The Effect of Discipline and Career Development on Organizational Citizenship Behavior (OCB) and Its Implications on Performance (Study on Employees of PT Nok Indonesia)

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ABSTRACT

This study aims to analyze and test whether there is influence of work discipline and career development on the performance of employees of PT. NOK Indonesia. Work discipline is an attitude of willingness and willingness of a person to obey and comply with the regulations that apply around him (Singodimedjo, 2002). Career development affects employee performance, where career development is a formal approach taken by the organization to ensure that employees with the right qualifications and experience are available when needed. This type of research is to use a quantitative research type, the population of NOK Indonesia employees and a sample of 83 employees. This study uses the Structural Equation Modeling (SEM) analysis model to determine how much independent influence the dependent variable has through the intervening variables, carried out using the Lisrel 8.8 program. The research results show that Discipline has no significant effect on Organizational Citizenship Behavior (OCB). Career development has a significant effect on Organizational Citizenship Behavior (OCB). Discipline has no significant effect on performance. Discipline has a significant effect on performance. Organizational Citizenship Behavior (OCB) has a significant effect on performance. Discipline and career development have a significant effect on Organizational Citizenship Behavior (OCB). Discipline and career development, and Organizational Citizenship Behavior (OCB) have a significant effect on performance. Discipline can improve performance both directly and indirectly. And career development can improve performance directly and indirectly through Organizational Citizenship Behavior (OCB).

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

INTRODUCTION

Human resources are all human beings involved in an organization in seeking the realization of the goals of the organization. According to Ndraha (1999) in Sutrisno (2009:4), high quality human resources are human resources capable of creating not only comparative value but also competitive-generative-innovative value by using the highest energy such as: intelligence, creativity and imagination; no longer solely using raw energy, such as raw materials, land, water, muscle power, and so on. Human resources are defined as a source of strength that comes from humans that can be utilized by the organization. By adhering to this understanding, human resources are human resources and constitute strength (power).(Danilo Gomes de Arruda, 2021)

PT. NOK Indonesia is a subsidiary company of NOK Japan, namely an oil seal manufacturing company from Japan. Functional parts, such as oil seals and o-rings are state-of-the-art in processed synthetic rubber. PT. NOK Indonesia was founded on May 27, 1996, but production only started in April 1997. Until now, PT. NOK Indonesia continues to develop its business. Understanding the goals to be achieved, that performance is the key, but also influenced by other factors, including discipline.

Discipline is an important thing in carrying out tasks, but in practice there are still employees who arrive late, daily targets are not achieved, and employee absenteeism rates are high. High discipline can be one of the factors that influence employee performance to be more productive.

The application of work discipline in a company aims to direct its employees to comply with every applicable regulation without any element of coercion. This statement is supported by (Susita et al., 2017: 281) which states how an employee has an attitude of willingness to comply with regulations and is aware of his responsibilities and duties. With the creation of work effectiveness, it is easy for companies to achieve goals, and as a reward,(Riantiana Pardede, 2020).

According to (Hidayat et al., 2022), Yet ascertained whether the strategy of empowering board members by improving the competence and discipline can encourage motivation and really could have implications on the performance of board members in a better way.

Career development is related to increasing the intellectual or emotional abilities needed to do a better job. Career development affects employee performance, where career development is a formal approach taken by the organization to ensure that employees with the right qualifications and experience are available when needed. To improve discipline and career development for employees, organizations need to provide training programs to support career development for employees who have time discipline at work and a great sense of responsibility in completing tasks in order to improve performance.(Manansal et al., 2016)

According to Sutrisno (2010, p.170), "Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective

authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned legally, not violating the law." , and in accordance with capital and ethics". Mangkunegara (2013, p.67) factors that influence performance achievement are as follows:

a) Capability Factor

Psychologically, employee abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills). That is, employees who have an IQ above the average (IQ 110-120) with adequate education for their position and are skilled in doing their daily work, it will be easier for them to achieve the expected performance.

b) Motivational Factors Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that drives employees directed to achieve organizational goals (work goals).

Meanwhile, according to Sutrisno (2010, p. 176), the factors that influence employee performance are as follows:

a) Effectiveness and Efficiency

b) Authority and Responsibility
c) Discipline
d) initiative(Saripuddin & Handayani, 2017)

According to (Hidayat, 2021), In an institution, good performance is a goal to be achieved. Motivation, discipline and competence are the main factors. Employee motivation will be very good if it is supported by good discipline too, and if an employee has high discipline, competence will be created in the employee.

