

**THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)
AND EDUCATIONAL AND TRAINING ON EMPLOYEE
PERFORMANCE THROUGH DISCIPLINE AND WORK MOTIVATION
OF EMPLOYEES OF SURABAYA POLITECHNIC**

¹Muhamad Imam Firdaus, ²Syafruddin, ³Sorayanti Utami

¹Master of Management Graduate Program Syiah Kuala University Banda Aceh

^{2,3}Economics Faculty of Syiah Kuala University

ABSTRACT

The purpose of this study is to look at organizational citizenship behavior (OCB) and training through discipline and employee motivation to work simultaneously on the performance of Surabaya Shipping Polytechnic employees. As an object of this research are citizenship behavior (OCBC), training, discipline, work motivation and employee performance. The subjects of this study were employees of the Surabaya Shipping Polytechnic. The population in this study were employees of Surabaya Shipping Polytechnic, namely 161 people. Sampling using the census method is the whole population sampled. This study uses a total of 26 indicators, then a sample of 161 samples was used. From the results of the study, it was found that of the 6 direct hypotheses tested only 1, it was not significant, namely the influence of promis on motivation because it had a CR and P value that did not meet the requirements. In other words the 5 other independent variables and intervening have the effect of increasing the dependent variable as long as the independent and intervening variables can be increased by the leadership in this case the head of the Surabaya Shipping Polytechnic.

Keywords: Citizenship Behavior (OCB), Training, Discipline, Work Motivation, Employee Performance, Politeknik Pelayaran, Surabaya, East Java

INTRODUCTION

Research Background

Politeknik Pelayaran Surabaya is one of the basic and secondary level Technical Implementation Unit (UPT) in the environment of the Human Resources Development Agency (BPSDM) at the

Ministry of Transportation. Legal education institute of maritime education, provides education as a form of participation in order to educate the life of the Indonesian nation.

According to Neely et al., (2002) and Dollery & Worthington (1996) in Sadeghi et al., (2016) states performance is defined as a process of measuring the efficiency and effectiveness of past actions. If the performance is not as expected, there must be a cause. One of the variables that is thought to be the cause of the low performance of Surabaya POLTEKPEL which is represented by the low budget absorbed in the last 5 (five) years is due to lack of employee motivation. The low work motivation of employees can be seen from several indicators that are used as references. Among them is the failure to fulfill basic needs for the awards given by this agency.

The low performance of employees has an impact on the low absorption of the budget that has been planned in the previous year. Robbins and Judge (2013) define employee performance as a measure of work that describes the extent of the activities of an employee in carrying out tasks and trying to achieve the goals set.

The cause of the low performance of employees in this study was caused by three factors namely work motivation, discipline, education and training as well as Organizational Citizenship Behavior factors or organizational behavior. However the high level of education and the ability of an employee, the amount of motivation given by the leader, and the amount of compensation provided is not much meaningful if employees are not disciplined in carrying out their duties. Therefore, this disciplinary factor needs to get great attention, both for the leadership and the employees concerned. Optimal employee performance is achieved when having discipline, will work seriously and optimally so that they can devote their attention, mind, energy and time to work

The objectives of this study are as follows:

1. To find out how much the influence of organizational citizenship behavior (OCB), Education and training, Discipline, Work Motivation on the performance of Surabaya Shipping Polytechnic employees.
2. To find out how much influence Organizational Citizenship Behavior (OCB) has on the Discipline of Work of the Surabaya Polytechnic.
3. To find out how much influence Organizational Citizenship Behavior (OCB) has on the Employee Performance of Surabaya Shipping Polytechnic.
4. To find out how much influence Organizational Citizenship Behavior (OCB) has on the Motivation of Work of Surabaya Shipping Polytechnic
5. To find out how much influence Education and Training has on the Work Discipline of Surabaya Shipping Polytechnic.

6. To find out how much influence Education and Training has on the performance of the Surabaya Shipping Polytechnic.
7. To find out how much influence Education and Training has on the motivation of the work of Surabaya Shipping Polytechnic.
8. To find out how much influence the Work Discipline on the Employee Performance of Surabaya Shipping Polytechnic.
9. To find out how much influence Motivation on Employee Performance Surabaya Shipping Polytechnic.
10. To find out how much the influence of organizational citizenship behavior (OCB) on the performance of Surabaya Shipping Polytechnic employees through the Work Discipline of Surabaya Shipping Polytechnic Employees
11. To find out how much the influence of organizational citizenship behavior (OCB) on the performance of Surabaya Shipping Polytechnic employees through the Work Motivation of Surabaya Shipping Polytechnic employees.
12. To find out how much influence Education and Training has on the performance of Surabaya Shipping Polytechnic employees through Discipline employees of Surabaya Shipping Polytechnic.
13. To find out how much influence Education and Training has on the performance of Surabaya Shipping Polytechnic employees through the Work Motivation of Surabaya Shipping Polytechnic employees.

