The Influence of Organizational Citizenship Behavior (OCB), Motivation and Work Discipline on Employee Performance (Case study at The Lumajang Regency BPBD Office)

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ABSTRACT

Under the guidelines of the National Disaster Management Agency (BNPB), BPBD is a non-ministerial government agency that carries out disaster management tasks in regions, provinces, or cities or districts. In addition, the BPBD of Lumajang Regency was established in 2011. This study examines the influence of OCB, motivation, and work discipline on employee performance (a case study of the Lumajang Regency BPBD Office). This study uses a quantitative approach. This study involved 46 non-ASN respondents, who were collected through distributed questionnaires. The sampling technique uses a census or saturated sampling. The hypothesis was tested by multiple regression analysis. The result of the hypothesis test or t-test are as follows: 1) OCB significantly affects the performance of BPBD Lumajang Regency employees; 2) Motivation significantly affects the performance of BPBD Lumajang Regency employees; 3) The performance of employees at the Lumajang Regency BPBD Office is strongly influenced by work discipline; 4) OCB, motivation, and work discipline are variables that give a coefficient of determination (R²) of 0.727 or 72.7% of employee performance.

Keywords: Motivation, Organizational Citizenship Behavior (OCB), Work Discipline and Employee Performance

INTRODUCTION

Since human beings are social beings who live in society, the main focus for starting an organization is human resources. Because they want to improve employee performance, companies definitely want highly disciplined employees. The organization always improves the performance of employees in various fields because it can develop, evaluate and improve employee performance. And Human Resources is a major key to success in the organization. Human resources there is a good goal to achieve good performance. Whatever the structure and purpose, organizations are created with various visions to serve humans in carrying out their duties and are governed by humans (Ekhsan, 2019).
Government agencies play an important role in determining the success of management and development. Likewise, in one of the government agencies in Lumajang, namely the Regional Disaster Management Agency (BPBD). In the task of BPBDs to help the community when a disaster occurs in their area, create guidelines and instructions for crisis prevention and response measures. Employees in these BPBDs are voluntarily or without expecting a salary / wage that is commensurate, in the sense that employees have the nature organizational citizenship behavior.

Organizational Citizenship Behavior (OCB) menurut (Ai Rohayati, 2014: 22) is a voluntary contribution of workers, which is not formally recognized by the reward system, and contributes to the effectiveness and efficiency of the functioning of the organization. OCB is applied to intansi because by looking at informal employees and they have a high spirit to help other volunteers. Volunteers who do OCB always provide services to the community even though volunteers who have a very limited sense of OCB. High OCB sense behavior then employees increase their love for the organization and protect the community. According to research conducted by Arvin Gerald and Syarifuddin (2022), the actions of organizational citizens have a significant effect on employee performance partially and simultaneously. However, according to research conducted by Garwa Faiza, Ferry Multiad Manalu, and Dhenny Asmarazisa Aziz (2022), the actions of organizational citizens have a negative and insignificant effect on employee performance variables. The ability of effort to meet the needs of a particular individual determines motivation, or readiness to expend high effort to achieve organizational goals Robbins (2016:201). At first, motivation is applied to oneself and early on, but motivation when entering professional life becomes motivation for oneself and society. Usually the motivation is to run the organization and when the employees are highly motivated, it works optimally. According to research conducted by (Kepi Kusumayanti, Sri Langgeng RATNASARI, and Lukmanul Hakim, 2020) shows that motivation has a positive and significant effect on employee performance. However, in contrast to other studies (Meita Pragiwani, Elva Lestari, Moch. Benny Alexandri, 2020), this study found that the results of motivation did not significantly affect employee performance.

