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Analysis of The Influence of Work Discipline on Employee Performance with Organizational Citizenship Behavior (OCB) As an Intervening Variable at The Regional Secretariat of Southeast Minahasa District

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Abstract

The Regional Secretariat of Southeast Minahasa Regency as an institution established based on the regional regulations of Southeast Minahasa Regency which assists the government (Regent) in carrying out its duties and authorities, and is inseparable from the demands to become a high-performance organization and as an organization that carries out the function of coordination and technical administrative services to all vertical government devices/agencies, then performance assessment for organizational apparatus has a very important meaning, especially in efforts to make improvements in the future. To support this, employee discipline must be managed and maintained so that employee performance can be achieved optimally. However, the abilities of each employee are certainly not the same, OCB plays a role in supporting employee performance so that they can both achieve the targets desired by the organization. Therefore, the researcher took the research theme "The Effect of Work Discipline on Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable. This study uses a quantitative approach with data analysis techniques using Path Analysis with SMART PLS 4.0 software. The population in this study were 165 employees of the Southeast Minahasa Regency Regional Secretariat and a sample of 80 respondents. The results of the study indicate that work discipline has a direct and significant effect on employee performance, work discipline has a direct and



significant effect on OCB, OCB has a direct and significant effect on employee performance, and OCB is able to mediate the indirect effect between work discipline and employee performance. sustainable, according to employee needs so that employees will be able to master their field of work.

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

Introduction

Human resources are very important in an organization, because the effectiveness and success of an organization depend on the quality and performance of the human resources in the organization. High human resource performance will encourage the emergence of organizational citizenship behavior (OCB), which is behavior that exceeds what has been standardized by the company (Krietner and Kinicki, 2004). Regarding public services that are still considered poor, there are underlying problems. For example, the behavior of ASN that is not yet professional and also concerns all aspects that it has, starting from behavior, competence, knowledge, creativity and soft skills. This statement makes a separate verdict for civil servants as a bureaucratic organization that is the most unproductive, slow, corrupt, and inefficient, so that the image of public services is depicted with procedures that take a long time and are expensive. (<http://kompasiana.com>).

Table 1. Data on ASN and CPNS Employee Absences from 2021 to 2023

No	Month	Year 2021			Year 2022			Year 2023		
		M	S	A	M	S	A	M	S	A
1	January	80	6	2	77	7	4	78	4	6
2	February	73	11	4	74	8	6	73	7	8
3	March	69	13	6	69	9	8	70	8	10
4	April	67	13	8	72	6	10	74	2	12
5	May	66	12	10	67	9	12	73	1	14
6	June	62	14	12	67	7	14	71	1	16
7	July	60	14	14	64	8	16	68	2	18
8	August	59	13	16	66	4	18	67	1	20
9	September	57	13	18	62	6	20	62	4	22
10	October	49	19	20	57	9	22	59	5	24
11	November	53	13	22	57	7	24	56	6	26
12	December	51	13	24	54	8	26	54	6	28
	Total	746	154	156	786	88	180	805	47	204

Source: Regional Secretariat Archives, data processed by researchers (2024)

Based on the data, it was found that there was still a decrease in employee attendance and an increase in employees who were absent without explanation or Alpha. This also shows that the level of discipline of ASN and CPNS employees is still lacking and if it continues to be allowed, it will disrupt the performance of other employees so that the performance of the organization can also be hampered.

With the many activities that exist, solid employees are needed who are willing to work together and have a high level of concern and sense of belonging both between employees and to the agencies they occupy. Every employee must have high integrity

and discipline in order to achieve organizational goals

Research purposes

The purpose of this research is to:

1. Analyzing the influence of work discipline on employee performance at the Southeast Minahasa Regency Secretariat.
2. Analyzing the influence of Work Discipline on Organizational Citizenship Behavior (OCB) at the Southeast Minahasa Regency Secretariat.
3. Analyzing the influence of Organizational Citizenship Behavior (OCB) on Employee Performance at the Southeast Minahasa Regency Secretariat?
4. Analyzing the Influence of Work Discipline on Employee Performance Through Organizational Citizenship Behavior (OCB) at the Southeast Minahasa Regency Secretaria\

Literature Review

Theories used in research

Human Resource Management

According to Ajabar (2020:5) Human Resource Management is an activity that is attempted to trigger, improve, motivate and maintain good performance in an organization. Human Resource Management is the process of conveying organizational goals by utilizing the people or people in it. Individuals or employees who are managed to have the good competencies and abilities needed to support their work (Ni Kadek, 2019).

