary individual behaviors undertaken without coercion or anticipation of recompense. OCB significantly enhances an organization's efficiency and effectiveness. Employees who demonstrate OCB are likely to assist their colleagues, share information, and contribute to a positive working environment. In teams comprised of members with high OCB levels, collaboration and communication among members improve, subsequently boosting overall team productivity. Kloutsiniotis and Mihail (2020) in their research emphasize that OCB is vital in creating a supportive and collaborative work culture, which can, in turn, enhance employee performance.

High work discipline can enhance employee motivation as it fosters a sense of engagement and responsibility towards their work. Conversely, strong motivation can drive employees to be more disciplined in their tasks. Moreover, OCB acts as a mediator between work discipline and

employee performance. Disciplined and motivated employees are likely to exhibit higher levels of OCB, which subsequently enhances their performance.

The research examines several key hypotheses related to the impact of work discipline and work motivation on various organizational outcomes. First, it seeks to investigate whether there is a significant influence of work discipline on OCB. Understanding this relationship is crucial as it may shed light on how adherence to work discipline fosters positive behaviors that go beyond formal job requirements.

Second, the study aims to explore the effect of work discipline on employee performance. This aspect is vital for identifying how disciplined work habits can translate into enhanced productivity and effectiveness within the workplace. Third, the research also looks into the impact of work motivation on OCB. This hypothesis will help determine if higher levels of motivation among employees can lead to increased engagement and voluntary behaviors that benefit the organization.

Fourth, the investigation will reaffirm the hypothesis that work discipline positively affects employee performance, further emphasizing the importance of maintaining disciplined work practices. Lastly, the study seeks to analyze the combined effects of work discipline and work motivation on employee performance, specifically through their influence on OCB. By examining these relationships, the research aims to provide a comprehensive understanding of how both discipline and motivation contribute to overall employee performance in the workplace.

4 RESEARCH METHODS

This study employs a quantitative methodology with a correlational or explanatory research design to elucidate the link or directionality between the variables under investigation. An explanatory study examines the relationships among variables utilizing measurement instruments such as surveys and interviews. This research encompasses a population of 46 employees from the government agency in Malang City. The research used a saturation sampling method, resulting in a sample size of 46 participants. The researcher does data analysis utilizing Smart PLS (Partial Least Squares) version 4.0, including evaluations of the measurement model (outer model) and the structural model (inner model), in addition to conducting hypothesis testing and mediation analysis.

RESULT AND DISCUSSION

Before performing more comprehensive analyses, it is essential to understand the concept of model evaluation in this research. An essential initial stage entails evaluating the interrelationships among the variables in the study model. This evaluation allows us to confirm that each indication used in the study appropriately represents the intended construct. This establishes a solid basis for future studies and enhances the credibility of the research results.

Upon establishing the validity of the indicators, the analysis may be forwarded to the Outer Loading evaluation phase. This examination aims to determine how each indicator contributes to the construct it represents. An investigation of Outer Loading reveals indicators that significantly influence the model used in this study, ensuring it possesses the necessary rigor and precision to yield valid conclusions.

Table 1. Outer Model

	Discipline	Motivation	OCB	Performance
Inst1	0.536	0.456	0.734	0.848
Inst2	0.512	0.816	0.842	0.763
Inst3	0.838	0.728	0.822	0.806
Inst4	0.493	0.773	0.810	0.825
Inst5	0.416	0.794	0.742	0.772
Inst6	0.402	0.805	0.717	0.816
Inst7	0.817	0.543	0.757	0.849
Inst8	0.536	0.493	0.752	0.830
Inst9		0.416	0.777	0.551
Inst10		0.402	0.788	0.543
Inst11		0.773	0.759	0.783
Inst12		0.587	0.711	0.561
Inst13		0.805		0.746
Inst14		0.722		0.778
Inst15		0.753		
AVE	0.690	0.601	0.644	0.591
CA	0.785	0.918	0.944	0.937
CR	0.870	0.931	0.952	0.945

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Based on the data presented in Table 1, it can be observed that for the work discipline variable, there are three items with outer loadings greater than 0.7, indicating their validity. Conversely, the remaining five items have outer loadings less than 0.7, rendering them invalid. For the work motivation indicator, there are nine items with outer loadings above 0.7. However, six other items have outer loadings below 0.7 and are thus considered invalid. In the case of the OCB indicator, all items exceed the outer loading threshold of 0.7 and are deemed valid. Regarding employee performance, 11 items show outer loadings above 0.7, confirming their validity,

while three items have outer loadings below 0.7 and are classified as invalid. All items that have an outer loading of less than 0.7 and are identified as invalid must be removed.