Based on the definition above, it is known that performance is equated with the work of an employee, to achieve good performance, a good element is human resources, even though planning has been well and neatly arranged, if the people or personnel who do it are not qualified and do not have high discipline, then planning arranged will be in vain. In the achievement of production which is reported to all employees in a meeting held every month. The meeting discussed all the results of employee performance. Production achievement from the beginning of the year until now has decreased, so many orders are not fulfilled.
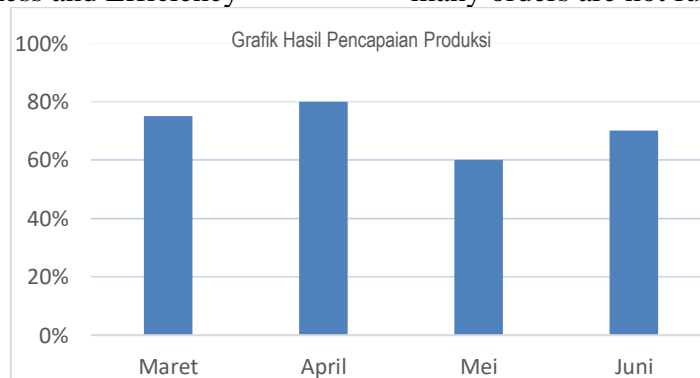

Figure 1. Graph of PT. NOK Indonesia Production II Period March – June 2020
Source: Processed research data, 2022

Target achievement is strongly influenced by work discipline and

interpersonal communication between employees. Evaluation of the achievement of non-target production is from work discipline. Work discipline that is not optimal can affect employee performance and result in target achievement that is not optimal, so the group leader or leader must monitor the discipline of his members more. The form of work discipline deviation that occurs is discipline in the use of working hours, for example: stopping early before working hours are over, wasting working hours doing things that have nothing to do with work.(Baroroh et al., 2002)

Siagian, (2006) There are seven factors that can affect the career development of an employee, among others;

1) Satisfactory work performance, the starting point for a person's career development is his work performance in carrying out the tasks entrusted to him. Without satisfactory work performance, it is difficult for an employee to be proposed by a superior to be considered for promotion to a higher job or position in the future.

2) Recognition by other parties, what is meant here are various parties who have the authority to decide whether or not a person is promoted, such as direct superiors and heads of personnel departments who know their abilities and work achievements.

3) Loyalty to the organization is the dedication of an employee who wants to continue working in the organization where he works for a long time.

4) Supervisors and sponsors, mentors are people who provide advice or suggestions to employees in an effort to develop their careers. While the sponsor is someone in the company who can create opportunities for employees to develop their careers.

5) Support from subordinates, is the support provided by their subordinates in the form of the success of the task of the manager concerned.

6) Opportunity to grow, is an opportunity given to employees to improve their abilities, both through training, courses and also continuing their education.

7) Quitting at his own request and volition, is an employee's decision to stop working and switch to another company that provides greater opportunities for career development(Handoko & Rambe, 2018)

Organizational Citizenship Behavior (OCB) According to Organ (1988; in Hoffman et al., 2007) OCB is a special type of work habit that defines as individual behavior that is very beneficial to the organization and is freedom of choice, indirectly or explicitly recognized by formal reward system. Based on the theoretical review above, the above framework is illustrated in the flow chart below.
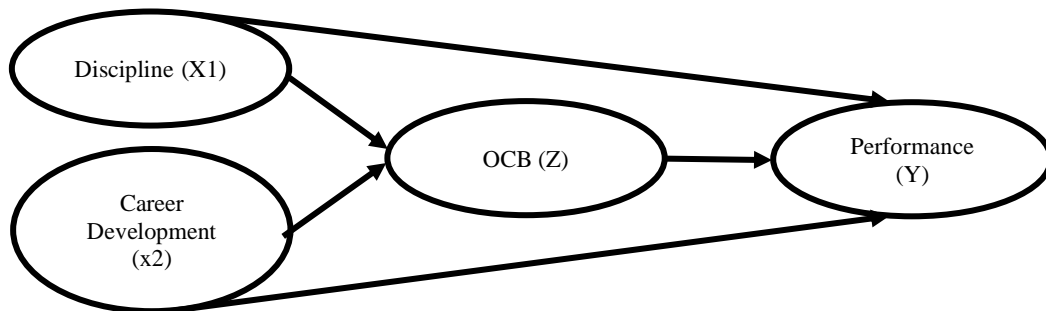
Figure 2. Theoretical Thinking Framework

To test the hypothesis in this study, the analysis technique used is Structural Equation Modeling (SEM). Where in this model allows a researcher to answer dimensional questions by measuring what are the indicators of a concept and measuring the influence or degree of relationship between factors whose dimensions have been identified. Several analysis steps were carried out using the Lisrel application,

Step 1 : Formulate Model namely confirming the formulation of the structure of the Research Hypothesis through the use of SEM analysis which has been formulated based on certain studies or previous research.

