

# Analysis of The Role of Organizational Citizenship Behavior to Optimize Work Discipline

Rizki Dwi Ariyanto <sup>1\*</sup>, Mulyono<sup>2</sup>

<sup>1,2</sup>Department of Management, Universitas Widya Gama, Indonesia

## ARTICLE INFO

### JEL Classification:

J24, M54, O15

### Corresponding Author:

Rizki Dwi Ariyanto  
([rizkidwiariyanto8@gmail.com](mailto:rizkidwiariyanto8@gmail.com))

**Received:** 14-03-2023

**Revised:** 01-04-2023

**Accepted:** 08-04-2023

**Published:** 15-04-2023

### Keywords:

Public Service Motivation, Work Discipline, Organizational Citizenship Behavior



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

## ABSTRACT

This study aims to determine the effect of Public Service Motivation on Work Discipline through strengthening Organizational Citizenship Behavior. The population in this study were all teachers who worked at Purwantoro Elementary School, Malang City. The sampling technique used in this research is Nonprobability Sampling with a total of 91 respondents. And the data is processed through Smart Partial Least Square (PLS) software. The results of this study indicate that public service motivation, which is still low, has not been able to contribute to improving teacher performance at SDN Purwantoro, Malang City. Likewise, organizational citizenship behavior (OCB) is getting better, it will be able to contribute to teacher work discipline. It was also found in this study that the better the organizational citizenship behavior (OCB), the more it would contribute to the teacher's work discipline. As well as high or increasing public service motivation, accompanied by a good role of organizational citizenship behavior, then work discipline will be better.

## 1. INTRODUCTION

Human resources are the most important and decisive factor in every organization, so the goals and actions of human resources must be integrated with organizational policies. Alignment between individual HR goals and organizational goals can only be achieved if HR acts in a disciplined manner.

Organizations need a disciplined perspective and attitude to make teachers more effective. Work discipline is one of the most important functions in human resource management because it is related to school or organizational resource management. Basically, every teacher realizes that work discipline is the main key to success and must be implemented by everyone, because good work discipline can make the work process run smoothly and achieve maximum work results in the organization.

Work discipline is a very important part or variable in the development of human resource management, therefore discipline is needed in an organization so that errors, deviations or negligence do not occur and ultimately waste in doing work (Arif et al., 2020). However, the existence of public service motivation from a teacher, including how organizational citizenship behavior is formed in the school organization will determine how maximum the work discipline of the teacher is.

Based on the tendency of the work discipline index to fluctuate and considering that the performance of each individual is very important for the continuity of the organization (Hermawati, 2020), this phenomenon has become a concern for the agency at SDN Purwantoro, Malang City.

Changes in work discipline (teachers) can be indicated due to several factors including public service motivation. Public service motivation is expressed as the tendency of people to take responsibility for their own motives rooted in public institutions (Perry & Recascino, 1990). The concept of public service motivation means motivation to encourage employees to provide the best service to the community.

In addition to public service motivation, it occurs because of organizational citizenship behavior. The situation of organizational citizenship behavior that is not well optimized can reduce the percentage of work discipline from employees, thus the role of organizational citizenship behavior is very large to overcome various problems that exist in the organization.

Organizational citizenship behavior (OCB) is voluntary behavior that cannot be imposed on job boundaries and does not officially receive awards but is able to contribute to the organization (Organ, 1997).

So based on the phenomena and issues that arise related to the existence of theories and the results of empirical studies on the relationship between public service motivation, work discipline and organizational citizenship behavior, researchers are interested in raising this issue for further research. Thus, the title of this research is "Analysis of the Effect of Public service motivation on Work Discipline through strengthening Organizational Citizenship Behavior".

## **2. LITERATURE REVIEW**

### **1) Public Service Motivation (X)**

This theory was developed by (Perry & Recascino, 1990) and defines public service motivation as the productivity of individuals to respond to unique motives and is commonly found in public institutions that refer to psychological needs. This definition emphasizes motives associated with public organizations, such as duty and compassion. Likewise, the measurement of public service motivation variables based on opinions by (Perry & Recascino, 1990) includes Attraction to public policy, making, Compassion, Commitment to public interest and civic duty, and Self-sacrifice.

