

## ANALYSIS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB), DISCIPLINE, AND WORK MOTIVATION TOWARDS PT X PERDANA EMPLOYEE PERFORMANCE

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**Abstract:** Role of people is very important in relation to competition between companies in global environment. This research aims to analyze organizational citizenship behavior (OCB), discipline, and work motivation towards employee performance. The research object is employee of PT. X Perdana especially in Production division in Tangerang. This research was conducted to 90 respondents using quantitative descriptive approach. Data analysis method used is variance based structural equation modeling or partial least square. The results indicates that there is no correlation between Organizational Citizenship Behavior (OCB) and work discipline towards PT X Perdana employee performance. However, work motivation positively correlates with employee performance of PT X Perdana. Further research can be conducted to analyze what kind of leadership style fosters positive working environment by taking care of the employee needs.

**Keywords:** organizational citizenship behavior (OCB), work discipline, work motivation, employee performance, PT. X Perdana.

### INTRODUCTION

People has a very high position in an organization which contributes to company operations to achieve company's goals and targets. Robbins and Judge in Ticoalu (2013) presented fact that organizations with good OCB (Organizational Citizenship Behavior) among their employees have better performance compared to other organizations. Positive behavior of the employees will support individual performance and organization performance for better organization (Winardi dalam Tocoalu, 2013), Putrana dan Warso (2016) dan Slamet, G (2013).

One factor that can increase productivity drastically is employee discipline, according to Hanafi et al in Anata and Adyani (2016). Employee discipline can be positively associated with performance. Achieving effective and efficient corporate objectives is inseparable from employee discipline, therefore, it needs to be considered by the company according to Wartana in Anata and Adyani (2016), Pormalingo et al. (2015).

Savitri research results (2016), showed that the discipline of work have a positive and significant impact on the performance of Assalamus Kudus Hospital's employees. By having discipline, employee performance in the hospital improves. Besides, it also produces coefficient of determination at 85,5%, which shows that employee performance at the hospital 85,5% influenced by discipline while the rest 14,5% influenced by variable other than of discipline, for example leadership style, education, training and environment other work.

Another factor that affects employee performance is motivation, motivation is a process that explains the intensity, direction and perseverance of an individual to achieve goals, motivation is associated with whether a manager has the ability to generate and direct employees to be able to better in terms of work, attitude and behavior behavior and also for improvement of discipline, according to Hanggraeni (2011), Setiawan (2013). Referring to the above three variables of OCB, discipline and work motivation, it is advisable for companies to be able to manage their human resources well by implementing OCB and improving good work discipline and the provision of appropriate motivation so that all employees can be structured and able to follow the rules.

Koesmono's research (2015) showed that motivation has the ability to influence employee performance in medium scale wood processing industry in East Jawa at 0,387 which means motivation affect employee performance slightly positive. With increasing motivation, employee performance also slightly increases.

PT. X Perdana was first established on 23 November 1982 under the name of Perdana Engineering which is a company in Manufacturing Engineering field. The activity of this company is to make products based on the request of the customer, at first this company made textile dryers for batik factories in jakarta region and now has made various products.

PT. X Perdana's vision is to become the best paint shop company in Indonesia, and has a mission to provide the best service based on customer expectation or more to achieve customer satisfaction by unifying and developing their expertise, by adhering to Customer Satisfaction motto.

Organizational Citizenship Behavior (OCB) in PT. X Perdana can be measured from the level of awareness of the employees to work well and obey the rules of the company without supervision and have their own initiative to help colleagues in need.

The high number of employees who arrived late 98 employees in the last five months and as many as 89 people who return home earlier than the end of working our, this incident will certainly negatively affect the performance of the employees themselves, because the working time is not maximized by employees, so work is delayed. The total time the employee wasted coming late and coming home quickly was 337 hours and 14 minutes. This shows that the discipline of employees at PT. X Perdana is low. (Employee attendance list of PT X Perdana Tangerang, 2017).

The phenomenon of employee discipline that occurred at PT. X Perdana, can be seen from the high number of employee delays in each month and there are some employees who return home earlier than home time that has been determined company. Policies and regulations that have been made unable to change the behavior of employees who often come late, because there are still many employees breaking company rules.