Step 2 : Create a Path Diagram namely by drawing or compiling a complete diagram which is called in Lisrel is the Basic Model.

Step 3: Formulate Structural Equation Measurement safter the Path Diagram is successfully created, the next step is to change the Path Diagram into an equation form, namely measurement of exogenous latent variables, measurement equations for endogenous latent variables and structural equations.

Step 4 : Select Input Data and Model Estimation. After measuring equations, the next step is to estimate SEM statistics with the input data

used in the form of a Covariance matrix which will always be expressed in standardized units whose values are -1.00 and +1.00. After the input data has been selected, the next step is to estimate the model according to selecting the computer program to be used.

Step 5 : Model Identification namely by knowing whether the model used can produce unique estimates or not, and the conditions are that the model is just identified and over identified. A model can be said to be just identified if the model has degrees of freedom equal to zero, and is said to be over identified if the degrees of freedom are greater than zero.

Step 6 : Model Suitability Test based on the Simultaneous test that will be carried out and partial testing, namely the T test. Through the test results with a statistical path diagram (PTH) called the t-value, the results will be displayed with a test error rate of 0.05. And for test results that are not significant, they will be marked with red lines and numbers. After that, a model suitability test was carried out with the Goodness of Fit Test (GOF) analysis which consisted of three provisions, namely absolute, comparative and parsimony. Next will be done the last step, namely

Step 7 : Model Interpretation and Modification namely making statistical explanations and research conclusions that have been carried out using the Lisrel application. Its purpose is to answer research problems and identify research results that have been obtained.

RESEARCH METHODS
Research Variables

The variables used in this study are the Discipline variable (X1) and Career Development variable (X2) as the independent variable, Performance variable (Y) as the dependent variable, and OCB variable (Z) as the intervening variable.

Population and Sample

The population of this study were employees of PT NOK INDONESIA, namely 103 employees. The method used in this research is quantitative where testing a theory or describing statistics and to show a relationship between the variables concerned, by taking samples using the SEM mode and processing using the Lisrel application version 8.8, with the number of samples determined by the Slovin formula as many as 83 respondents and data collection is done by distributing questionnaires. Sample measurement according to slovin's opinion:

$$n = N / (1 + (N \times e^2))$$

Information:

n : number of samples   N   :   total

population   e : error rate (5%)

Based on field data the number of employees at PT NOK Indonesia is 103employee By using the Slovin formula with an error rate of 5%, the researchers took a sample of 83 employees to become research respondents. In collecting data, the authors use data collection techniques:

1) Questionnaire, obtain data directly by distributing a number of questions in writing to each respondent who falls within predetermined criteria.

Interview, namely the author conducted interviews with employees according to the criteria, namely the length of work> 1 year. Questionnaires were distributed by researchers using a Likert scale (points 1-5) to measure social phenomena by looking at the perceptions of PT NOK Indonesia employees. Each variable to be measured will be grouped into variable indicators which will be converted into statement instruments which will be included in the research questionnaire.

RESEARCH RESULT

The statistical method used to test the hypothesis in this study uses the multivariate Structural Equation Modeling (SEM) technique with the help of the Lisrel 8.8 application. Therefore, it is necessary to evaluate the suitability of the model proposed in this study using the goodness of fit criteria.

Table 1. Size of Conformity Model of Measurement of All Variables

Variable	Goodness of Fit	Expected Size	9Estimation Results	Conclusion
Discipline	**Absolute Fit Size**			
	GFI	>0.90	0.92	Good Fit
	RMSEA	<0.06	0.033	Margin Fit
	Incremental Fit Size			

