



THE EFFECT OF WORK DISCIPLINE, MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE'S ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AT HIGH SCHOOL, BOGOR DISTRICT

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ABSTRACT

This study aims to determine and analyze the influence of work discipline, motivation, and organizational culture on OCB of employees in Bogor Regency High School. We used primary data from school interviews and questionnaires on a 1-5 Likert scale. Secondary data were collected from journals, books, and other publications. Respondents were all employees or teachers of State Senior High School 2 Gunung Puteri Bogor Regency Indonesia. The sampling method is probability sampling using the entire population of 60 teachers and staff. Data analysis with the SmartPLS3 application. The results of this quantitative study indicate that the hypothesis is accepted, meaning that work discipline has a positive and significant effect on organizational citizenship behavior (OCB), motivation has a positive and significant effect on organizational citizenship behavior (OCB), and organizational culture has a positive and significant effect on organizational citizenship behavior (OCB). In some cases, work discipline, motivation and organizational culture have a positive and significant effect on organizational citizenship behavior (OCB) of Bogor Regency high school employees.

KEYWORDS: *Discipline, Motivation, Organizational culture Organizational Citizenship Behavior (OCB)*

INTRODUCTION

Research Background

Human Resources (HR) is a very important factor in an organization, both in the private sector and in management. Human Resource Management (HRM) by Dr. SP Malay Hasibuan is the art of managing the relationship and role of the workforce so that they can contribute effectively and efficiently to the achievement of organizational, employee, and community goals. Improving the quality of education personnel has seen positive changes in the world of education from year to year, even though it is currently in the midst of the Covid-19 pandemic. It is certainly not easy to work as an educator. Teachers who usually carry out face-to-face learning methods directly and provide teaching according to their respective subject lessons, but the impact of the Covid-19 pandemic, they must carry out online teaching.

Law of the Republic of Indonesia No. 14 of 2005 concerning Teachers and Lecturers means that teachers are primarily tasked to train, teach, guide, learners starting from early childhood education through formal education and credentialing and assessment in primary and secondary education. Organizational Citizenship Behavior (OCB) is fully owned by staff or teachers because schools must work in the face of technological developments and global competition.

Organizational Citizenship Behavior (OCB) is very important to continue to develop in an organizational environment, this behavior promotes the effectiveness and efficiency of all organizational functions. Based on the results of the researcher's pre-survey of 30 respondents who have filled out questionnaires and observations, it shows that Organizational Citizenship Behavior (OCB) is still low in the school environment. And there are still differences between previous research (research gap). So based on the description of the phenomenon theory and research gap, the authors are interested in conducting research on employee Organizational Citizenship Behavior (OCB).



Formulation of the problem

Based on the background above, the main problem is the difference in research results from previous researchers. Based on the description above, the questions in this study can be formulated as follows:

1. Does work discipline affect Organizational Citizenship Behavior (OCB) of employees at SMA Bogor Regency?
2. Does motivation affect Organizational Citizenship Behavior (OCB) of employees at SMA Bogor Regency?
3. Does organizational culture affect Organizational Citizenship Behavior (OCB) of Employees at SMA Bogor Regency?
4. Do work discipline, motivation, and organizational culture simultaneously affect Organizational Citizenship Behavior (OCB) of Employees at SMA Bogor Regency?

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) was first introduced in 1983 by Smith, Organ, and Near. Organ (2006) argues that this citizenship behavior is manifested in five forms of behavior, namely:

1. Altruism (Behavior to help others),
2. Rigor (accuracy and diligence),
3. Sportsmanship (sportive behavior),
4. courtesy (maintaining good relations),
5. Civic virtue,

Robbins in Abrar (2019) found that Organizational Citizenship Behavior (OCB) is voluntary behavior that affects the psychological and social environment of the workplace. Therefore, successful organizations need employees who can do more than ordinary tasks. In addition to organizational citizenship behavior (OCB), work discipline, motivation, and organizational culture are other factors that influence this research.

Work Discipline

According to Ariyanto (2019), work discipline is HR behavior that is in accordance with regulations and effective against time to achieve optimal results. Basically, the dimensions and indicators that affect discipline are.

1. Time consequences,
2. Compliance with company regulations,
3. Meeting the standard,
4. Follow the workplace code of conduct,
5. Goals and abilities,
6. Leader's example,
7. Assertiveness, and
8. Human relations.