Performance

According to Hasanudin et al, (2021) stated that "there is a meaning of the word performance which actually comes from the word job performance and is also called actual performance or employee performance or actual achievements that have been achieved by an individual". "Performance is a record of the results produced in a particular job function or activity during a certain period of time" (Syaharudin et al, 2022).

Work Discipline

According to Khalisa (2022), work discipline is the ability to work consistently and diligently by complying with all relevant regulations and not violating them. Discipline refers to attitudes or behaviors related to work that comply with relevant work norms verbally or in writing (Oktavia et al, 2022).

Organizational Citizenship Behavior (OCB)

According to Rostiawati (2022), organizational citizenship behavior is the behavior of employees who carry out tasks beyond those assigned to them based on their own desires in order to help the organization achieve its goals. Organizational citizenship behavior is behavior that provides a positive contribution, where the organization benefits from it (Van Dyne, 2014). Based on the expert opinions above, it can be concluded that Organizational Citizenship Behavior (OCB) is an act of working beyond the tasks given of one's own will and has a positive impact on the company and organization.

Previous research

Tumanggor, B and Manawari G (2021) studied the Influence of Competence and Work Discipline on Employee Performance at the Gunung Malela District Regional Revenue

Agency, Simalungun Regency. The purpose of this study was to determine and analyze the influence of competence on employee performance at the Gunung Malela District Regional Revenue Unit, the influence of work discipline on employee performance at the Gunung Malela District Regional Revenue Unit, and the influence of competence and work discipline at the Gunung Malela Regency Regional Revenue Service UPT. The data analysis technique used autocorrelation test, t-test, and f-test with a quantitative approach method. The results of the study showed that there was a significant influence between competence on employee performance, work discipline on employee performance, and there was a significant influence between competence and work discipline on employee performance.

Ganiar R and Arwiah M. Y (2022) studied the influence of work discipline and work ethic on employee performance at the Bandung City Regional Revenue Agency. The purpose of this study was to see and analyze the influence of work discipline and work ethic on the performance of 12 employees at the Bandung City Bapenda. The data analysis technique used was descriptive analysis and multiple linear regression with a quantitative approach method. The results of the study showed that work discipline and work ethic simultaneously and partially had a positive and significant effect on the performance of Bandung City Bapenda employees by 45.8%.

Farisi S and Sipayung (2022) studied the Antecedents of Work Motivation and Work Discipline on Employee Performance Mediated by Organizational Citizenship Behavior (OCB) at the Social Forestry and Environmental Partnership Center in the Sumatra Region. The purpose of this study was to analyze the effect of work motivation and work discipline on employee performance mediated by Organizational Citizenship Behavior (OCB). The data collection technique used a questionnaire. The data analysis technique used Partial Least Square (PLS). The research method used associative research. The results showed that the effect of work motivation on employee performance had a positive and significant effect, the effect of work discipline on employee performance had a positive and significant effect, the effect of work motivation on Organizational Citizenship Behavior (OCB) had a positive and significant effect, the effect of work discipline on Organizational Citizenship Behavior (OCB) had a positive and significant effect, the effect of Organizational Citizenship Behavior (OCB) had a negative and insignificant effect, the effect of work motivation on employee performance mediated by OCB had a negative and insignificant effect, and the effect of work discipline on employee performance mediated by OCB had a negative and insignificant effect.

Research Model and Hypothesis

Research Model

Based on the background, problem formulation, and framework of thought, the following research model was created:.