LITERATURE REVIEW

Employee performance

Performance is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, mission, and vision of an organization (Moehariono, 2012). Performance can also be defined as a joint process between managers, individuals and teams managed where the process is based more on management principles based on agreement on the requirements of targets, knowledge, skills and competencies and work plans (Armstrong and Taylor, 2014).

Robbins and Judge (2013) define employee performance as a measure of work that describes the extent of the activities of an employee in carrying out tasks and trying to achieve the goals set. According to Mangkunegara (2012), employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Meanwhile, according to Torang (2013), employee performance is the quantity and quality of work results of an employee in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and predetermined measures.

Work motivation

Humans as one of the basic components in public organizations must have the motivation stored in their hearts or desires that can spur to achieve what they aspire to. Motivation is a concept that describes the forces that exist within employees who initiate and can direct the behavior of that person (Gibson, Ivancevich and Donnely, 94 in Organizations, (2004). Husein Umar (2002) defines work motivation as follows: "Work motivation is encouragement, effort and desire that exists in human beings who activate, empower and direct behavior in a straightforward implementation in their work environment (Musnadi, S., & Majid, M. S. A. 2018). The essence of work motivation is the drive to do everything better than others in carrying out activities to achieve goals. Malthis, R.L and Jacson (2001) in Human Resource Management. (2012) defines Motivation: "Motivation is a desire within a person that causes the person to take action".

Education and training

Mangkunegara, A. A. A. P (2012: 43) states that the terms of training (training) and development (development) were proposed by Dale Yoder and Edwin B. Flippo that training for implementing employees and supervisors, while the term development is intended for management level employees. In line with that Simamora, H (2004) in Human Resource Management. (2016) states "Training is a series of activities designed to improve expertise, knowledge, experience or changes in one's attitude. Training is intended to improve the mastery of a variety of specific, detailed and routine work skills and techniques. " In line with that, Oemar, H (2005) in Human Resource Development. (2016) states "Improvement, development and formation of workforce is carried out through coaching, education and training efforts.

Work Discipline

Etymologically the discipline comes from English "dicile" which means followers or adherents of teaching, training and so on. There are several opinions regarding the work discipline proposed by experts. (Alkmal, Zaldi, A. Rahman Lubis, and Mukhlis Yunus, 2014). Work discipline is defined based on several categories, including based on employees or employees and based on management. The following are the opinions of experts regarding work discipline based on employees, namely: Hasibuan, M. S. P (2002: 193) states that work discipline can be interpreted as follows: "Awareness and willingness of someone to obey all company regulations and prevailing social norms. In line with that Sinunungan (2005) in Productivity: What and How., (2016) Opinions about work discipline as follows: "Discipline is a certain condition where people who join organizations are subject to existing regulations with a sense of pleasure " While work is all human activities carried out to reach the goals that have been set.

Organizational Citizenship Behavior (OCB)

Sadeghi et al., (2016) states "behavior of organizational citizenship behavior is a set of behaviors that are not part of the formal requirements of work in the organization, but help work effectiveness and organization. Employees often consider this behavior optional".

Barnard (1938) in Cinar et al. (2013) stated that "organizational citizenship behavior is the willingness of individuals to contribute collaborative efforts needed by the organization to achieve effective organizational goals". Furthermore Katz and Kahn (1978) also quoted in Cinar et al., (2013) show that "organizational citizenship behavior is important in organizations because it can be very valuable to the organization and can contribute to performance and competitive advantage"(Rusdi, Mukhlis Yunus dan Syafruddin Chan 2015).