Bad employee performance is often due to the negligence in work resulting in product defect including: the installation of paint that does not fit the procedure so that the paint is easy to peel, and occurrence of footprints and handprints of the workers on the so that the goods need to be repainted, and the delivery of goods made when they are still in unfinished condition (the wet paint and the uneven surface). If not followed up properly, these problems can result in bad company image and customer disappointment with the product offered which would harm the company (Employee attendance list of PT X Perdana Tangerang, 2017). Therefore, the purpose of this research is to analyze Organizational Citizenship Behavior (OCB), work discipline, and work motivation towards employee performance.

## THEORETICAL FRAMEWORK

**Organizational citizenship behavior (OCB), Discipline, Work motivation, Employee performance.** Human resource management, according to Manullang (2008) argued that human resource management is the art and science of the planning of implementation and control of labor to achieve goals by having workers self-satisfaction.

According Kreitner and Kinicki in Fitrianasari et al (2013), Organizational Citizenship Behavior (OCB) is a behavior that is not directly correlated with a formal reward system, it is voluntary and not a forced action to the interests of the organization, and it is an individual behavior as a form of performance based satisfaction, not formally ordered. Examples of OCB include assistance to coworkers to lighten the workload, not much rest, carrying out unsolicited tasks and helping others to solve problems (Williams & Anderson in Slamet, 2013).

Ticoalu (2013) describes the results of his research that Organizational Citizenship Behavior (OCB) has a significant impact on employee performance, meaning that employees who have OCB can improve employee performance both for the organization and for himself. Also, the research result from Devi and Deka (2016), states that the OCB has a positive and significant impact on employee performance. The increase of OCB employee will also increase employee performance significantly.

Discipline of work according to Rivai (2008) is a tool used by managers to communicate with employees so they are willing to change their behavior. It is also used as an effort to increase awareness and willingness to obey all corporate rules and social norms that apply. While Sutrisno (2009) argued that the discipline shows a condition or attitude of employee's respect to the rules and provisions of the company.

The results of Riva'i and Sasmita (2015) show that the work discipline has a positive and significant impact on employee performance, which means that the increasing employee discipline also increases performance of the company's employees.

Motivation of work, according to Mangkunegara (2010) formed from attitudes of employees in facingwork situations in the company. Motivation is a condition or energy that moves the employees to achieve corporate organizational goals. While Hanggraeni (2011) described motivation as a process that explains intensity,direction and persistence of someone to achieve his goals.

Ambarwati and Ninik (2016) explained the results of their research that motivation has a positive and significant impact on employee performance, meaning that if motivation increases the employee performance would also increases significantly. Similarly, the results of research by Yudha (2016) and Sinangdoyo (2015), which states that motivation has a positive and significant impact on employee performance. Results of research by Brahmasari and Agus (2008) is contrary to previous researchers. They found out that work motivation has no significant effect on employee performance.

Employee performance, according to Mangkunegara (2010) defined as the work result of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given. Meanwhile, according to Prawirosentono in Nawawi (2006) performance is the result of work achieved by a person or group of people within an organization / company in accordance with the authority and responsibility of everyone to achieve the objectives of the organization legally, and not violating the law and in accordance with moral and ethics.Based on the theory and previous research, the hypothesis to be tested are formulated as follows:

**H<sub>1</sub>** :Organizational Citizenship Behavior (OCB) has a positive impact on Employee Performance PT. X Perdana.

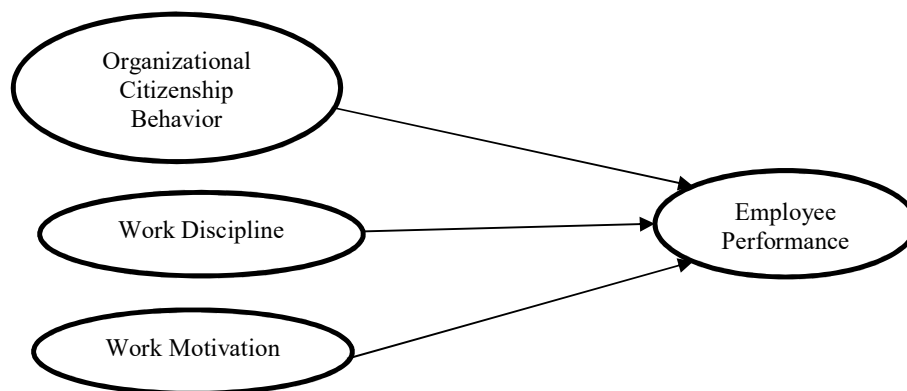
According to Ticoalu (2013), employees who have OCB and organizational commitment can improve employee performance, both for the organization and for themselves. Organizational citizenship behavior (OCB) is positively correlated with job satisfaction and work commitment and is negatively correlated to the desire to change job (Noni Huak et al. (2014).