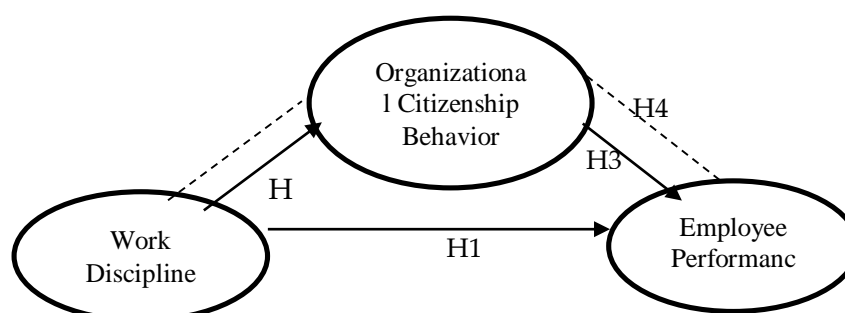


Figure 1. Hypothesis Model

Source: Data processed by researchers, 2024

Hypothesis



Based on the research hypothesis model above, the hypothesis in this study is as follows:

H1 : It is suspected that there is a direct influence between work discipline and employee performance.

H2 : It is suspected that there is a direct influence between Work Discipline and Organizational Citizenship Behavior (OCB)

H3 : It is suspected that there is a direct influence between Organizational Citizenship Behavior (OCB) and Employee Performance.

H4 : It is suspected that there is an indirect influence between Discipline on Employee Performance and Organizational Citizenship Behavior (OCB) as an Intervening variable

Methodology

This research approach uses quantitative methods. In this quantitative research, researchers formulate new problems by identifying them through hypotheses, namely temporary answers to the formulation of research problems.

Location and Place of Research

The research location is in Southeast Minahasa Regency with the research object being the Regional Secretariat of Southeast Minahasa Regency.

Method of collecting data

Data collection can be done in various settings, various sources, and various ways (Sugiyono, 2018). The data collection technique used in this study is to conduct a survey and collect as much data as possible, using several methods, namely:.

1. Field Research, collecting data by conducting field surveys that are related to the problem being studied. This type of research is conducted to obtain primary data.
2. Observation, observation is a data collection technique carried out by making direct observations of the objects being studied.
3. Interview, the interview was conducted by asking questions to one of the employees of the Minahasa Tenggara Regency Regional Secretariat. This was done to explore, collect, and find information needed or related to the research.
4. Questionnaire, questionnaire is by asking questions that have been prepared in writing by distributing questionnaires and accompanied by alternative answers that will be given to respondents, namely employees of the Minahasa Tenggara Regency Regional Secretariat. This is to obtain information regarding responses related to the problem being studied. The form of the questionnaire made is a structured questionnaire, where the question material concerns employee opinions regarding Organizational Citizenship Behavior (OCB), Work Discipline and Employee Performance.

Population and Research Sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2013). The population in this study were all employees who had the status of civil servants or TPOK at the Minahasa Tenggara Regency Regional Secretariat, totaling 165 people.

A sample is a part of the number and characteristics possessed by the population. If the population is large, researchers cannot possibly study everything in the population, then researchers can use samples (Sani and Maharani, 2013). In this study, researchers took a

sample of 80 employees from a total of 165 people.

Data Analysis Techniques

The analysis technique used in this study is Partial Least Square (PLS) which is explained by Supriyanto and Maharani (2013) as a powerful approach because it can be used on various data scales, few assumptions, and a small number of samples. In SmartPLS, the research model is divided into two, namely the outer model (Measurement) and the inner model (Structural Model).

Research Instruments

1. Validity Test

Validity testing is done by evaluating the outer model, namely convergent validity. Convergent validity testing from individual item reliability examination can be seen from the standardized loading factor value. The standardized loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. It can be said to meet the requirements of convergent validity if the outer loading value exceeds 0.7. In addition, the Average Variance Extracted (AVE) value is also a measure in assessing convergent validity. The measure of convergent validity can be said to be good if the minimum AVE value is above 0.5 (Abdillah and Jogiyanto, 2015).