Discipline according to (the Liang Gie in Wukir, 2013: 92) is a state of order in which people who are members of an organization are subject to existing regulations with pleasure. Work discipline is discipline that must obey the rules of the organization, and employees do not make mistakes. On the contrary, work discipline, according to Rivai (2015), is a tool that managers use to communicate with their employees so that they are willing to change behavior and make various efforts to increase employee awareness and willingness to obey, with all applicable corporate social policies and standards. In accordance with the study (Mardi Astutik, 2016) with the title with the results of a positive and significant effect on employee performance, both partially and jointly. However, another study (Nailul Muna and Sri Isnowati, 2022) found that work discipline does not affect employee performance.

Government agencies implement training, motivation, work discipline, organizational culture, and morale. But unlike the Regional Disaster Management, motivation and work discipline with the aim of the performance of employees of the Regional Disaster Management Agency Lumajang. Its responsibilities include facilitating policy formulation and implementation of Disaster Management under local government jurisdiction, assisting senior management in coordinating local government, and managing emergency situations, and Emergency Management. This prompted the researcher to conduct this study to find out how OCB, work motivation, and work discipline have an impact on employee performance in the Lumajang Regency BPBD office.

**Literature Review**

**Grand Theory**

According to the idea resource-based view (RBV), an organization needs resources that are valuable, rare, unique, irreplaceable and different from others in order to have a sustainable competitive advantage (Dr. Vladmir and Christian Edi, 1967: 6). To achieve the excellence of any company, resource-based view theory (RBV) examines the model of corporate performance with an emphasis...
on controlling each resource (Resource) and capabilities (Capabilities) owned, businesses need to focus on a variety of resources that distinguish them from all other businesses. If compared with other resources, intangible and tangible resources in question can be managed by corporations and utilized as the main strategy (Barney, 1991; Wenerfelt, 1984) in journals (Pertiwi & Suhartini, 2022:1084).

**Organizational Citizenship Behavior (OCB)**

OCB or Organizational Citizenship Behavior is the social behavior of employees that positively affects the business and work environment and goes beyond the requirements of their job or position (Nisa et al., 2018: 109). OCB indicators based on internal organs (Saleem & Amin, 2013) are:
1. *Altruism*, in particular helping colleagues in their duties.
2. *Conscientiousness*, which includes exceeding the basic requirements for a job, such as coming to work on time.
3. *Civic Virtue*, a way of acting that involves being involved and showing concern for the survival of the organization.
4. *Sportsmanship*, or the ability to endure difficult circumstances without complaining.
5. *Courtesies*, a way of acting in accordance and following norms to avoid conflicts between people.

**Motivation**

The word “motivation” comes from the Latin word “Movere”, which means “impulse or driving force”. Work motivation is an impulse that develops or arises from within a person, whether it is an impulse that comes from within a person or comes from outside sources, where this impulse can make someone want to complete a job by using all their talents and abilities, according to Kompri (2020: 102). Motivation factors according to Bahri (2017) as follows:
1. Employee performance is greatly influenced by their performance and motivation. If they are rewarded by superiors or company policies, employees will be more motivated to do the job according to company targets.
2. Awards. If employees are rewarded, they will be more motivated to do the job according to the company's target.
3. Challenge. If employee EE their performance assessed, they will feel more about their performance.
4. Responsibilities: tasks that must be completed by the person in charge.
5. Development: these are activities that are intended to develop potential, improve the quality of work and increase self-awareness.
6. Engagement. In a mental and emotional group environment, they tend to contribute to group goals and assume various tasks to complete tasks.
7. Opportunity. Self-motivation drive affects the opportunity to realize his plans and achievements by improving his performance.

