

Work Discipline and Work Ethic on Employee Performance Mediated by OCB

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Abstract. This research aims to test and analyze the influence of Work Discipline, Work Ethic on Employee Performance Mediated by OCB. This research was conducted on employees of one of the Community Health Centers located in Ternate City with a sample size of 98 respondents. Data collection was carried out by distributing questionnaires with a 1-5 Likert scale. Data analysis uses the quantitative method PLS-SEM (Partial Least Square-Structural Equation Modeling) with the help of Smart PLS software. The research results show that Work Discipline has a significant effect on employee performance. Work Ethic does not have a significant effect on employee performance. Work Discipline does not have a significant effect on OCB. Work Ethic has a significant effect on OCB. OCB has a significant effect on employee performance. Work Discipline does not have a significant effect on employee performance through OCB. Work Ethic has a significant effect on employee performance through OCB.

Keywords: Work Discipline; Work Ethic; OCB; Employee Performance.

1. INTRODUCTION

Human resources are a very important asset that cannot be separated from an organization, whether institutional or company. Human resources are also the key that determines the company's development (Hasyim et al., 2023). In essence, human resources are people who work in an organization as movers, thinkers and planners to achieve the organization's goals. According to Hasibuan (2016) human resources are the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society.

Hasibuan (2014) that employee performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, and seriousness and time. Employee performance is the result of the behavior of organizational members, where the actual goal to be achieved is a change in behavior for the better (Jabid et al., 2023).

Sutrisno (2009), work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an

effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. Rivai, H., & Veithzal (2006), discipline is also said to be a means of communicating with employees. Discipline is the desire and awareness to obey organizational regulations and social norms. Prayogi et al (2019) stated that work discipline has a significant effect on employee performance. Arisanti et al (2019), show that work discipline has no significant effect on employee performance.

According to Sinamo (2005), work ethic is a set of positive work behaviors that are rooted in strong awareness, fundamental beliefs, accompanied by total commitment to an integral work paradigm. Work ethic is an attitude towards work, so a good work ethic will also produce good performance which will of course have a significant influence on the progress of the institution/agency where you work. Mathis et al., (2006) work ethic is the totality of one's personality and the way of expressing, viewing, believing, and giving meaning to something, which encourages one to act and achieve optimal charity. Damanik (2019) states that work ethic has a positive and significant effect on

employee performance. Aqsariyanti (2019) shows that work ethic has no significant effect on employee performance.

Ariani (2008), in his research, OCB is positive behavior in the workplace that supports individual performance and organizational effectiveness. As behavior outside the role that must be played, in fact OCB cannot be separated from work behavior that is required in the job or that is in accordance with the role that one plays. Purwanto et al (2021), OCB has an insignificant effect on employee performance. Aini dan Suhermin (2016) show that OCB has a significant effect on employee performance.

Puskesmas can provide inpatient services in addition to outpatient services. To be able to provide good services, of course efforts must be made to improve the quality of services in order to achieve optimal health for the entire community. The aim of building a health center is to provide health services aimed at improving, preventing and curing disease, helping to reduce suffering due to disease and restoring public health.

Table 1. Number of Siko Health Center Employees in 2023

Employee status	Amount
Civil servants	67
Regional Contract	29
Volunteer	2
Total	98

Source: Siko Health Center (2023)

From the results of interviews with community health center employees, it was stated that the problems at the community health center were that employees often did not arrive on time, lack of commitment to their duties, and lack of understanding of the importance of community health center rules and procedures.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According Simamora (2006) employee performance is work performance, namely the comparison between work results that can be seen in real terms and the work standards that have been set by the organization. Employee performance is how much employees contribute to the company including quantity of output, quality of output, time period, presence at work and cooperative attitude.