Motivation

Robbins & Judge (2014), Motivation is the process of describing the situation, direction, and persistence of individuals in achieving goals in an organization. Aspects of motivation according to Herzberg & Hygiene theory:

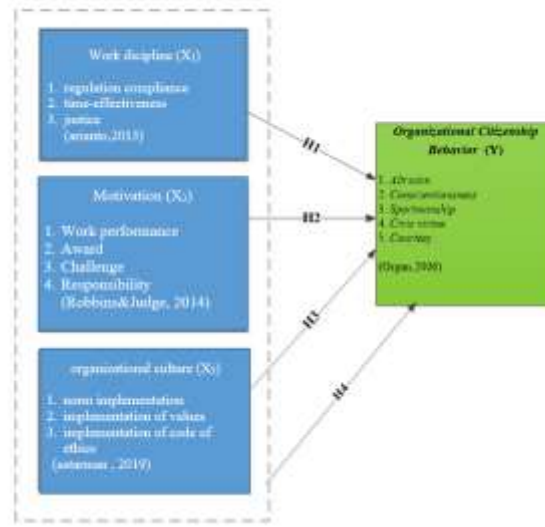
1. Success,
2. Recognition of achievement,
3. Responsibility,
4. Development.

Organizational Culture

Meanwhile, organizational culture according to Schein is a model of basic assumptions created by certain groups to overcome problems of external adjustment and internal integration that have gone well, and must be encouraged to new members, to understand as the right way. Schein's opinion is that there are three levels of culture, namely: behaviors, values and beliefs, and assumptions.

Framework

Based on the theoretical review and previous research, the theoretical framework of this study is described as follows:



Picture. 1 Framework

Research Hypothesis

- Ha1: Work Discipline has a positive and significant effect on employee Organizational Citizenship Behavior (OCB)
- Ha2: Motivation has a positive and significant effect on employee organizational citizenship behavior (OCB).
- Ha3: Organizational Culture has a positive and significant effect on employee Organizational Citizenship Behavior (OCB).
- Ha4: Overall there is a positive and significant relationship between work discipline, motivation, and organizational culture on employee organizational citizenship behavior (OCB).

Definition and Operationalization of Variables

In this study, the dependent variable used is Organizational Citizenship Behavior (OCB). Independent variables consist of work discipline, motivation, and organizational culture.

Population and Research Sample

The population in this study were all employees and teachers of SMAN 2 Gunung Puteri, Bogor Regency, totaling 60 people with the status of permanent employees and civil servants. Sampling in this study using nonprobability sampling techniques in the form of saturated samples, where all members of the population became research samples. Thus, the number of samples used in this study were 60 employees at SMA Negeri 2 Gunung Puteri Bogor Regency.

Data Analysis Method

The data analysis method in this study where the data processing uses the Partial Least Squart (Smart PLS) program. Partial Least Squart (PLS) is a powerful analysis method because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large. This software was created at the Institute of Operation Management and Organization (School of Business) University of Hamburg, Germany. The purpose of Partial Least Squart (PLS) is to obtain a powerful structural model for prediction purposes.

Data Analysis Results
Research Data Analysis

Table 1.
Respondent Variable Description

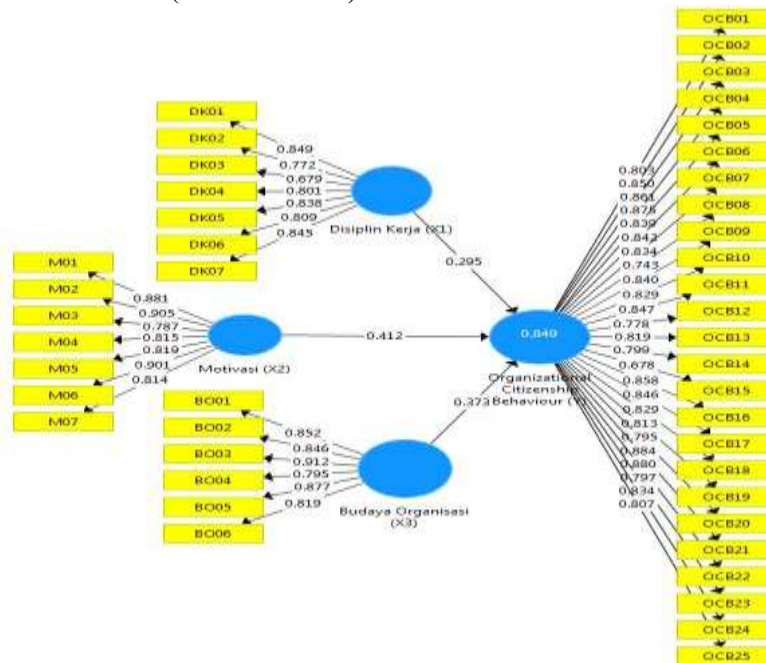
Identity	Classification	Quantity	Percentage
Gender Type	Male	26	43.3%
	Female	34	56.7%
Age (Year)	20-30	34	56.6%
	30-40	20	33.3%
	> 40	6	10.1%
Period of Employment (Year)	<= 5	21	35.1%
	5-10	20	33.1%
	10-15	11	18.3%
	> 15	8	13.3%
Latest Education	SMA	4	6.7%
	S1	45	75.1%
	S2	11	18.2%

(Source: Processed data, 2022)

Based on Table 1 above, from the results of a survey conducted on 60 respondents (teachers and school employees), the characteristics of respondents including gender, age, length of service, and latest education are described. 26 men (43.3%) and 34 women (56.7%) show many women. The dominant age range here is at the age of 20 to 30 years, as many as 34 people (56.6%). This category is the productive age with 20 people aged 30-40 (33.3%) and 6 people over 40 (10.1%).