**Work Discipline**

Work discipline is the ability to carry out the duties and authority given to a person without trying to avoid punishment (Faslah & Savitri, 2017). In addition, it includes respecting, respecting and complying with applicable regulations, whether written or unwritten. According to Augustini (2020), the indications for work discipline are the following:
1. Attendance rate, which shows how often employees are present to perform work activities within the company.
2. The working procedure, which describes the rules that all employees of the organization must follow.
3. Obedience to the leader, which means following the leader's direction to achieve good results.
4. Consciousness works, which shows how a person willingly does what they have to do.
METHODS

In this work, quantitative research used 46 non-ASN employees working in Bpbds Lumajang keseluruhab, and the sampling method is census sampling or saturated sampling. Test instruments that combine reliability and validity tests are used as testing techniques. Normality test, multicollinearity test, and heteroscedasticity test are included in the traditional assumption test. After that, perform a partial t-test (multiple linear regression analysis), and finally evaluate the coefficient of determination (R2).

RESULTS AND DISCUSSION

The questionnaire includes many descriptions of the respondents. The first category is by age; of the 46 respondents, 18 employees or 69% are between the ages of 31 and 40, and 6 respondents, or 5%, are aged 51 and 60. The second is based on the address of 46 officers, of 46 officers with Lumajang address of 39 people or 87% and the lowest is addressed in Labruk sejumah 1 person or 3%. The third is based on the position/section, of 46 respondents BPBD employees who serve as many as 20 people or 30% and the lowest number is the head of, contracts, budget program compilers, APBN/APK Muda, General Administration, General Subag, and Disaster Management programs are 1 person or 4%.

Instrument tests to evaluate validity and reliability were used before tests of classical assumptions such as normality, heteroscedasticity, and multicolinearity. Next, multiple linear regression analysis, partial t-test, and coefficient of determination test (R2).

Test Instrument

The results of the validity test showed that the correlation between the total score rhitung less than 0.3 rtable is considered invalid. Conversely, the correlation between the total score of rhitung more than 0.3 rtable is considered valid. Employee performance (Y), work discipline (X2), motivation (X1), and OCB factor (X1).

The test results show that the reliability test results consist of OCB variables (X1), motivation (X2), work discipline (X3) and employee performance (Y). The test results show that the coefficient value above 0.801-1.00 is considered reliable.

Classical Assumption Test

It is considered that the data is regularly distributed if the diagonal normal probability plot (P-Plot) used to test for normality shows a result greater than 0.5. Multicollinearity test results on VIF, if <10, multicolinearity occurs, and if >10, multicolinearity does not occur. To determine whether a variable exhibits heteroscedasticity, a heteroscedasticity test plots the projected value of the dependent variable against the independent variable. If the value is significantly greater than 0.5 then the variable is not heteroscedasticity.

Multiple Linear Regression Analysis

Table 1 Results Of Multiple Linear Regression Testing

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.863</td>
<td>1.595</td>
</tr>
<tr>
<td>OCB</td>
<td>.155</td>
<td>.108</td>
</tr>
<tr>
<td>Motivation</td>
<td>.131</td>
<td>.082</td>
</tr>
<tr>
<td>WORK DISCIPLINE</td>
<td>.510</td>
<td>.125</td>
</tr>
</tbody>
</table>

Source: SPSS 24 questionnaire Data processing results (2023)

Persamaan regresi Y = 0,863 + 0,155X1 + 0,131X2 + 0,510X3
Hypothesis Testing

Table 2 Results Of Hypothesis Testing

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefesient&lt;sup&gt;a&lt;/sup&gt;</th>
<th>T</th>
<th>Sig</th>
<th>Ket</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>7.054</td>
<td>.000</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>7.741</td>
<td>.000</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>Work Discipline</td>
<td>9.125</td>
<td>.000</td>
<td>Significant</td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable : Kinerja Pegawai
Source: SPSS 24 questionnaire Data processing results (2023)

With degrees of freedom (n-2) = 46 – 2 = 44, T-table results should be obtained at a significant level of 5%, so that t<sub>table</sub> = 2.01537, which is necessary to run the t-test for each independent variable.