The analysis of discriminant validity is conducted by comparing the square root of the Average Variance Extracted (AVE) with a threshold greater than 0.50. As indicated in Table 1, all variables have an AVE greater than 0.50, meeting the standard and confirming their validity. Additionally, all variables exhibit Cronbach's Alpha values exceeding 0.5 and Composite Reliability values greater than 0.7, indicating that they are reliable and meet the required standards.

To assess the significance or effect between the variables, a bootstrapping test will be conducted to analyze the indirect effects and evaluate the following indirect effect results:

Table 2. Structural Model Testing

Direct Effect				
Path	B	T statistics	P values	Decision
X.1. -> Y.1.	0.370	1.488	0.137	Not Significant
X.1. -> Z.1.	0.858	3.981	0.000	Significant
X.2. -> Y.1.	-0.115	0.577	0.564	Not Significant
X.2. -> Z.1.	-0.153	0.590	0.555	Not Significant
Indirect Effect				
X.1. -> Z.1. -> Y.1.	0.511	2.881	0.004	Significant
X.2. -> Z.1. -> Y.1.	-0.091	0.571	0.568	Not Significant
Inner Model				
	R-square		Decision	
Performance	0.701		Moderate	
OCB	0.563		Moderate	

Based on the data presented in Table 2, the R-square values for Employee Performance and OCB are both ≥ 0.5 , categorizing them as moderate. The effect of variable X on variable Y is 70.1%, while the remaining 29.9% is influenced by other variables. In contrast, the effect of variable X on variable Z (OCB) is 56.3%, with 43.7% being affected by other variables.

The table indicates that there is an indirect effect of work discipline on employee performance through OCB, leading to the conclusion that a significant relationship exists. Conversely, the

effect of work motivation on employee performance through OCB does not show a significant impact, leading to the conclusion that there is no significant influence in this case.

Furthermore, the results regarding work discipline and its effect on employee performance indicate that there is no significant relationship, thus accepting the null hypothesis (H0). Therefore, work discipline does not significantly influence employee performance. Similarly, the findings for work motivation show that there is no significant impact on employee performance, leading to the acceptance of the null hypothesis (H0) for this variable as well.

In regard to the variable of work discipline affecting employee performance through OCB as a mediating variable, the results indicate a significant influence of work discipline on employee performance via OCB, which leads to the acceptance of the alternative hypothesis (H1). This implies that OCB mediates the relationship between work discipline and employee performance. However, the results for work motivation impacting employee performance through OCB as a mediating variable demonstrate that there is no significant effect, thus resulting in the acceptance of the null hypothesis (H0). Consequently, OCB does not mediate the relationship between work motivation and employee performance.

Based on the findings that indicate no significant impact of work motivation on employee performance, it is essential to delve deeper into the implications of this discovery. The research reveals that the null hypothesis (H0) is accepted, meaning that work motivation does not have a significant effect on employee performance. This result is indeed intriguing and warrants further analysis, particularly within the context of human resource management and organizational development.

In a study conducted by Abdullah (2018), it was similarly found that work motivation did not significantly influence employee performance. This suggests that there may be other, more dominant variables affecting performance, such as effective leadership, good communication, and support from colleagues. In the context of this research, it is also important to consider external factors that can influence the outcomes. For instance, unstable economic conditions or changes in organizational policies may affect both motivation and performance. If employees feel insecure in their jobs, their motivation may decline, which, in turn, can impact their performance, even if work motivation itself does not show a direct significant effect. Although work motivation may not demonstrate a significant influence on employee performance, many other factors play a critical role. Therefore, it is crucial for management to

look beyond just motivation and consider various other elements that can enhance employee performance.

Based on the in-depth research concerning work discipline and employee performance, it was found that there is a significant influence of work discipline on employee performance through OCB as a mediating variable. This finding indicates that the first hypothesis (H1) is accepted, meaning that OCB serves as an effective mediator in the relationship between work discipline and employee performance. This underscores the importance of employees' voluntary attitudes to exceed their designated workloads, which, in turn, supports the overall operational efficiency of the organization.

An employee who consistently arrives on time and adheres to established procedures not only demonstrates discipline but also fosters a positive and productive work environment. When employees exhibit discipline, they are more likely to meet the targets and objectives set by the organization.