**H<sub>2</sub>**: Work Discipline has a positive impact on Employee Performance PT. X Perdana.

The research results of Rifa'i and Sasmita (2015) concluded that the discipline of work have a significant effect and have a positive impact on employee performance. Utomo (2014) also found out that discipline, leadership and environment have a positive impact towards employee performance.

**H<sub>3</sub>**: Motivation has a positive impact towards Employee Performance PT. X Perdana.

The research results of Rifa'i and Sasmita (2015) concluded that the motivation of work, have a significant and positive impact towards employee performance. But according to Utomo (2014), motivation has a negative effect on employee performance as well according to Gyamfi (2015), employee motivation is not significant to employee performance. To solve the problem in this research, the research model was developed as Figure 1. The model was developed based on a theory that explains the direct influence of OCB, discipline and work motivation towards employee performance.



**Figure 1.** Conceptual Framework

## METHOD

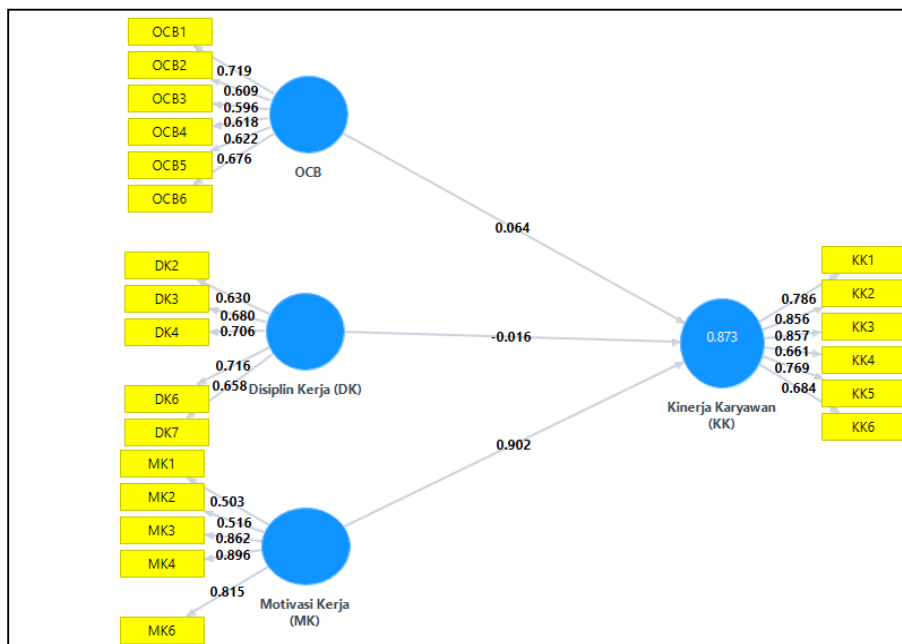
This research is a causal research to analyze the influence of organizational citizenship behavior (OCB), discipline, and work motivation towards employee performance, study on employees of PT X Perdana Tangerang. The study was conducted from September 2016 to April 2017.

Variable measurement of employee performance is using measurement from Wirawan (2009). Organizational Citizenship Behavior (OCB) is using measurement from Organ in Titisari (2014). Work discipline is using measurement from Rivai and Sagala (2011). Work motivation is using measurement from Mc Clelland Robbins (2006). Measurement scale used in this research is Likert scale (Sugiyono, 2015) with categories ranging from 1 "strongly disagree", 2 "disagree", 3 "hesitate", 4 "agree" and 5 "strongly agree".

The research population is employee of PT X Perdana Tangerang as many as 116 employees. The population is sampling using Slovin formula (Sugiyono, 2015) to obtain 90 employees. Determination of samples using Convenience Sampling method, according to Istijanto (2005) convenience means comfortable, no hassle, or easy. Furthermore, data analysis method used in this research is Variance Based Structural Equation Modeling where in data processing using Partial Least Square (Smart-PLS) version 3.0 program. Partial Least Square (PLS) for causal predictive analysis in high complexity and low theory support (Ghozali and Latan, 2015).

## RESULT AND DISCUSSION

**Measurement Evaluation (Outer) Model. Validity Test.** Validity testing is done in two ways, convergent validity and discriminant validity of each construct indicator. According to Chin in Ghozali and Latan (2015), an indicator is said to have good convergent validity if loading factor value is greater than 0.70 and an indicator is said to have good convergent validity if loading factor value is greater than 0.50. The test results are shown in Figure 2.