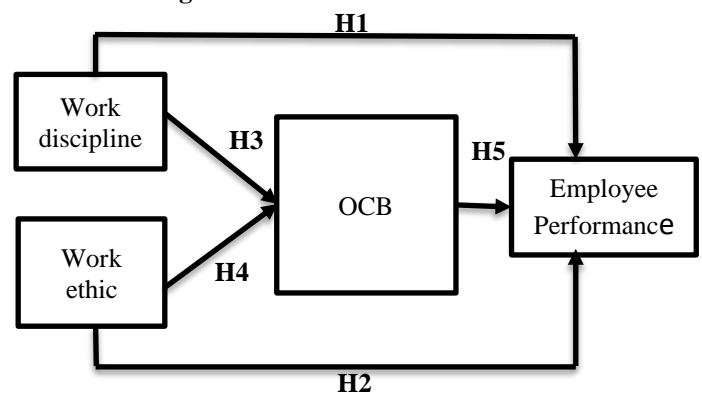
According Sastrohadiwiry (2003), employee discipline is a person's behavior in accordance with existing regulations, work procedures or discipline is attitudes, behavior and actions that comply with the organization's regulations, both written and unwritten.

According Sinamo (2005) states that work ethic is a set of positive work behaviors that are rooted in

strong awareness, fundamental beliefs, accompanied by total commitment to an integral work paradigm. Work ethic is an attitude towards work, so a good work ethic will also produce good performance which will of course have a significant influence on the progress of the institution/agency where you work.

According Robbins dan Judge (2008) in their book OCB is chosen behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. OCB is the behavior of individuals outside of their primary duties within the organization that helps strengthen the organization's culture and results.

Figure 1. Research Mindset



Based on the theoretical basis of previous research and also the research framework above, the hypothesis in this research can be written as follows:

- H1: It is suspected that work discipline has a positive and significant effect on employee performance
- H2: It is suspected that work ethic has a positive and significant effect on employee performance
- H3: It is suspected that work discipline has a positive and significant effect on OCB
- H4: It is suspected that work ethic has a positive and significant effect on OCB
- H5: It is suspected that OCB has a significant effect on employee performance
- H6: It is suspected that OCB does not mediate the influence of work discipline on employee performance
- H7: It is suspected that OCB can mediate the influence of work ethic on employee performance

3. RESEARCH METHODS

The data collection technique used in this research is a questionnaire. According to Sugiyono (2016), defining a questionnaire as a research tool consisting of a number of questions or statements that must be answered by respondents by filling in a form.

According Zakariah et al., (2020), technical data analysis is the process of searching for data, systematically compiling data obtained from interviews, field notes and documentation by organizing data into categories, breaking it down by units, making a synthesis, arranging it into patterns, selecting important data to study and drawing conclusions. To test the influence between the independent and dependent variables, namely the influence of work discipline, work ethic on employee performance which is mediated by OCB, the analysis method used is Warps PLS-SEM as a statistical test tool.

4. RESULTS AND DISCUSSION

Respondent characteristics were used in this research to determine the diversity of respondents based on age, gender, employee status, highest level of education, and length of service for Siko Health Center employees. This is expected to provide a fairly clear picture of the condition of the respondents.

Table 2. Distribution of Respondents

Description	Frequency	%
<i>Age</i>		
- 20-30 Years	18	23%
- >31-40 Years	28	36%
- >41-50 Years	24	31%
- >51 Years	8	10%
Total	78	100
<i>Gender</i>		
- Man	3	3%
- Woman	75	97%
Total	78	100
<i>Employee Status</i>		
- Civil servants	54	70%
- PTT	23	29%
- Voluntee	1	1%
Total	78	100
<i>Last education</i>		
D3	22	28%
S1	39	50%
S2	14	19%
Dr	3	3%
Total	78	100
<i>Length of work</i>		
0-5 Years	18	23%
5-10 Years	24	32%
10-15 Years	21	27%
15-20 Years	10	12%
>20 Years	5	6%
Total	78	100

Source: Primary data, processed 2024

Discriminant validity is a way of assessing how different a construct is from other constructs, which can be determined by comparing the AVE value of

the two constructs with the squared value of the correlation between the two constructs being tested. Discriminant validity can be seen from the cross-loading value with the construct. Each indicator in a construct is different from indicators in other constructs which can be shown by a higher loading value than the construct itself (Gefen and Straub, 2005).