Research paradigm

The theoretical framework is an illustration of the research carried out and provides a strong foundation for the topic chosen and adapted to the problems that occur. Based on the literature review and previous research, the framework of this research is shown in the following figure:

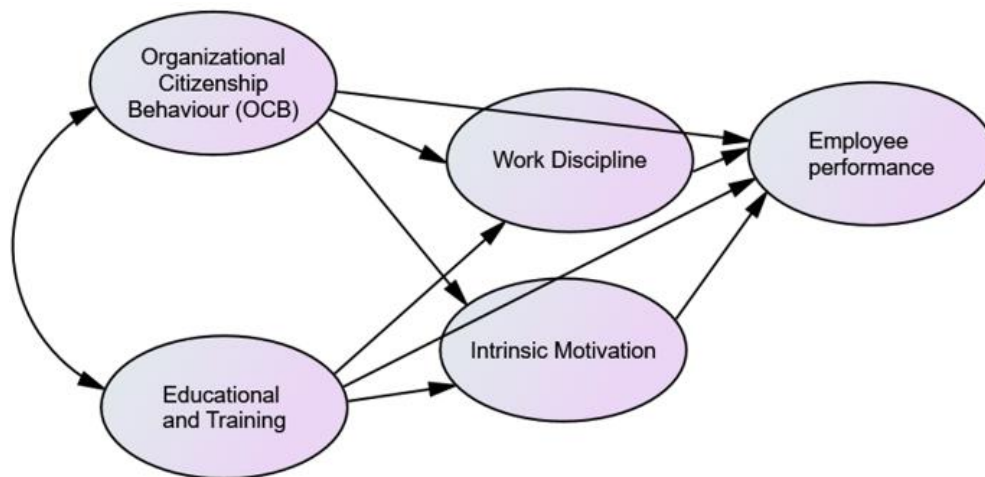


Figure 1: Research Paradigma

Hypothesis

Based on the framework described earlier, the hypothesis proposed in this study are:

H1: Organizational citizenship behavior (OCB), Education and training, Discipline, Work Motivation affect the performance of Surabaya Shipping Polytechnic employees.

- H2: Organizational Citizenship Behavior (OCB) has an effect on the Work Discipline of Surabaya Shipping Polytechnic.
- H3: Organizational Citizenship Behavior (OCB) affects the Employee Performance of Surabaya Shipping Polytechnic.
- H4: Organizational Citizenship Behavior (OCB) has an effect on the Motivation of Surabaya Shipping Polytechnic Work
- H5: Education and Training affect the Discipline of Surabaya Shipping Polytechnic
- H6: Education and training has an effect on the performance of the Surabaya Shipping Polytechnic.
- H7: Education and Training has an effect on the Motivation of Surabaya Shipping Polytechnic work.
- H8: Work Discipline affects the Employee Performance of Surabaya Shipping Polytechnic.
- H9: Motivation affects the Employee Performance of Surabaya Shipping Polytechnic.
- H10: Organizational citizenship behavior (OCB) influences the performance of Surabaya Shipping Polytechnic employees through Work Discipline of Shipping Polytechnic employees.
- H11: Organizational citizenship behavior (OCB) influences the performance of Surabaya Shipping Polytechnic employees through Work Motivation for shipping Polytechnic employees.
- H12: Education and Training influences the performance of Surabaya Polytechnic employees through the Discipline of the Shipping Polytechnic employees
- H13: Education and Training has an effect on the performance of Surabaya Shipping Polytechnic employees through Work Motivation of shipping Polytechnic employees.

RESEARCH METHODS

Location and Object Research

This research was conducted at the Surabaya Shipping Polytechnic, located on Jalan Boulevard Gunung Anyar No. 01 Gunung Anyar, Surabaya, East Java. The object in this study is related to Organizational Citizenship Behavior (OCB), Education and Training, Performance Discipline, Motivation and organizational performance.

Sampling

The population in this study were all 161 employees of Surabaya Shipping Polytechnic, consisting of 98 civil servants and 63 non-civil servants, where all members of the population were made respondents in this study. This method is called a census.

Data analysis method

Data analysis technique used in this research is The Structural Equation Modeling (SEM) of statistical software package AMOS 22.0 for hypothesis testing. The SEM equation model is a set of statistical techniques that allows the testing of a series of "complex" relationships simultaneously. Testing this hypothesis is to analyze the value of Critical Ratio (CR) and Probability (P) value of the data if compared to the required statistical limitation, that is above 1,96 for CR value and below 0,05 for P value (probability). If the results of the data show the value that meet the requirements, then the proposed research hypothesis can be accepted.