2. Reliability Test

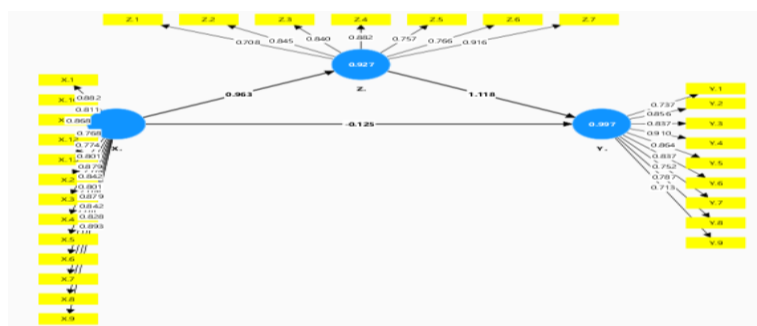
Reliability testing in PLS is measured by two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the minimum value of the reliability of a construct while Composite reliability measures the actual value of the reliability of a construct. The rule of thumb is that the alpha or composite reliability value needs to exceed 0.7 even though a value of 0.6 is still acceptable. (Hair in Jogiyanto and Abdillah, 2015).

Results and Discussion

Validity Test Results

The processed data is used to answer the research hypothesis that has been made. Hypothesis testing is done by looking at the t-statistic and p-value. The influence between variables is stated to have a significant effect if the t-count value is > 1.96 (significant 5% of the t table). The hypothesis can be accepted if the p-value is < 0.05 . Hypothesis testing is done by looking at the output results of path coefficients and indirect effects on SmartPLS 4.0.

Figure 2. Hypothesis Testing



Source: SmartPLS output, processed data, 2024

Direct Effect Analysis

Direct effect analysis is useful for testing the hypothesis of the direct influence of an

independent variable on the dependent variable. The criteria are if the p-value <0.05 , then the influence of the variable is significant and if the p-value >0.05 , then the influence of the variable is not significant (Jogiyanto and Abdillah, 2015).

Table 2. Path Coefficients.

<i>Variables</i>	<i>Original Sample (O)</i>	<i>Sample mean</i>	<i>Standard Deviation (STDEV)</i>	<i>T-Statistic</i>	<i>P values</i>
Work Discipline (X) → Employee Performance (Y)	0.285	0.288	0.144	1.987	0.047
Work Discipline (X) → OCB (Z)	0.469	0.471	0.108	4.358	0.000
OCB (Z) → Employee Performance (Y)	0.285	0.279	0.110	2,588	0.010

Source: SmartPLS output, processed data, 2024

Based on table 2, the results of direct testing between variables are as follows:

H1 :Work Discipline (X) has a significant effect on Employee Performance (Y) Based on the original sample value on the path coefficient of 0.285, the t-statistic value of 1.987 > 1.96 and the p-value of 0.047 <0.05 . So the Work Discipline variable has a direct and significant positive effect on the employee performance variable, so in this study H1 is accepted.

H2 : Work Discipline(X) has a significant effect on Original Citizenship Behavior (Z). Based on the original sample value on the path coefficient of 0.469, the t-statistic value of 4.358 > 1.96 and the p-value of 0.000 <0.05 . So the Work Discipline variable has a direct and significant positive effect on the OCB variable, so in this study H2 is accepted.

H3: Original Citizenship Behavior (Z) has a significant influence on Employee Performance (Y). Based on the original sample value on the path coefficient of 0.285, the t-statistic value of 2.588 > 1.96 and the p-value of 0.010 <0.05 . So the OCB variable has a direct and significant positive effect on the employee performance variable, so in this study H3 is accepted.

Indirect Effect Analysis

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of an independent variable on a dependent variable mediated by a mediator or intervening variable. The indirect effect in this study can be seen by using the results of bootstrapping the specific indirect effect column in SmartPLS 4.