However, work discipline alone is insufficient to guarantee high employee performance. This is where the role of OCB becomes crucial. OCB refers to the voluntary behaviors exhibited by employees that are not required by their jobs but positively impact the organization. For instance, employees who voluntarily assist colleagues facing challenges or are willing to work overtime without expecting additional rewards display high levels of OCB. This study reveals that employees exhibiting high OCB tend to perform better, even in the absence of a direct influence from their work discipline on their performance.

Moreover, this research aligns with the findings presented by Amal (2022), which state that discipline affects employee performance through OCB. In this context, OCB can be viewed as an indicator of a healthy organizational culture, where employees feel engaged and committed to achieving common goals. When an organization fosters a culture that supports OCB, employees are more motivated to contribute voluntarily, ultimately enhancing the overall performance of the organization.

The Impact of Employee Discipline on Performance Through OCB as a Mediating Variable. Based on the in-depth research concerning work discipline and employee performance, it was found that there is a significant influence of work discipline on employee performance through OCB as a mediating variable. This finding indicates that the first hypothesis (H1) is accepted, meaning that OCB serves as an effective mediator in the relationship between work discipline and employee performance. This underscores the importance of employees' voluntary attitudes to exceed their designated workloads, which, in turn, supports the overall operational efficiency of the organization.

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The Impact of Work Motivation on Employee Performance Through OCB as a Mediating Variable. Based on the conclusions drawn from the research, it was found that work motivation does not have a significant impact on employee performance through OCB as a mediating variable. This finding suggests that the null hypothesis (H0) is accepted, indicating no direct relationship between work motivation and employee performance when considering OCB as a linking factor. In this context, it is essential to delve deeper into the dynamics among work motivation, OCB, and employee performance, as well as the implications of these findings. In many organizations, work motivation is often perceived as a primary driver that encourages individuals to excel in their jobs. However, this study reveals that even with high motivation among employees, it does not necessarily correlate with enhanced performance. One possible explanation for this phenomenon lies in employees' perceptions of OCB. If employees view OCB—encompassing voluntary behaviors and indirect contributions to the organization—as irrelevant to their core responsibilities, they may be less inclined to engage in such behaviors. The research conducted by Susilo (2023) further corroborates this finding, indicating that there is no significant influence of work motivation on employee performance via OCB. This highlights that, despite the importance of motivation, other factors may play a more influential

role in determining employee performance. Hence, organizations should adopt a broader perspective than simply focusing on enhancing employee motivation.

They need to foster a work environment that not only supports OCB but also recognizes and values employees' contributions through voluntary efforts. By doing so, organizations can create a more engaged workforce that is motivated to perform at their best, ultimately enhancing overall productivity and success.

CONCLUSION

Employee performance is a vital aspect that organizations and companies must continually nurture and improve, as it has a direct bearing on their effectiveness and overall success. ¹ The results reveal that work discipline does not have a significant effect on employee performance, mirroring the findings regarding work motivation, which also proves to be insignificantly impactful. Nevertheless, Organizational Citizenship Behavior (OCB) plays a pivotal ³ role as a mediator in the relationship between work discipline and employee performance, indicating that employees' voluntary actions are essential. On the contrary, OCB does not mediate ¹⁷ the relationship between work motivation and employee performance.

⁶ The implications of this research underscore the importance of organizations actively cultivating OCB to strengthen the impact of work discipline on performance results. By fostering an environment that promotes voluntary contributions, companies may find it more advantageous than focusing solely on motivational factors, which may not yield the expected direct influence on performance. Consequently, organizational leaders are encouraged to develop strategies that nurture a culture of OCB, which can enhance overall employee engagement and lead to greater organizational success. By recognizing and valuing these voluntary behaviors, organizations can create a more committed and productive workforce, ultimately driving improved performance outcomes.

³⁵ A weakness of this study is the limited sample size, which may explain discrepancies in the findings and indicate the necessity for more assessment and comprehensive analysis. Future researchers are urged to perform investigations across several universities with larger populations and sample sizes. Furthermore, the OCB variable necessitates re-evaluation in forthcoming research to yield outcomes that can proficiently mediate prior hypotheses. This research could further investigate factors influencing employee performance, as differences may exist between employees in private enterprises and public organizations.

Moreover, a qualitative methodology in future research may yield more precise insights concerning the prevailing challenges. The researcher underscores the necessity for institutions to maintain staff performance. Upholding elevated work discipline and motivation standards can enhance employee performance in their positions. To address challenges related to discipline and motivation, institutions must reevaluate their rules to align **the company's vision and mission** with **the** established goals.

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