RESULTS AND DISCUSSION

Test Measurement Model

The following figure shows the relationship of indicators and unobserved variables (latent variables) in the Measurement Model.

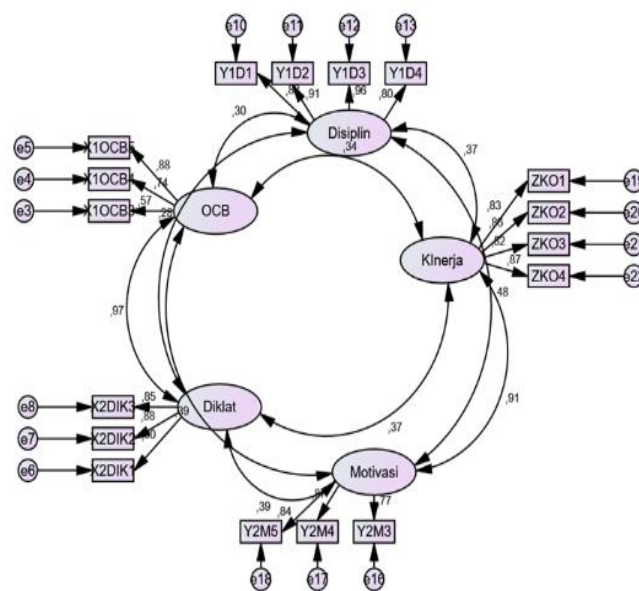


Figure 2: Measurement Model with Loading Factor

The results of the measurement test showed that some indicators of the research variables have a value of factor loading below 0.5. The following table shows net measurement results that can be included in structural testing..

Table 1: Loading Factor Measurement Model

Indikator		Variabel	Estimate
X1OCB3	<---	OCB	,572
X1OCB4	<---	OCB	,744
X1OCB5	<---	OCB	,876
X2DIK1	<---	Edu and Training	,899
X2DIK2	<---	Edu and Training	,880
X2DIK3	<---	Edu and Training	,846
Y1D1	<---	Discipline	,817
Y1D2	<---	Discipline	,908
Y1D3	<---	Discipline	,960
Y1D4	<---	Discipline	,801
Y2M3	<---	Motivation	,768
Y2M4	<---	Motivation	,866
Y2M5	<---	Motivation	,843
ZKO1	<---	Employee performance	,825
ZKO2	<---	Employee performance	,858
ZKO3	<---	Employee performance	,824
ZKO4	<---	Employee performance	,868

From table 1 above shows that all the indicators included in the model have been eligible to be included in the next data processing. The result of the model test is shown in table 2 below;

Table 2: Criteria Goodness of Fit Measurement Models Structural Equation Modeling Analysis

Kriteria Index Criteria	Cut-off Value	Result of Analysis	Model Evaluation
CMIN/DF	CMIN/DF <2	1,978	Good
Baseline Comparisons	Approximately 1	Up to 0,5 for NFI, IFI, TLI and CFI	Good
Parsimony Adjusted Measures	0-1	Pration, PNFI, PDCFI between 0 - 1	Good
RMSEA	<0,08	0,078	Good
AIC	Default Model < Saturated	337<340 <2302	Good
ECVI	Default Model between Saturated & independent	2,110 < 2,125 < 14,392	Good

Analysis of data processing result at full stage of SEM model is done by doing conformity test and statistical test. Results of data processing for the analysis of full SEM model shown in Figure 3.