Table 3. Specific Indirect Effect (Mediation Effect)

<i>Variables</i>	<i>Original Sample (O)</i>	<i>Sample mean</i>	<i>Standard Deviation (STDEV)</i>	<i>T-Statistic</i>	<i>P values</i>
Work Discipline (X) → Organizational Citizenship Behavior (Z) → Employee Performance (Y)	0.134	0.128	0.054	2.487	0.013

Source: SmartPLS output, processed data, 2024

Based on table 3, the results of direct testing between variables are as follows:

H4: Organizational Citizenship Behavior (Z) is able to mediate the relationship between Work Discipline (X) and Employee Performance (Y). Based on the original sample value on the path coefficient of 0.134, the t-statistic value of $2.487 < 1.96$ and the p-value of $0.013 > 0.05$. It can be concluded that organizational citizenship behavior (OCB) is able to act as a partial mediator on the influence of work discipline on employee performance, so that in this study H4 is accepted

Discussion

In this study, it was found that the work discipline variable became the independent variable (free), the performance variable became the dependent variable (bound), and the OCB variable became the mediating variable. Based on the results of data processing and calculation analysis carried out in this study, the results showed that work discipline had a direct effect on performance, work discipline had a direct effect on OCB, OCB had a direct effect on performance, and OCB could mediate work discipline on employee performance.

The Influence of Work Discipline (X) on Employee Performance (Y)

Based on the results of the hypothesis test that has been conducted, it can be concluded that there is a significant influence of work discipline on employee performance. This is evidenced by the output of the path coefficients value of 0.285, the t-statistic value of $1.987 > 1.96$, and the p-value of $0.047 < 0.05$. This means that work discipline has a direct and significant positive influence on employee performance. The conclusion is that by increasing employee work discipline, the performance given will increase. Ways that can be done to improve employee work discipline are:

Leaders provide examples of discipline to employees. A leader must set an example of good habits to his employees because it would be the same if the leader only recommends work discipline to his employees but does not do it himself. In simple terms, a leader is a role model.

Create a comfortable working environment. A conducive work environment will make employees more enthusiastic in working so that they do not consider work as a burden. Another effect given is that brain performance will be maximized without having to be forced excessively.

Implement a reward and punishment system. Employees who are always disciplined deserve appreciation from the organization, such as rotating awards every month. Of course this will encourage other employees to be disciplined too. While employees who are not disciplined need to be given punishment according to applicable rules such as a warning letter to provide a deterrent effect to the employee not to do it again.

Discipline at work plays an important role in developing and advancing an organization or company. With good discipline, employee performance will increase and be better than before. According to Syarief (2022:136) said that without good work discipline, it is difficult for an agency to achieve good performance. Therefore, leaders must provide a good example to their employees about good productivity to support employee performance accompanied by good work discipline.

Observations made by researchers show that work discipline in the Regional Secretariat of Southeast Minahasa Regency is quite good where employees come before service hours and there are written and binding rules so that they can be obeyed by all employees. This can certainly be improved again by giving rewards to employees who come on time which are announced every month with the intention of motivating them to come to the office on time.

A responsible employee is an employee who not only obeys all the regulations in the organization but is also able to take responsibility for the work tasks that have been given to the employee by completing the work well.

The results of this study are in line with the research of Syahputra, et al. (2020), Tumanggor and Manawari (2021), and Risma and Arwiah (2022) which stated that Work Discipline has a direct and significant effect on employee performance.

Influence of Work Discipline (X) on OCB (Z)

Based on the results of the hypothesis test that has been conducted, it can be concluded that there is a significant influence of work discipline on OCB. This is evidenced by the output of the path coefficients value of 0.469, the t-statistic value of $4.358 > 1.96$ and the p-values of $0.000 < 0.05$. Thus, it can be concluded that work discipline has a direct and significant positive influence on OCB. The conclusion is that with increasing work discipline, Organizational Citizenship Behavior (OCB) will also increase. Good work discipline will make the work finished on time or even faster. A disciplined employee will not steal work time to do things that are unrelated to work. Therefore, employee awareness arises to help coworkers who have difficulty with tasks outside their responsibilities for the benefit of their organization.