**Figure 2.** Convergent Validity Testing  
 Source: Primary data processed (2017)

Figure 2 shows result of the modification of convergent validity test, which all indicators have a factor value of loading above 0.5 and even some above 0.7, meaning all indicators are valid. Based on the test results shown in Figure 2 and Table 1, each loading factor has a value greater than 0,70. It can be interpreted that research indicators have a high convergent validity, while loading factor between 0,50 and 0,60 can be considered as sufficient. Result of convergent validity testing can be seen on Table 1 below.

**Table 1.** Convergent Validity Testing

	Work Discipline (DK)	Employee Performance (KK)	Work Motivation (MK)	OCB
DK2	0,630			
DK3	0,680			
DK4	0,706			
DK6	0,716			
DK7	0,658			
KK1		0,786		
KK2		0,856		
KK3		0,857		
KK4		0,661		
KK5		0,769		
KK6		0,684		
MK1			0,503	
MK2			0,516	
MK3			0,862	
MK4			0,896	
MK6			0,815	
OCB1				0,719
OCB2				0,609
OCB3				0,596
OCB4				0,618
OCB5				0,622
OCB6				0,676

Source: Primary data processed, 2017

Assesing the validity of the construct with convergent validity can also be done by looking at Average Variance Extracted (AVE). AVE required for good model is if the AVE of each construct has avalue greater than 0,50. Table 2 shows that each variable has an AVE value greater than 0,50, so it can be interpreted that the research indicators have a high convergent validity for both Employee Performance (KK) variable dan Work Motivation (MK) variable.

**Table 2.** Testing Discriminant Validity Using Average Variance Extracted (AVE)

	AVE
Work Discipline (DK)	0,461
Employee Performance (KK)	0,597
Work Motivation (MK)	0,546
OCB	0,411

Source: Primary data processed, 2017

**Reliability Test.** Reliability testing is done with composite reliability and Cronbachs alpha. Reliability test aims to test the consistency of the instrument in a research model. If all values of latent variables have composite reliability or Cronbachs alpha  $\geq 0,70$  it means that the construct has good reliability or the questionnaire used as a tool in this research has been reliable or consistent.

**Table 3.** Reliability Test

Variable	Composite Reliability	Cronbachs Alpha
Work Discipline (DK)	0,810	0,707
Employee Performance (KK)	0,898	0,864
Work Motivation (MK)	0,850	0,786
OCB	0,807	0,716

Source: Primary data processed, 2017

Table 3 shows that each variable has high Composite Reliability and Cronbachs Alpha exceeding 0,70, so it can be interpreted that each variable has high reliability.

**Structural Model Testing / Hypothesis Testing (Inner Model).** Inner model testing is the development of concept-based models and theories in order to analyze the relationship between exogenous and endogenous variables which has been described in the conceptual framework. The testing stage of the structural model (inner model) is done with the following steps:

**Test of Goodness of Fit Model Test.** Based on R-square value in PLS Algorithm report where R-square was used to assess goodness – fit model.

To assess the model accuracy test is by looking at the R-square value, the result gained for the R square value for employee performance : 0,873. It means the model has a high level of goodness of fit model that employee performance variables can be explained into 3 variables in a model which consists of work discipline, work motivation, and OCB in the percentage of 87,30%. The remaining 12,70% derived from variables is not observed in current research models.

**Hypothesis Testing.** To see significance of the parameter coefficient, it can be calculated from the valid indicator. To know whether it is significant or not significant, it can be seen from T-table at alpha 0,05 (5%) = 1,96, then T table is compared by T- statistic. If T-statistic is greater than T-table, the hypothesis is accepted. If the opposite happens, the hypothesis is rejected.

**Table 4.** Hypothesis Testing

	Original Sample	Standard error	T-statistic	P-value
Work Discipline (DK) -----> KK	-0,016	0,054	0,297	0,767
Work Motivation (MK) -----> KK	0,902	0,040	22,690	0,000
OCB -----> KK	0,064	0,070	0,904	0,366

Source: Primary data processed, 2017

Hypothesis 1, Organizational citizenship behavior (OCB) has no effect on employee performance (KK), indicated by the T-statistic value of 0,904 which smaller than the T- table at the 0.05 level of 1,96 also by seeing the magnitude of P-value of 0,366 which is greater than the level of uncertainty 0.05.