	NNFI	>0.90	0.98	Good Fit
	NFIs	>0.90	0.93	Good Fit
	AGFI	>0.90	0.86	Margin Fit
	RFI	>0.90	0.91	Good Fit
	IFI	>0.90	0.99	Good Fit
	CFI	>0.90	0.99	Good Fit
	Absolute Fit Size			
	GFI	>0.90	0.087	Margin Fit
	RMSEA	<0.06	0.93	Margin Fit
	Incremental Fit Size			
Development Career	NNFI	>0.90	0.95	Good Fit
	NFIs	>0.90	0.94	Good Fit
	AGFI	>0.90	0.83	Margin Fit
	RFI	>0.90	0.90	Good Fit
	IFI	>0.90	0.97	Good Fit
	CFI	>0.90	0.97	Good Fit
	Absolute Fit Size			
	GFI	>0.90	0.90	Good Fit
	RMSEA	<0.06	0.87	Margin Fit
	Incremental Fit Size			
OCB	NNFI	>0.90	0.96	Good Fit
	NFIs	>0.90	0.94	Good Fit
	AGFI	>0.90	0.80	Margin Fit
	RFI	>0.90	0.91	Good Fit
	IFI	>0.90	0.98	Good Fit
	CFI	>0.90	0.98	Good Fit
	Absolute Fit Size			
	GFI	>0.90	0.94	Good Fit
	RMSEA	<0.06	0.091	Margin Fit
	Incremental Fit Size			
Performance	NNFI	>0.90	0.97	Good Fit
	NFIs	>0.90	0.96	Good Fit
	AGFI	>0.90	0.83	Margin Fit
	RFI	>0.90	0.94	Good Fit
	IFI	>0.90	0.98	Good Fit
	CFI	>0.90	0.98	Good Fit

Source: 2022 data processing

Validity test

Validity is used to measure the legitimacy or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2016).

The validity testing method uses the Lisrel 8.8 application. Criteria for making a decision validity test by observing the value of factor loadings. In general, if the factor loadings value is greater than 0.50, the statement item is declared valid.
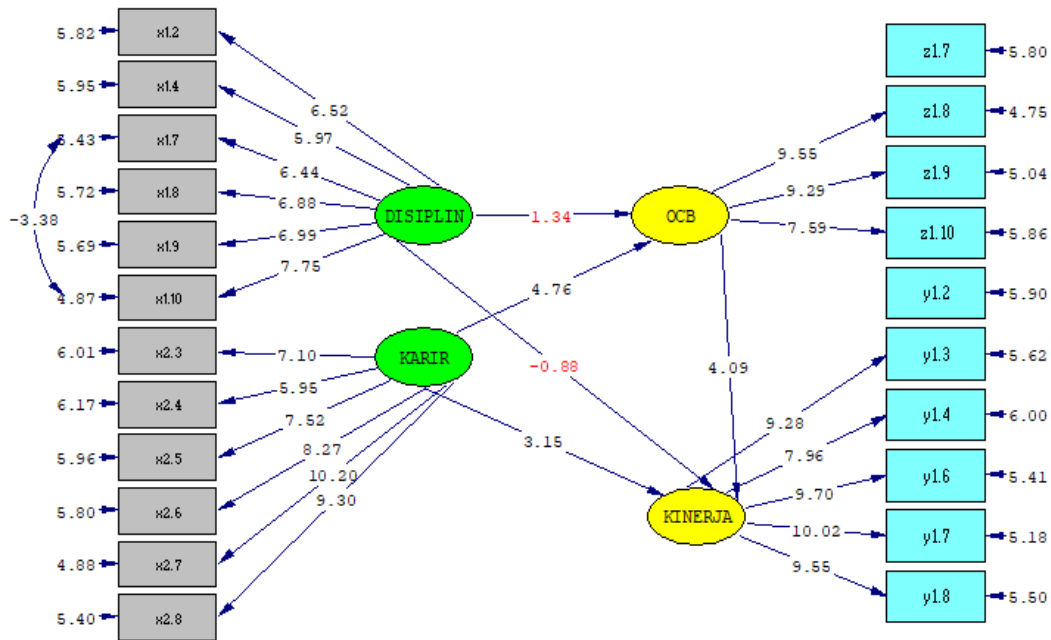
Figure 3. Full Model
Source: Results of Data Processed by Lisrel 8.80, 2022

The data above is data that has been modified by removing items that are less than 0.50. Based on the results of the validity test, it shows that all statement items from each construct have factor loadings greater than 0.50, thus the results of testing the validity of all statement items in each construct can be declared valid.

Reliability Test

The reliability test is basically testing indicators, to what extent they can measure theoretical constructs. A variable is said to be reliable if it gives a Cronbach Alpha value > 0.70.