Employees of the Minahasa Tenggara Regency Regional Secretariat have an awareness to be disciplined and carry out tasks outside the given Job Description. Observations made by researchers saw employees helping each other when experiencing difficulties. This is done so that the desired target can be achieved together. This behavior is in accordance with the statement of Aamodt (2007) who revealed that people who are bound by OCB are motivated to help the organization and their coworkers by doing small things that are not actually to do those things. To maintain this good OCB, leaders have a role to implement good work discipline, so that this good habit can increase the OCB of these employees. Based on this statement, work discipline will increase OCB because helping each other is done selflessly, which is an example of good deeds and still pays attention to the duties and responsibilities of each employee.

The results of this study are in line with the research of Saraayu and Yuniawan (2016) and Suseno, et al. (2021) which states that work discipline has an effect on OCB.

The Influence of OCB (Z) on Employee Performance (Y)

Based on the results of the hypothesis test that has been conducted, it can be concluded that there is a significant influence of work stress on employee performance. This is evidenced by the output of the path coefficients value of 0.285, the t-statistic value of $2.588 > 1.96$ and the p-values of $0.010 < 0.05$. so it can be said that OCB (Z) has a direct and significant effect on Employee Performance (Y). the conclusion is that by increasing Organizational Citizenship Behavior (OCB) it will increase employee performance because this behavior makes employees willing to work beyond their obligations and will directly make employee performance better and increase. One way to increase OCB is to foster a sense of caring among fellow employees. By increasing concern, sensitivity will arise in employees so that without being asked, the employee will help his coworkers sincerely without any reward.

Rostiawati (2020) who argues that one of the factors that can improve ASN performance is Organizational Citizenship Behavior (OCB). Good employee voluntary behavior plays a role in employee performance. This is because employees voluntarily want to support and participate in supporting organizational functions and have a high sensitivity to helping fellow employees who need help without expecting recognition or compensation and will contribute to organizational effectiveness so that employee performance can be achieved together.

Observations made by researchers saw that OCB was carried out voluntarily by almost all employees of the Minahasa Tenggara Regency Regional Secretariat. This is in accordance with the statement of Sarahdillah et al., (2023) which states that employees who have high OCB behavior are valuable assets for the company. Of course, this must be maintained and improved better so that there is no decline that results in reduced employee performance.

The results of this study are in line with the research of Indra Setiawan Alhasani, et al. (2021) and Rio Ardi Wicaksono and Kis Indriyaningrum (2022) which stated that OCB has an effect on employee performance.

Work discipline (X) has an indirect effect on employee performance (Y) through OCB (Z)

Based on the results of the hypothesis test that has been conducted, it is known that work discipline on employee performance has an original sample value of 0.285, a t-statistic value of $1.987 > 1.96$, and a p-value of $0.047 < 0.05$, which means that discipline has a direct and significant positive effect on employee performance. In addition, it is known that discipline on OCB has an original sample value of 0.469, a t-statistic value of $4.358 > 1.96$ and a p-value of $0.000 < 0.05$, which means that work discipline has a direct and significant positive effect on OCB. Meanwhile, OCB on employee performance has an original sample value of 0.285, a t-statistic value of $2.588 > 1.96$ and a p-value of $0.010 < 0.05$, which means that OCB has a direct and significant positive effect on employee performance. In the indirect effect output that has been obtained, it can also be explained that work discipline has a positive indirect and significant influence on employee performance through OCB. This is evidenced by the output of the original sample value of 0.134 which has a positive direction, a t-statistic value of $2.487 > 1.96$, and a p-value of $0.013 < 0.05$. So it can be said that OCB (Z) is able to mediate the influence of Work Discipline (X) on Employee Performance (Y). The conclusion is that increasing Work Discipline will have an effect but not directly on employee performance through OCB. These results explain that work discipline has an effect but not much on OCB which also has an effect on employee performance. Therefore, work discipline must always be improved because disciplined employees are employees who never waste their time on unimportant things. Disciplined employees will always be productive and if their co-workers are experiencing difficulties, then employees will voluntarily help to get out of the problem so that their performance will be achieved well and a sense of concern for fellow employees will arise.