Table 3. Average Variance Extracted (AVE) Value

Variable	Average variance extracted (AVE)
Work Discipline	0,672
Work Ethic	0,823
Performance	0,687
OCB	0,622

Source: SmartPLS 4.0 2024 output

Based on the table above, it can be seen that the AVE value of the work discipline, work ethic, performance and Organizational Citizenship Behavior (OCB) variables is greater than the factor loading value (rule of thumb) of 0.5.

Reliability Test

Reliability testing is an indicator that measures a construct. The following are the results of composite reliability and Cronbach's alpha testing from SmarPLS.

Tabel 4. Composite Reliability and Cronback Alpha Testing

	Cronbach's alpha	(rho_c)
Work Discipline	0,839	0,891
Work Ethic	0,787	0,903
Performance	0,847	0,897
OCB	0,847	0,891

Source: SmartPLS 4.0 2024 output

Based on the table above, a construct is declared reliable if it has a composite reliability value above 0.6 and Cronbach's alpha above 0.6. From the SmartPLS output results above, all constructs have a composite reliability value above 0.6 and Cronbach's alpha above 0.6. So it can be concluded that the construct has a good reliability value.

Hypothesis testing

Table.5 Path Coefficients (Mean, STDEV, t-value)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDE)	T statistic ((O/STDV))	P. Val
X1-> Y	-0,197	-0,205	0,062	3,185	0,002
X1-> Z	0,146	0,135	0,096	1,516	0,133

X2-> Y	0,082	0,097	0,114	0,716	0,475
X2-> Z	0,763	0,759	0,058	13,150	0,000
Z-> Y	-0,875	0,884	0,087	10,024	0,000

Source: SmartPLS 4.0 2024 output

The value of the path coefficient or inner model shows the level of significance in hypothesis testing. The following is an explanation of the results of the path coefficients.

1. The influence of work discipline on employee performance is significant with a t-statistic of 3.185 and a P value of 0.002.
2. The influence of work discipline on OCB is not significant with a t-statistic of 1.516 and a P value of 0.133.
3. The influence of work ethic on employee performance is not significant with a t-statistic of 0.716 and a P value of 0.475.
4. The influence of work ethic on OCB is significant with a t-statistic of 13.150 and a P value of 0.000.
5. The influence of OCB on employee performance is significant with a t-statistic of 10.024 and a P value of 0.000.

Mediation Effect Test

Testing the mediation effect, the output of significant test parameters is seen based on the total effect table, not the coefficient table, because the mediation effect is not only tested for the direct effect of the independent variable on the dependent variable, but also tests for the indirect effect. between the independent variable and the dependent variable through the mediating variable. Therefore, the total effect is used to see the total predicted effect (direct and indirect effect). The indirect effect in this research can be seen in the following total effect table:

Table 6. Indirect Influence Between Independent Variables and Dependent Variables Through Mediating Variables

	Original Sample (O)	Sample (M)	(STDEV)	statistic T	P. Val
Work Discipline -> OCB -> Performance	-0,128	-0,115	0,081	1,579	0,118
Work Ethic -> OCB -> Performance	-0,668	-0,671	0,091	7,356	0,000

Source: SmartPLS 4.0 2024 output

The indirect influence of work discipline on employee performance through OCB with a statistical T value of 1.579 and a P value of 0.118. This indicates that the OCB variable does not significantly mediate the relationship between work discipline and performance. The indirect influence

of work ethic on employee performance through OCB with a statistical T value of 7.356 and a P value of 0.000. which means that the OCB variable is able to mediate between work ethic and employee performance.

Tabel.7 Total Effect Influence of Vaf Value

Variable	Direct Influence	Indirect Influence	Total	VAF value
Work Ethic-> OCB-> Performance	0,082	-0,668	-0586	0,876

Source: SmartPLS 4.0 2024 output

According to Hair et al (2014) the Vaf value categories are as follows:

1. 80%, then shows Z's role as full mediation.
2. 20% to 80% are categorized as partial mediators
3. less than 20% can be concluded that there is almost no mediation effect.