## 2) Work Discipline (Y)

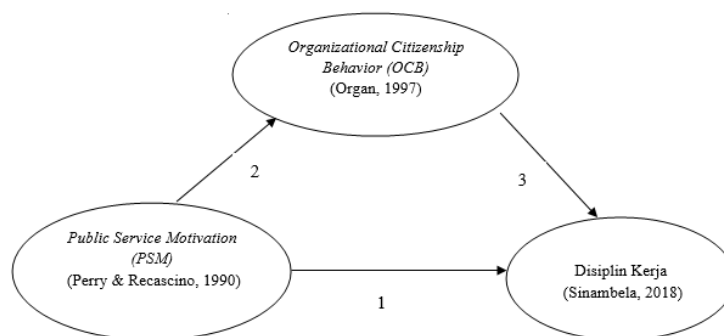
Work discipline can be defined as teachers' efforts to take their work seriously. Work discipline in this case can be in the form of time, for example, arriving at work on time. Measurement of performance variables is based on indicators of work discipline according to the opinion of (Sinambela, 2018) which includes: Attendance/Presence, Adherence to work rules, Compliance with work standards, High level of vigilance, and Ethical work.

## 3) Organizational Citizenship Behavior (Y)

Organizational citizenship behavior (OCB) is proposed by (Organ, 1997) in (Hermawati et al., 2019) that OCB is defined as voluntary employee activities that may or may not be valued, but also contribute to the organization where the overall quality of work becomes a reference in the workplace. Measurement of organizational citizenship behavior variables is based on the opinion of (Organ, 1997) with indicators, namely: Altruism, Sportsmanship, Conscientiousness, Civic Virtue, and Courtesy.

## 3. RESEARCH METHODS

In this research has quantitative research, so that quantitative methods can be stated as one of the research methods which will be based on philosophical science, the population level used in this research amounted to 91 educators or teachers. In this research, one way of determining the sample is to use Nonprobability sampling / Saturated Sampling. The data collection techniques are documentation, questionnaires and observation, the information used is secondary and primary, while the data analysis technique used is SmartPLS version 3.0 The conceptual model in this study, as follows :



Source : (Perry & Recascino, 1990); (Organ, 1997); (Sinambela, 2018)

Figure 1. Conceptual Model

## HYPOTHESIS

H1: Effect of Public Service Motivation on Work Discipline

H2: Effect of Public Service Motivation on Organizational Citizenship Behavior

H3: Effect of Organizational Citizenship Behavior on Work Discipline

H4: The effect of public service motivation on work discipline through organizational citizenship behavior

#### 4. RESULTS AND DISCUSSION

##### Results

Data on the characteristics of respondents in this study include: 1) by gender; 2) by age; 3) by length of service; and 4) by education. The four characteristics of the respondents are presented in the table below:

**Table 1.** Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1	Male	30	33%
2	Female	61	67%
	Total	91	100%

Source: Primary data processed (2023)

Based on Table 1, it is known that of the 91 research samples, 33% of respondents had male gender, and 67% of respondents had female gender. Most of the respondents or teacher in SDN Purwantoro, Malang city are female.

**Table 2.** Characteristics of Respondents Based on length of service

No.	Length of Service (Years)	Total	Percentage
1	< 5 Years	14	15,4%
2	6-15 Years	29	31,9%
3	16-25 Years	34	37,4%
4	>25 Years	14	15,3%
	Total	91	100%

Source: Primary data processed (2023)

Based on Table 2, it is known that of the 91 research samples, 14 teacher samples had a work period of <5 years, 29 teacher samples had a work period of 6-15 years, 34 teacher samples had a work period of 16-25 years, 14 teacher samples had a work period of >25 years. Most of the respondents or teacher in SDN Purwantoro, Malang City have a working period of 16-25 years.

**Table 3.** Characteristics of Respondents Based on Age

No.	Age	Total	Percentage
1	20-30 Years	16	17,6%
2	30-40 Years	32	35,2%
3	40-50 Years	25	27,5%
4	>50 Years	18	19,7%
	Total	91	100%

Source: Primary data processed (2023)

Based on Table 3, it is known that out of 91 research samples, 17,6% of respondents have the age 20-30 years, 35,2% of respondents have the age 30-40 years, 27,5% of respondents have the age 40-50 years, and 19,7% of respondents have the age >50 years.

**Table 4.** Characteristics of Respondents Based on Education

No.	Education	Total	Percentage
1	Strata-1	78	85,7%
2	Strata-2	13	14,3%
	Total	91	100%

Source: Primary data processed (2023)

Based on Table 4. It is known that of the 91 research samples, 78 samples of teacher who have the latest Strata 1 / S1 education, and 13 teacher who have latest strata 2/S2. Most of the respondents or teacher employees in SDN Purwantoro, Malang city have a Strata 1/S1.