Then the criteria obtained from hypothesis testing is:
1. OCB variable (X1) produces t<sub>count</sub> = 7.054 with a significant level of 0.000 on the results of the T test, it is possible to obtain a<sub>2.01537</sub> by applying a substantial limit of 5%. As a result, hypothesis H1 received significance of 0.000 which is below the significant limit of 5%, Because t<sub>count</sub> 7.054 > t<sub>table</sub> 2.01537. As a result, it can be concluded that the OCB is very influential on the performance of employees of the Regional Disaster Management Agency Lumajang.

2. The findings of the t test for variable X2 or motivation have a<sub>t-value</sub> of 7.741 and a significance threshold of 5%, resulting in a<sub>2.01537</sub>. As a result, H2 is approved with a significant level of 0.000 which is below the significant limit of 5%, because t<sub>count</sub> 7.741 > t<sub>table</sub> 2.01537. Thus, it can be said that the performance of Lumajang Regional Disaster Management Agency staff is much better when they are motivated.

3. The results of the t test for variable X3 showed that work discipline has a significant impact on the performance of employees of the Lumajang Regional Disaster Management Agency Office. For this variable, the value of the count is 9.125 with a significant level of 5%, and the value of the table is 2.01537. Thus, the count 9.25 is greater than the table 2.01537, which indicates that H3 was received with a significant level of 0.000, which is below the significant limit.

Coefficient Of Determination (R<sup>2</sup>)

Table 3 Coefficient Of Determination (R2)

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>.852*</td>
<td>.727</td>
<td>.707</td>
<td>1.03110</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), DISIPLIN KERJA, OCB, MOTIVASI
b. Dependent Variable : KINERJA PEGAWAI
Source : SPSS 24 questionnaire results (2023)

The result of calculation with SPSS shows the coefficient of determination (R2) of 0.727. It shows that organizational Citizen Action, motivation, and work discipline are independent variables that can explain 72.7% of employee performance. Other variables not examined in this study include recruitment, provision of benefits, training, leadership style, and others.

Discussion

Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja Pegawai

Hypothesis testing showed that OCB variables significantly affect the performance of employees of the Lumajang Regional Disaster Management Agency Office. Because not all employees have a
sense of OCB, based on the distribution of questionnaires in the study, employees who perform at the Lumajang Regency BPBD office are between 31 and 40 years old, have a job as a staff and are domiciled in Lumajang, this is because the position as a staff can assist the Regent in coordinating, policy formulation and implementation of disaster management facilities that are the responsibility of local governments. In accordance with the results of the research and the results of interviews respondents that make variables organizational citizenship behavior significant effect is that fellow employees must behave according to the rules, regularly follow office activities, behave in accordance with the rules, and never complain about office policies.

This research supports Arvin Geraldi and Syarifuddin's research in 2022 which looks at the influence of OCB and work discipline on employee performance in the Jember telecommunications region. Both studies found a significant correlation between OCB and employee performance. Regarding the impact Organizational Citizenship Behavior, motivation, and job satisfaction on employee performance, (Resa Adj Kurniawan, Nurul Qomariyah, and Pawestri Winahyu, 2019) both claim that OCB has a considerable influence on the performance of PTPN XII Kebun Glantangan employees. However, this study is contrary to the research conducted by (Faiza's wife, Ferry Muliami Manalu, Dhenny Asmarizasa Aziz., 2022) tentang Pengaruh Kompetensi, Kompensasi, Motivasi Kerja, dan Organizational Citizenship Behavior (OCB) yang menyatakan bahwa organizational citizenship behavior berpengaruh negatif dan tidak signifikan. The difference of this study with the previous study is that this study focuses on observing employee performance based on OCB and this study focuses on employee performance.

**Effect Of Motivation On Employee Performance**

The results of the hypothesis test showed that motivation has a significant effect on the performance of employees of the Lumajang BPBD office.