Table 2. Variable Reliability Test

Variable	*Construct Reliability*(CR)	*Extracted Variant*(VE)	Conclusion
Discipline	0.97	0.88	Reliable
Career development	0.98	0.92	Reliable
OCB	0.98	0.94	Reliable
Performance	0.99	0.94	Reliable

Source: 2022 data processing

Hypothesis testing

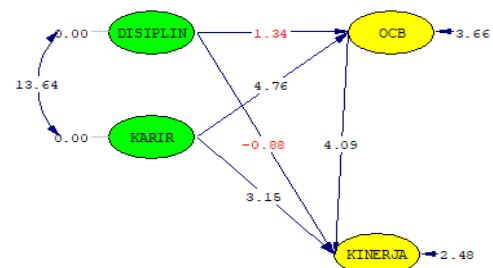After processing the data using the Lisrel 8.8 application, the following results are obtained:

Figure 4 *Structural Model Estimates T-Values*

Structural Equations

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        Structural Equations


   OCB = 0.17*DISIPLIN + 0.73*KARIR, Errorvar.= 0.24   , R² = 0.76
         (0.13)          (0.15)                   (0.066)
          1.34            4.76                      3.66

KINERJA = 0.60*OCB - 0.089*DISIPLIN + 0.46*KARIR, Errorvar.= 0.090 , R² = 0.91
          (0.15)     (0.10)           (0.15)                   (0.036)
           4.09      -0.88             3.15                      2.48
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Source: 2022 data processing

The T statistical test is used to prove whether or not the independent variable is significant to the dependent variable individually. The significant level in this study is 5%. As for what was delivered(Rohimah, 2018), that the criterion is that if t-count > t-table then there is influence between the independent variables on the dependent variable and vice versa. Sarwono 2007:167).

First hypothesis: The test on the Discipline variable (X1) obtained a t-count of 1.34. Because t-count is smaller than t-table (1.34 <1.9) it can be concluded that the Discipline variable (X1) has no significant effect on the OCB variable (Z). Thus hypothesis 1 cannot be accepted.

Second hypothesis: The test on the Career Development variable (X2) obtained a t-count of 4.76. Because t-count is greater than t-table (4.76 > 1.9) it can be concluded that the Career Development variable (X2) has a significant effect on the OCB variable (Z). This means that if Career Development (X2) is increased it will have an impact on improving employee work performance. Thus hypothesis 2 can be accepted.

Third hypothesis: The test on the Career Development variable (X1) obtained a t-count of -0.88. Because the t-count is smaller than the t-table (-0.88>1.9), it can be concluded that the Discipline variable (X1) has no significant effect on the Performance variable (Y). Thus Hypothesis 3 cannot be accepted.

Fourth Hypothesis: The test on the Career Development variable (X2) obtained a t-count of 3.15. Because t-count is greater than t-table (3.15 <1.9) it can be concluded that the Discipline variable (X1) has a significant effect on the Performance variable (Y). Thus the hypothesis can be accepted.

Fifth Hypothesis: The test on the OCB variable (Z) obtained a t-count of 4.09. Because t-count is greater than t-table (4.09> 1.9) it can be concluded that the OCB variable (Z) has a significant effect on the Performance variable (Y). Thus hypothesis 5 can be accepted.

Sixth Hypothesis: Tests on the variables Discipline (X1), Career Development (X2) obtained a t-count of 3.66. Because the t-count is greater than the t-table (3.66 > 2.45) it can be concluded that the Discipline (X1) and Career Development (X2) variables have a significant effect on the OCB variable (Z). Thus hypothesis 6 can be accepted.

Seventh Hypothesis: Tests on the Discipline (X1) Career Development (X2) and OCB (Z) variables obtained a t-count of 2.48.

Because the t-count is greater than the t-table (2.48 > 2.45) it can be concluded that the variables Discipline (X1), Career Development (X2), and OCB (Z) have a significant effect on the Performance variable (Y). Thus hypothesis 7 can be accepted.
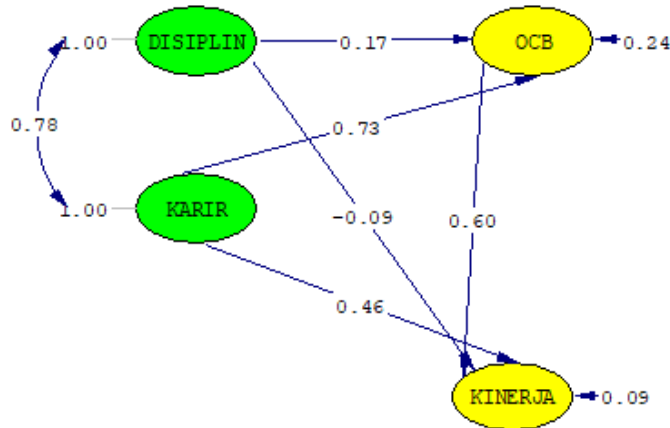