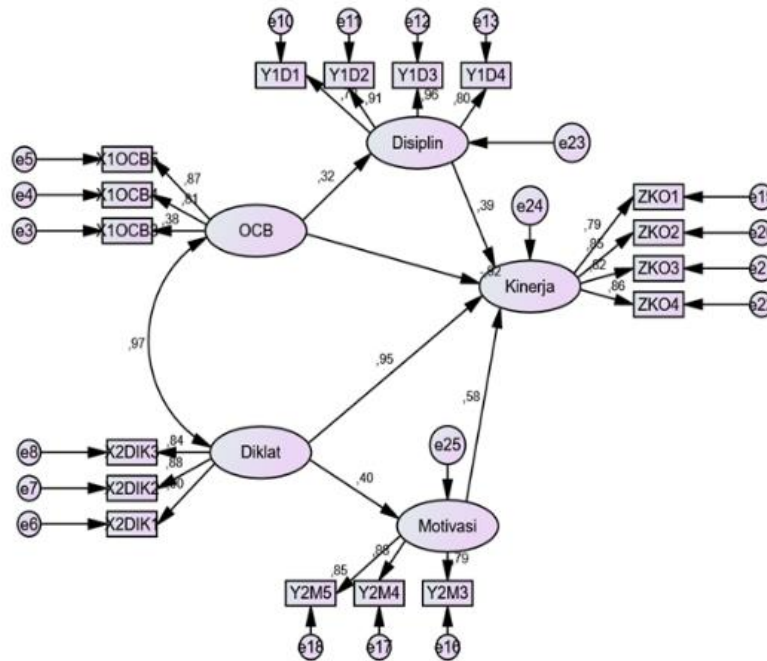


Figure 3: Structural Equation Model

Hypothesis testing

After all assumptions can be met, then will be tested hypothesis .. Testing 7 hypothesis of this research is done based on Critical Ratio (CR) value of a causality relationship. as in table 3 below.

Table 3: Result of hypothesis

Vari able		Variable	Estimate	S.E.	C.R.	P
Discipline	<--	OCB	,190	,051	3,75	***
Motivation	<--	Edu and training	,411	,089	4,62	***
Employee performance	<--	Discipline	,413	,052	8,02	***
Employee performance	<--	Motivation	,413	,052	8,02	***

Variable		Variable	Estimate	S.E.	C.R.	P
Employee performance	<--	Edu and training	,711	,239	2,97	,026
Employee performance	<--	OCB	-,593	,561	-1,05	,291

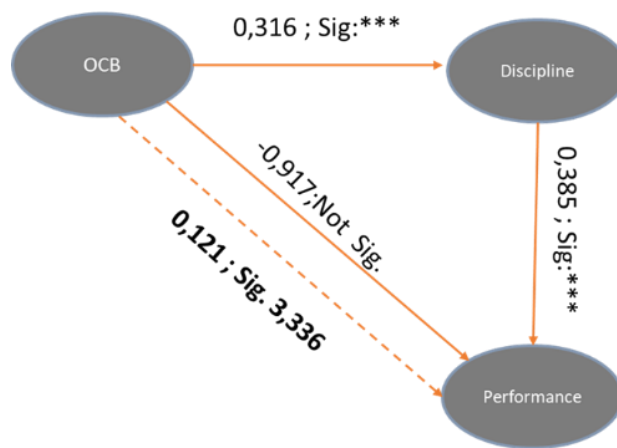
From Table 3 above, it can be seen from the 6 direct hypotheses that only 1 is not significant, namely the effect of OCB on performance because it has a CR and P value that does not meet the requirements.

Direct and Indirect Influence

Direct and Indirect Effects

Verification testing continued with testing indirect using Sobel Test. There are two indirect influences found in this research model, namely the Effect of OCB on Employee Performance through Motivation and the influence of Diklat on Employee Performance through Motivation.

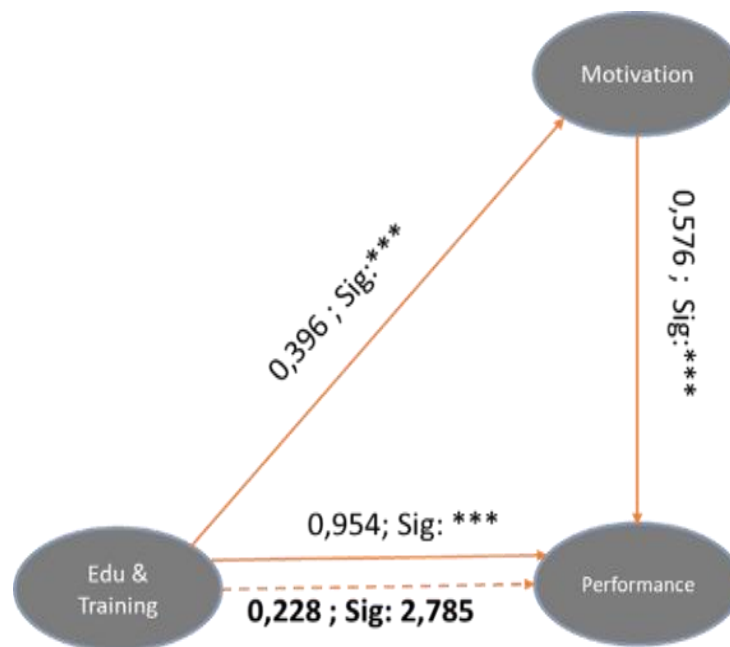
Effect of OCB on Employee Performance Through Discipline



Picture. 4.1: The results of testing indirect-1 hypothesis

Indirect Hypothesis Testing of OCB on Employee Performance through Disclosure It appears that the sobel test value is > 1.96 , it is proven that the indirect effect is significant. Because directly the effect is not significant, while the direct effect is not significant, the role of the disciplinary variable here is full intervening.