Hypothesis 2, work discipline (DK) has no effect on employee performance (KK). This findings are based on T statistic value of 0,297 which smaller than T-table at the 0.05 level of 1,96. It can also be analyzed by looking at the magnitude of P -value of 0,767 which is greater than the 0.05 level of uncertainty.

Hypothesis 3, motivation has effect on employee performance (KK), indicated by the T-statistic value of 22,690 greater than the T- table at the 0.05 level of 1,96 also by seeing the magnitude of P-value of 0,00 which is smaller than the level of uncertainty 0.05.

## DISCUSSION

**The Impact of Organizational Citizenship Behavior (OCB) on Employee Performance.** Robbins and Judge in Ticoalu (2011) explained fact that organizations which have employees with good OCB (Organizational Citizenship Behavior) will perform better than other organizations. Positive behavior of employees will be able to support individual performance and organizational performance for better organizational development (Winardi in Tocoalu, 2013).

The results of this study indicate that Organizational Citizenship Behavior (OCB) variable has no effect on Employee Performance at PT. X Perdana. The results of this study contradict the results of previous studies, by Ticoalu (2013), Fitrianasari et. al. (2014), Yoga Putrana et. al. (2016), Aini, N (2016), Huak and Hasan (2015) and Gunawan et al. (2011), which the Organizational Citizenship Behavior (OCB) has a positive and significant impact on employee performance. The results of research Organizational Citizenship Behavior (OCB) that occurred at PT. X Perdana is aligned with preliminary survey of PT X Perdana employees showing OCB does not give employees awareness to be willing and willing to work well and obey the company's rules and do not have their own initiative to be willing to help co-workers in need.

**The Impact of Work Discipline on Employee Performance.** Employee discipline can be positively associated with performance. Achieving an effective and efficient corporate objective is inseparable from employee discipline to be noticed by the company. According to Wartana in Anata and Adyani (2016), discipline is needed for better organizational goals to maintain efficiency and to improve individual actions in terms of good or bad to the organization.

The results of this study indicate that work discipline has no effect on employee performance at PT. X Perdana. This is aligned with pre-survey data on PT X Perdana employees that there is no discipline in PT X Perdana which indicates high rate of employee coming late, employee leave office before end of working hour, and employee violating the regulation (PT X Perdana, 2017). This study is also supported by the results of research Mardiyono and Supriyatin (2014), that the work discipline has no effect on employee performance. But contrary to the results of Anata and Adyani (2016), that the discipline of work has a positive and significant impact on employee performance.

**The Impact of Work Motivation on Employee Performance.** According Samsudi (2005) motivation is the process of influencing or encouraging from outside to a person or group of work so that they want to do something that has been assigned, while Liang Gie in Manullang (2008) suggests that the work done by someone in giving inspiration, encouragement to other people, in this case their employees, to take action. This aims to encourage people and employees to do what is desired from the person to achieve company goals.

The results of this study indicate that motivation has a positive and significant effect on employee performance of PT X Perdana. This is consistent with the results of Rifa'i and Sasmita (2015), Utomo (2014), and Gyamfi (2015) studies which show that work motivation has a positive and significant effect on employee performance. This is due to the sense of comfort and safety in work, also the praise and appreciation if it can complete the job well (Pre survey, 2017).

## CONCLUSION AND SUGGESTION

**Conclusion.** Organizational Citizenship Behavior (OCB) has no effect on Employee Performance at PT. X Perdana. This shows that the implementation of good OCB in the Company cannot increase productivity and employee performance.

Work Discipline has no effect on Employee Performance PT. X Perdana. Work discipline applied to PT. X Perdana such as regulations and sanctions are not able to make performance increase. Work motivation affects employee performance at PT. X Perdana. This shows that the provision of work motivation by the company to its employees are able to encourage and improve employee performance.

**Suggestion.** Based on the research results, there are several suggestions:

1. To improve the behavior of Organizational Citizenship Behavior (OCB) the company should evaluate the cooperative attitude among employees and foster teamwork in the company's activities to establish good working relationship between employees. It takes a good relationship of leaders and behavior of citizens organization (OCB), supported by research results Lian and Tui (2012).
2. Improving work should start from the leader who can be a role model and show good examples to the employees in terms of work discipline. Besides, to improve work discipline, evaluation is required by implementing rules and punishment for inobedient employees in the companies based on the violation to foster discipline in the working environment (Dharmawan, 2011, Baharudin et.al. 2013)
3. In order to improve employee performance, not only the employee should directly motivate the employees, but also take care of employee needs through salary increase, overtime pay, and bonuses (Maduka and Okafor, 2014).

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