To realize good employee performance, work discipline must certainly be implemented properly. Starting from completing tasks on time, obeying applicable regulations, and many more. However, each person's ability to do the work given is certainly not the same as each other. Providing assistance to fellow employees voluntarily when experiencing difficulties is one example of the application of OCB. When this is done, employees who experience difficulties in their work will be able to find solutions to the problem so that the work can be completed which will improve employee performance.

Based on the observations made, the researcher saw that the implementation of work discipline in the Regional Secretariat of Southeast Minahasa Regency was quite good, which of course would affect employee performance. OCB helps employees improve their performance, such as helping fellow employees who are having difficulties at work without expecting anything in return. This will affect work discipline because every job given can be completed well. If the three variables in this study are carried out well and in tandem, the desired target will be achieved so that it will make the organization perfect and become an example for other organizations.

The results of this study are in line with the research of Pahrianto and Chamariyah (2016) and Setiaji and Johannes (2020) which stated that Work Discipline (X) has an indirect effect on Employee Performance (Y) through OCB (Z).

Conclusions

Based on the research results and discussion, it can be concluded that:

1. Work Discipline has a direct and significant effect on the Performance of Employees of the Minahasa Tenggara Regency Regional Secretariat. By increasing employee work discipline, the performance given will increase. Ways that can be done to improve employee work discipline are leaders providing examples of discipline to employees, creating a comfortable work environment and implementing a reward system in the form of religious trips for Christians to Jerusalem and for Muslims to Saudi Arabia to perform Umrah and punishment in the form of verbal warnings and sanctions in the form of SP1 to SP3.
2. Work Discipline has a direct and significant effect on OCB in the Regional Secretariat of Southeast Minahasa Regency. With increasing work discipline, Organizational Citizenship Behavior (OCB) will also increase. Good work discipline will make the work finished on time or even faster. A disciplined employee will not steal work time to do things that are not related to work. Therefore, employee awareness arises to help coworkers who have difficulty with tasks outside their responsibilities for the benefit of their organization.
3. OCB has a direct and significant effect on the Performance of Minahasa Tenggara Regency Secretariat Employees. By increasing Organizational Citizenship Behavior (OCB), employee performance will increase because this behavior makes employees willing to work beyond their obligations and will directly make employee performance better and increase. One way to increase OCB is to foster a sense of caring among fellow employees. By increasing caring, sensitivity will arise in employees so that without being asked, the employee will help their coworkers sincerely without any reward.
4. OCB can mediate the indirect influence between Work Discipline on Employee Performance at the Minahasa Tenggara Regency Regional Secretariat. These results explain that work discipline has an indirect effect on OCB which also affects employee performance. Therefore, work discipline must always be improved because disciplined employees are employees who never waste their time on unimportant things. Disciplined employees will always be productive and if their co-workers are having

difficulties, then employees will voluntarily help to get out of the problem so that their performance will be achieved well and a sense of concern for fellow employees will arise.

Suggestion

Based on the results of the analysis and conclusions in this study, the suggestions that can be given are:

1. For the Minahasa Tenggara Regency Secretariat, it is more important to pay attention to and improve employee discipline so that employee performance increases and the goals aspired to by the agency are achieved. In addition, it must also pay attention to the existing OCB and must be improved because this is an element that helps employees to improve their performance.
2. For further researchers It is expected for further researchers to further develop in terms of invalid indicators, number of respondents and others so that this research can be further developed and useful for readers. Further researchers can add or create new research with variables of competence, professionalism, service, and work motivation because these variables also experience problems in the agency so that they are interesting to be raised by further researchers

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