Cronbach's alpha is a group of indicators that measure a variable that has good composite reliability based on the alpha coefficient value with a value greater than 0.60. Composite reliability is a group of indicators that measure a variable that has good composite reliability based on a score of more than 0.70 (Cresweel, 2017) Average variance extracted describes the amount of variance or diversity of manifest variables that can be owned by latent constructs provided the value is greater than 0.50 (Cresweel, 2017). The results of the Cronbach's alpha, composite reliability, and average variance extracted tests can be seen in the table below, as follows:

**Table 5.** Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Variable	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Public Service Motivation (X)	0.917	0.932	0.631
Work Discipline (Y)	0.924	0.937	0.597
Organizational Citizenship Behavior (Z)	0.904	0.921	0.539

Source: Primary data processed (2023)

From Table 5. above, it can be seen that the Cronbach's alpha value, Public Service Motivation is 0.917, Work Discipline is 0.924, and Organizational Citizenship Behavior is 0.904, all of which are greater than 0.70. Likewise with the Composite reliability value, Public Service Motivation is 0.932, Work Discipline is 0.937, and Organizational Citizenship Behavior is 0.921, all of which are greater than 0.60. So it can be said that all indicators are able to measure their latent constructs. While the next shows the Average Variance Extracted (AVE) value of Public Service Motivation of 0.631, Work Discipline of 0.597, and Organizational Citizenship Behavior of 0.539, all of which are greater than 0.50. This means that the construct can explain 50% or more of the variance of its indicators.

The R-Square value is a value that considers how much the independent variable affects the dependent variable (Riyanto, S., & Hatmawan, 2020) The results of the r-square and adjusted r-square tests can be seen in the table below, as follows:

**Table 6.** R-Square value

Variable	R-square	R-square adjusted
Work Discipline (Y)	0.958	0.957
Organizational Citizenship Behavior (Z)	0.173	0.164

Source: Primary data processed (2023)

Table 6 shows the R-Square value for the Work Discipline variable is 0.958 or 95.8%. This shows that the variability of the work discipline construct can be explained by the variability of the public service motivation and organizational citizenship behavior constructs by 95.8%, and the remaining variability is explained by other variables outside the model studied.

Then, table 6 shows that the value for the R Square value of Organizational Citizenship Behavior is 0.173. This shows that the variability of the organizational citizenship behavior construct can be explained by the variability of the public service motivation construct by 17.3%, and the remaining variability is explained by other variables outside the model studied.

Path coefficient is a standard regression coefficient that shows the direct effect of an independent variable on the dependent variable in a particular path model, while the specific indirect effect aims to analyze how strong the influence of a variable is with other variables, both between exogenous and endogenous. The results of the path coefficient test and specific indirect effects can be seen in the table below, as follows:

**Table 7.** Path Coefficients

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
PSM (X) → DISIPLIN KERJA (Y)	0.030	0.025	0.020	1.473	0.141
PSM (X) → OCB (Z)	0.416	0.426	0.084	4.947	0.000
OCB (Z) → DISIPLIN KERJA (Y)	0.966	0.969	0.011	90.940	0.000

Source: Primary data processed (2023)

Based on the path coefficient table and specific indirect effect, it shows that Public Service Motivation on work discipline has no effect. Furthermore, Public Service Motivation on Organizational Citizenship Behavior has a positive and significant effect, and Organizational Citizenship Behavior on Work Discipline has a positive and significant effect.

## **Discussion**

### **1. The Effect of Public Service Motivation on Work Discipline**

As in the results of the analysis carried out in this research, so in the existing discussion, it can be concluded that the public service motivation variable has not been able to have a significant effect on work discipline, so H1 is rejected. Therefore, the conclusion is that the public service motivation variable, which is still low, has not been able to contribute to improving teacher work discipline. This research contradicts what was done by researchers (Agho & Hardianto, 2019) and (Vellayati & Dwihartanti, 2018) who said that there is a positive and significant influence on public service on work discipline.

### **2. The Effect of Public Service Motivation on Organizational Citizenship Behavior**

As in the results of the analysis conducted in this research, so in the existing discussion, it can be concluded that the public service motivation variable has a significant effect on organizational citizenship behavior, so that hypothesis H2 is accepted. Therefore, the conclusion is that if the public service motivation variable is getting better, it will contribute to the organizational citizenship behavior of teacher performance. This research is similar to what previous researchers from (Fresti, 2022) and (Afifah et al., 2022) revealed that there is a positive and significant influence between public service motivation on organizational citizenship behavior.

### **3. The Effect of Organizational Citizenship Behavior on Work Discipline**

As in the results of the analysis carried out in this research, so in the existing discussion, it can be concluded that the organizational citizenship behavior variable has a significant effect on work discipline, so that hypothesis H3 is accepted. Therefore, the conclusion is that the organizational citizenship behavior variable can have a relevantly good influence on work discipline. This research is similar to what was done by researchers (Hadiwijaya, 2017) that there is a positive and relevant influence between organizational citizenship behavior and work discipline.