For the tenure of respondents who have <=5 years, 21 people (35.1%). There are 20 respondents who have worked 5-10 years (33.3%). There are 11 respondents who have worked 10-15 years (18.3%). Finally, there are 8 (13.3%) respondents who have worked for more than 15 years. For training, the most dominant of the employee population who has a background with undergraduate education (S1) is 45 people (75.1%). While respondents who have a bachelor's degree (S2) background are 11 people (18.2%). Furthermore, respondents who have a high school education background are 4 people (6.7%).

Measurement model test results (external model)



Picture 2. Output SmartPLS Algorithm



1) Convergent Validity

In testing the Convergent Validity of each construct indicator, according to Chin in Ghazali (2014), indicators are said to have good reliability if the value is more than > 0.70. Meanwhile, the Loading Factor of 0.50 to 0.60 is still acceptable or sufficient. Composite Reliability

Table 2.
Composite Reliabilitas

	Cronbach's Alpha	rho_A	Composite Reliabilitas	Average Variance Extracted (AVE)
Organizational Culture (X3)	0.924	0.927	0.940	0.724
Work Discipline (X1)	0.907	0.917	0.926	0.642
Motivation (X2)	0.934	0.939	0.947	0.718
<i>Organizational Citizenship Behaviour</i> (Y)	0.980	0.981	0.981	0.680

(Source: SmartPLS, 2022)

Based on Table 2 above, all latent variable values have a composite reliability score of 0.7 or more, so the composite reliability test results produce a satisfactory score or meet the criteria.

2) Discriminant Validity

Table 3.
Discriminant Validity

	Organizational Culture (X3)	Work Discipline (X1)	Motivation (X2)	Organizational Citizenship Behavior (Y)
Organizational Culture (X3)	0.851			
Work Discipline (X1)	0.449	0.801		
Motivation (X2)	0.567	0.742	0.847	
Organizational Citizenship Behavior (Y)	0.739	0.768	0.842	0.824

(Source: SmartPLS, 2022)

Discriminant validity is the degree of differentiation of indicators in measuring instrument constructs. Table 3 above shows that the loading value of each constituent index element is greater than the cross loading value so that it can be concluded that all constructs or latent variables have good Discriminant Validity or have met the criteria.

a. Hypothesis Test (model internal)

Table 4.
Endogenous Variable

Endogenous Variable	R Square	R Square Adjusted
<i>Organizational Citizenship Behavior</i> (OCB) (Y)	0.849	0.841

(Source: SmartPLS, 2022)

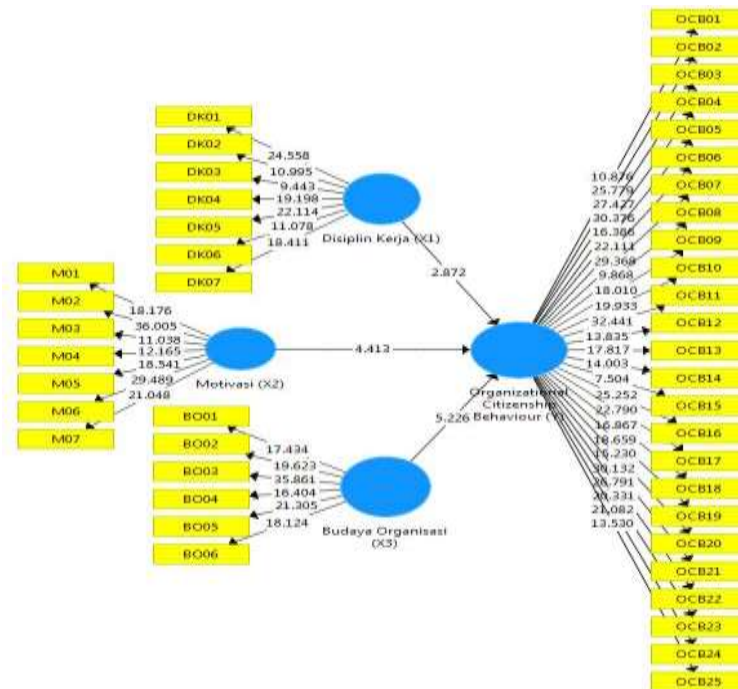
From Table 4 above, the R-squared value for Organizational Citizenship Behavior (OCB) is 0.849. This shows that 84.9% of organizational citizenship behavior (OCB) can be influenced by work discipline, motivation, and organizational culture. The remaining 15.1% is influenced by variables outside the survey model.