Figure 5 *Structural Model Estimates Standardized Solution*
Source: 2022 data processing

Table 3. Big Direct and Indirect Influence on Performance

Influence	Direct (L) Against Performance	Indirect (TL) Via OCB	Conclusion
Discipline Against Performance	$(0,09)^2 x100 = 0,81\%$	(0.09) x 0.60 x 100 = 5.4%	TL>L (mediating)
Career Development Against Performance	$(0,46)^2 X100 = 21,16\%$	(0.46) x 0.60 x 100 = 27.6%	TL>L (mediating)

1. **Direct and indirect influence of Discipline on Performance**
   a) The direct effect of Discipline on Performance is $\%(0,09)^2 x100 = 0,81$
   b) The indirect effect of Discipline on Performance through OCB is (0.09) x 0.60 x 100 = 5.4%
   c) The percentage results above show that Discipline can improve performance either directly or indirectly through OCB. Thus the effect of Discipline on Performance, the OCB variable is a mediating variable.

2. **The direct and indirect influence of career development on performance**
   a) The direct effect of career development on performance is $\%(0,46)^2 X100 = 21,16$
   b) The indirect effect of career development on performance through OCB is (0.46) x 0.60 x 100 = 27.6%

Likewise, the direct and indirect effects of Career Development on Performance show that Career Development can improve performance directly and indirectly through OCB. Thus the effect of career development on the performance of the OCB variable is a mediating variable.

CONCLUSIONS

Based on the results of the research that has been done, it can be concluded that Discipline has no significant effect on Organizational Citizenship Behavior (OCB). Career

development has a significant effect on Organizational Citizenship Behavior (OCB). Discipline has no significant effect on performance. Discipline has a significant effect on performance. Organizational Citizenship Behavior (OCB) has a significant effect on performance. Discipline and career development have a significant effect on Organizational Citizenship Behavior (OCB). Discipline and career development, and Organizational Citizenship Behavior (OCB) have a significant effect on performance. Discipline can improve performance both directly and indirectly. And career development can improve performance directly and indirectly through Organizational Citizenship Behavior (OCB). Good and increased work discipline will also increase employee performance. Increased employee performance can be seen from the results of achieving production targets. Production targets can be achieved because employees work according to the regulations listed in company regulations and production operational standards. To improve discipline and career development for employees, organizations need to provide training programs to support career development for employees who have time discipline at work and a great sense of responsibility in completing tasks in order to improve performance. Good and increased work discipline will also increase employee performance. Increased employee performance can be seen from the results of achieving production targets. Production targets can be

achieved because employees work according to the regulations listed in company regulations and production operational standards. To improve discipline and career development for employees, organizations need to provide training programs to support career development for employees who have time discipline at work and a great sense of responsibility in completing tasks in order to improve performance. Good and increased work discipline will also increase employee performance. Increased employee performance can be seen from the results of achieving production targets. Production targets can be achieved because employees work according to the regulations listed in company regulations and production operational standards. To improve discipline and career development for employees, organizations need to provide training programs to support career development for employees who have time discipline at work and a great sense of responsibility in completing tasks in order to improve performance. Production targets can be achieved because employees work according to the regulations listed in company regulations and production operational standards. To improve discipline and career development for employees, organizations need to provide training programs to support career development for employees who have time discipline at work and a great sense of responsibility in completing tasks in order to improve performance. Production targets can be achieved because employees work according to the regulations listed in company

regulations and production operational standards. To improve discipline and career development for employees, organizations need to provide training programs to support career development for employees who have time discipline at work and a great sense of responsibility in completing tasks in order to improve performance.

This study still has limitations, namely using only two independent variables, namely discipline and career development to measure how much influence it has on performance at PT. NOK Indonesia, so that these two independent variables are still limited in their ability to explain the mediator variable, namely Organizational Citizenship Behavior (OCB) and the dependent variable, namely performance.

Based on the limitations of this study, the following suggestions can be given, for employees who are already disciplined to continue to be maintained and improved, while those who have not should continue to try to discipline themselves. And for leaders or superiors to set an example of good work discipline so that their subordinates can be motivated to work so that their performance is maximized.

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