Based on the table above, it shows that the VAF value for the variable > Work Ethic-> OCB-> Performance is full mediation, namely with a value of 87.60, it can be concluded that OCB is able to mediate the relationship between Ethos. Work on good performance indirectly

The Influence of Work Discipline on Employee Performance

The results of the analysis of the influence of work discipline on employee performance show that work discipline has a significant effect on the performance of Siko health center employees. These results are in line with research conducted by Prayogi dan Siregar (2019) showing that work discipline has a significant effect on employee performance. Research by Putra dan Flernlos (2023) states that work discipline has a positive and significant effect on employee performance.

The Influence of Work Ethic on Employee Performance

The results of the analysis of the influence of work ethic on employee performance show that work ethic does not have a significant effect on the performance of Siko health center employees. These results are in line with research conducted by Timbuleng dan Sumarauw (2015) states that partially work ethic has no significant effect on performance.

The Influence of Work Discipline on OCB

The results of the analysis of the influence of Work Discipline on OCB show that work discipline does not have a significant effect on OCB at the Siko health center. This research is also in line with research by Tyas dan Kusumaning (2021) work

discipline has no effect on OCB to employees of PT. PLN UP3 Magelang.

The Influence of Work Ethic on OCB

The results of the analysis of the influence of Work Ethic on OCB show that work ethic has a significant effect on OCB at the Siko health center. These results are in line with research conducted by Putra et al (2022), showing that work ethic has a significant effect on OCB. The results of research from Hidayati et al., (2022) state that work ethic has a positive and significant effect on OCB.

The Influence of OCB on Performance

The results of the analysis of the influence of OCB on employee performance show that Organizational OCB has a significant effect on the performance of Siko health center employees. These results are in line with research by Purwanto et al (2021) which states that OCB has no significant effect on employee performance. Aini & Aini and Suhermin. (2016) show that OCB has a significant effect on employee performance.

The Influence of Work Discipline on Employee Performance Through OCB as Mediation

The results of the analysis of the influence of Work Discipline on Employee Performance through OCB as mediation show that work discipline does not have a significant effect on employee performance through OCB as mediation at the Siko Community Health Center. These results are in line with research by Amanda dan Yulia (2013) which states that work discipline does not have a significant effect on employee performance through OCB, employees feel that work discipline is not one of the factors that can influence OCB which will later also have an effect. on employee performance.

The Influence of Work Ethic on Employee Performance Through OCB as Mediation

The results of the analysis of the influence of Work Ethic on Employee Performance through OCB as mediation show that work ethic has a significant effect on employee performance through OCB at the Siko Health Center. These results are in line with research by Savitri et al (2023), the influence of work ethic on employee performance is mediated by organizational citizenship behavior which has a positive effect and

6. CONCLUSION

Work discipline has a significant effect on the performance of health center employees, this means that every health center employee has good discipline so that it has an impact on good performance. Work ethic does not have a significant effect on the performance of risk health center

employees, this means that the work ethic produced by health center employees is still lacking, resulting in a decrease in employee performance. Work discipline does not have a significant effect on OCB in risk health centers, this means that the low level of discipline of Siko health center employees will also be lower for risk health center employees. Work ethic has a significant effect on OCB in risk health centers, this means that the work ethic or work spirit of employees in this case is good so as to produce a good OCB.

OCB has a significant effect on the performance of employees of the Siko Health Center, this means that the OCB implemented by the employees of the Siko Health Center is able to create good employee performance. Work discipline does not have a significant effect on employee performance through OCB As a mediation in the Iko Health Center, this means that the organizational citizenship behavior in this study does not play a role in mediating work discipline on employee performance at the Iko Health Center. Work Ethic has a significant effect on employee performance through OCB at the risk health center, this means that the work ethic or work spirit of employees in this case is good so that it produces good performance and the existence of OCB will certainly affect the progress of the risk health center.

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