Table 5
Hypothesis Testing Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Std. Deviation	T Statistics	P Values	Description
Organizational Culture (X3) -> Organizational Citizenship Behavior (Y)	0.373	0.379	0.071	5.226	0.000	Positive Significant
Work Discipline (X1) -> Organizational Citizenship Behavior (Y)	0.295	0.305	0.103	2.872	0.004	Positive Significant
Motivation (X2) -> Organizational Citizenship Behavior (Y)	0.412	0.398	0.093	4.413	0.000	Positive Significant

(Source: SmartPLS, 2022)

From table 5 above, for each hypothesis, the P-value is smaller than 0.05. So, it can be said that all hypotheses are partially acceptable.



Picture. 3 Results of Bootstrapping Research Model

b. The Effect of Work Discipline on Organizational Citizenship Behavior (OCB)

Based on the test results in this study, the t-statistic value is 2.872, the original sample value is 0.295, and the p-value is 0.004. The t-statistic value is greater than the t-table value of 1.96, the original sample value is positive, and the p-value is less than 0.05 is 1.96. These results indicate that work discipline has a positive and significant effect on organizational member behavior (OCB), with $t = 2.845 > 1.96$. This study supports previous work by Johan Hendri Prasetyo, Setyo Riyanto and Samrotul Janiah (2021). In this study, the work discipline variable has a significant positive effect on organizational citizenship behavior (OCB). This means that the higher the value of the work discipline variable, the higher the effect on the organizational citizenship behavior (OCB) of school personnel.

c. The Effect of Motivation on Organizational Citizenship Behavior (OCB)

Based on the results of this study, the results of the T-statistic value of 4.413, the original sample value of 0.412 and the P value of 0.000 were obtained. Less than 0.05 is 1.96. This shows that motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB), because the value of $t = 4.286 > 1.96$. This study supports previous research by Helisia Margahana et al. (2018), which states that the motivation variable has a large positive impact on organizational citizenship behavior (OCB). This means that the higher the value of the motivation variable, the better the effect on the citizenship behavior. In line with Siti Nurnaningsih, et al (2017), fluctuations in work motivation have a large positive impact on organizational citizenship behavior (OCB). So the higher the value of the motivation variable will affect citizenship behavior (OCB).

d. The Effect of Organizational Culture on Organizational Citizenship Behavior (OCB)

Based on the test results of this study, the t-statistic value is 5.226, the original sample value is 0.373, and the p-value is 0.000, the t-statistic value is greater than the t-table value of 1.96. The original sample value shows a positive value and the P value of 1.96 is below 0.05. This result shows that organizational culture has a positive and significant effect on organizational citizenship behavior (OCB), because the t value = $5.585 > 1.96$. These results support previous research conducted by Sri Winarsih and Setyo Riyanto (2020) that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). The same thing in Suseno Kusuma, et al (2021) the results showed that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB), which means that the higher the value of organizational culture, the better the influence on Organizational Citizenship Behavior (OCB). Likewise, research by Ida Uliya and Setyo Riyanto (2021) found that organizational culture has a positive and significant effect on organizational citizenship behavior (OCB).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the analysis and discussion process that has been carried out and the results of the discussion in the previous chapter, the researchers can conclude that work discipline has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees at Bogor Regency High School. Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees at Bogor Regency High School. Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees in Bogor Regency High School. In some cases, there is a positive and significant influence between work discipline, motivation, and organizational culture on organizational citizenship behavior (OCB) of employees in Bogor Regency High School.

Suggestions

Based on the results of the analysis described in the previous chapter, the researcher would like to provide suggestions that can be used as consideration for School Leaders:

1. The factor that influences Organizational Citizenship Behavior (OCB) the highest is Organizational Culture, so it is recommended that leaders pay attention to Organizational Culture, this shows that the better Organizational Culture is able to increase Organizational Citizenship Behavior (OCB) of employees at the School.
2. To increase Organizational Citizenship Behavior (OCB) of employees in high schools, it is necessary to improve Work Discipline at School.
3. Suggestions for Further Research are expected to observe and research further related to the problems that exist at SMAN 2 Gunung Puteri Bogor Regency and other objects in general by adding indicators outside of this study so that researchers can find out other factors that will affect Organizational Citizenship Behavior (OCB), using quantitative methods.
4. Further research should be conducted in a wider range of organizations and a larger population so that this research is expected to be better and more useful for researchers and readers in general.

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