The distribution of questionnaires conducted by researchers stated that employees who perform at the Lumajang Regency BPBD Office are dominated by the ages of 31 to 40 years with BPBD staff positions, this is because the ages of 31-40 years are the longest to be employees at BPBD. The positions in the results of this questionnaire are dominated by BPBD staff because they help the Regent in coordinating, formulating policy facilities and implementing disaster management under the authority of local governments. In accordance with the results of the research and the results of interviews of respondents, things that make motivational variables have a significant effect are giving rewards, providing opportunities, feeling challenged, having responsibilities, attending education, superior relations with employees become a priority, and having achievements, employees. And it can be seen that the motivation variable has a significant influence on employee performance, so that employees can improve their performance. Similarly, BPBD staff always provide motivation to their employees.

This study is in line with the research of Annisaul Istifadah and Budi Santos (2019) which looked at how the influence of compensation, motivation and work discipline on employee performance at Pt Livia Mandiri Sejati Banyuwangi, both studies found a strong correlation between motivation and employee performance. According to (Erlinda Esti Hairunnisa and Sharif Ali., 2022) on the effect of Motivation, work discipline, and job satisfaction on the performance of employees of the Directorate of food crop seedling, Ministry of Agriculture Jakarta, which both stated that motivation had a significant effect on employee performance. However, this study contradicts the research conducted by (Meita Pragiwani, Elva Lestari, Moch. Benny Alexandri., 2020) on the effect of motivation, competence, discipline and compensation on employee performance (Case Study on employees of PT. Tektonindo Henida Jaya Group) which states that motivation has no significant effect on employee performance. The difference between the results of this survey and previous research is that this study focuses on observing employee behavior by having a motivation that is inherent in each individual and that motivation is used when within the scope of the institution. While in the previous study focused on the performance of employees who do not prioritize motivation.
**Influence Of Work Discipline On Employee Performance**

The results of testing in the hypothesis test showed that work discipline variables have a significant effect on the performance of employees of the Lumajang BPBD office.

The spread of questionnaires conducted by the researchers stated that employees who perform at the Lumajang Regency BPBD Office are dominated by the ages of 31 to 40 years with BPBD staff positions, this is because the ages of 31-40 years are the longest to be employees at BPBD. The positions in the results of this questionnaire are dominated by BPBD staff because they assist the Regent in coordinating, formulating policy facilities and implementing disaster management under the authority of local governments. In accordance with the results of the research and the results of interviews of respondents, the variables that make work discipline have a significant effect are employees must be on time, must obey the rules, follow the direction of the leadership, and volunteer to do the task. And, it can be seen that the work discipline variable has a significant effect on employee performance, because every employee always applies discipline to comply with the norms set by the Lumajang Regency BPBD office.

A previous study by Ery Teguh Prasetyo and Puspa Marlina (2019) examined the effect of work discipline and job satisfaction on employee performance, which found that work discipline greatly affects employee performance. According to (Erinda Eti Hairunnisa and Syarif., 2022) on the influence of Motivation, work discipline, and job satisfaction on the performance of employees of the Directorate of food crop seeding, Ministry of Agriculture Jakarta, which both stated that work discipline had a significant effect on employee performance. In contrast, this study refutes the research of Nailul Muna and Sri Isnowati from 2022 entitled “The Influence of work discipline, work motivation, and Career Development on Employee Performance (Study at PT LKM Demak Sejahtera)” which claims there is no visible relationship between work discipline and performance. This study is different from previous studies because this study focuses on observing employee discipline through a sense of discipline that has been applied and developed in the workplace and the surrounding environment. Whereas in previous studies, the emphasis on employee performance is not so helpful to develop the mindset of employee discipline.

**CONCLUSION**

1. The results of the first hypothesis test showed that OCB significantly affects the performance of employees in the Lumajang Regency BPBD Office.
2. The results of the second hypothesis test showed that motivation affects the performance of employees in the Lumajang district BPBD Office.
3. According to the results of the third hypothesis Examiner, the performance of employees in the Lumajang district BPBD Office is significantly influenced by the level of their work discipline.

**REFERENCES**