### **4. The effect of public service motivation on work discipline through organizational citizenship behavior**

As in the results of the analysis carried out in this research, so in the existing discussion, it can be concluded that the public service motivation variable on work discipline has a positive and relevant influence through organizational citizenship behavior, so that hypothesis H4 is accepted. Therefore, the conclusion is that the public service motivation variable through the role of good organizational citizenship behavior can have a positive influence on work discipline.

## **5. CONCLUSION**

1. Based on the analysis of the structural model in PLS, it is obtained that public service motivation is still low, has not been able to contribute to improving teacher performance at Purwantoro Elementary School, Malang City.

2. Based on research conducted at SDN Purwantoro, Malang City, it can be concluded that, if public service motivation is getting better, it will contribute to the organizational citizenship behavior of teachers.
3. Based on research conducted at SDN Purwantoro, Malang City, it can be concluded that, if organizational citizenship behavior (OCB) is getting better, it will be able to contribute to teacher work discipline.
4. Based on the results of the analysis of the structural model in PLS, it is obtained that high or increased public service motivation, accompanied by the role of good organizational citizenship behavior, will lead to better work discipline.

## REFERENCE

- Afifah, D. A., Nasharudin, & Alfiana. (2022). *PENGARUH PUBLIC SERVICE MOTIVATION TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR DENGAN Wnceb*, 1155–1162.
- Agho, S. E., & Hardianto, W. T. (2019). Pengaruh Disiplin Kerja Pegawai terhadap Pelayanan Publik Studi di Kecamatan Junrejo Kota Batu. *JISIP : Jurnal Ilmu Sosial Dan Ilmu Politik*, 8(2), 70–77.
- Arif, M., Maulana, T., & Lesmana, M. T. (2020). Pengaruh Disiplin Kerja dan Kemampuan Kerja Terhadap Prestasi Kerja Karyawan. *Jurnal Humaniora*, 4(1), 106–119.
- Fresti, A. E. (2022). *PENGARUH PUBLIC SERVICE MOTIVATION, PERSEPSI DUKUNGAN ORGANISASI DAN BUDAYA ORGANISASI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Studi Pada Pegawai Kantor Dinas Kependudukan dan Pencatatan Sipil Kabupaten Madiun)*. September.
- Hadiwijaya, H. (2017). Analisis Organization Citizenship Behavior (OCB) Dan Disiplin Kerja Terhadap Prestasi Kerja Karyawan. *Seminar Nasional Teknologi Informasi, Bisnis, Dan Desain*, 44–50. <http://www.news.palcomtech.com/wp-content/plugins/download-monitor/download.php?id=1885>
- Hermawati, A. (2020). Transglobal leadership approach to sustainable tourism competitiveness at tourism sector-engaged MSMEs through integrated human resource performance and responsible marketing. *International Journal of Tourism Cities*. *Transglobal Leadership Approach to Sustainable Tourism Competitiveness at Tourism Sector-Engaged MSMEs through Integrated Human Resource Performance and Responsible Marketing*. *International Journal of Tourism Cities* 6(4), 863-883.
- Hermawati, A., Suhermin, S., & Suci, R. P. (2019). EFEK IMPLEMENTASI QUALITY OF WORK LIFE TERHADAP KINERJA SUMBER DAYA MANUSIA TERINTEGRASI (Studi Kasus Usaha Mikro Kecil dan Menengah Di Kota Malang). *Jurnal Manajemen STIE Muhammadiyah Palopo*, 5(2), 28–33. <https://doi.org/10.35906/jm001.v5i2.367>
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. In *Human Performance* (Vol. 10, Issue 2, pp. 85–97).

[https://doi.org/10.1207/s15327043hup1002\\_2](https://doi.org/10.1207/s15327043hup1002_2)

Perry, J. L., & Recascino, L. (1990). The Motivational Bases of Public Service. In *Wise Source: Public Administration Review* (Vol. 50, Issue 3).

Sinambela. (2018). *Manajemen Sumber Daya Manusia* (Suryani (ed.); ed. 1 cet.).

Vellayati, W. A., & Dwihartanti, M. (2018). Pengaruh Kualitas Pelayanan .... ( Widya Arum Vellayati ) KECAMATAN ULUJAMI KABUPATEN PEMALANG THE EFFECTS OF THE PUBLIC SERVICE QUALITY AND DISCIPLINE EMPLOYEES WORK TOWARDS COMMUNITY SATISFACTION OF BALAI DESA ROWOSARI , ULUJAMI DISTRICT , PEMALANG REGE. *Jurnal Pendidikan Administrasi Perkantoran*, 7(2), 146–154. <http://journal.student.uny.ac.id/ojs/index.php/adp-s1/article/view/12798>