Effect of Education and Training on Employee Performance Through Motivation



Picture. 4.2: The results of testing indirect-2 hypothesis

It appears that the double test value is $2.785 < 1.96$, so it is proven that the indirect effect is not significant. Because indirectly through the motivation of the influence of training on significant employee performance, and directly also significant, the role of the variable Motivation is called Partial Intervening.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. Testing of hypothesis 1 (H1), namely descriptive hypothesis is done by using one sample test with a 3.4 cut-off value with the results as stated in the One Sample Test table. It can be seen that all indicators in the 5 variables have a significance number far below 0, 05.

Thus it can be concluded that all the variables in this study are OCB, Diklat, Discipline, motivation and employee performance perceived by the respondents as good categories.

2. From the Confirmatory test, there are 6 indicators that do not meet the requirements because they have a number of loading factors below the required one, namely 0.5. So that the five indicators must be delimited from the model.
3. The first Goodness of Fit test concludes that the existing measurement model is fully fit with the existing data so there is no need to modify the model to improve the feasibility of the model that has been prepared.
4. From the results of testing the hypothesis, from the 6 direct hypotheses tested only 1 which is not significant, that is the influence of promis on motivation because it has a CR and P value that does not meet the requirements.
5. Indirect testing to see the effect of career paths on Employee Performance proved to meet the requirements for further testing because of the influence of IV on the significant MV. For the indirect test, because all the conditions were met, proceed to testing indirect using Sobel Test, Aroian Test and
6. Goodman Test. The two test results produce a test statistic above 1.96 so it can be said that H_a is accepted. In other words, it can be interpreted that disciplinary variables can act as mediators that relate the influence of OCB on employee performance. The role of disciplinary variables in this case is Full Intervening. As for testing the indirect influence of Diklat on employee performance through motivational variables, it is proven that indirect relations occur, because all required elements are met. In this case because the direct or indirect rider is significant, the motivation variable is categorized as a partial intervening variable.

Recommendation

From the findings of this study, it was proven to be variable in training that had the largest beta coefficient number in increasing employee performance through direct and indirect influences. Therefore, if employee performance becomes the main concern to be improved, it must be done through increasing promotion policies that are better, fairer and transparent so that they can trigger the performance of the Surabaya Shipping Polytechnic employees.

BIBLIOGRAPHY

- AP Mangkunegara, A Prabu (2012), *Evaluasi Kinerja SDM*, cetakan keenam - Bandung: Refika Aditama.
- Alkmal, Zaldi, A. Rahman Lubis, and Mukhlis Yunus. "Pengaruh Kompensasi Terhadap Motivasi dan Disiplin Serta Dampaknya Pada Kinerja Pegawai Sekertariat Daerah Aceh

- Unsyiah." Fakultas Ekonomi Universitas Syiah Kuala Banda Aceh, Aceh, Indonesia (2012).
- Cinar, Orhan., Fatih Karcio., Zisan Duygu Aliogullari (2013) The Relationship Between Organizational Silence And Organizational Citizenship Behavior: A Survey Study In The Province Of Erzurum, Turkey. **Procedia - Social And Behavioral Sciences 99** Turkey
- Ghozali, Imam (2011) **Aplikasi Analisis Multivariate Dengan Program Spss 19**. Semarang: Bp Universitas Diponegoro.
- H Simamora (2004), Manajemen Sumber Daya Manusia Edisi III- Jakarta: STIE YKPN
- HJ Jackson, LR Malthis, (2001), Manajemen sumber daya manusia Gramedia Jakarta
- Hansen, Don R. Dan Maryanne M. Mowen (2013), **Akuntansi Manajerial**, Salemba Empat, Jakarta
- Khan Naqib Ullah Dan Muhammad Kaleem Dan Hafiz Ullah (2016) Relationship Between Organizational Silence And Citizenship Behavior - Mediating Role Of Commitments: Evidence From Khyber Pakhtunkhwa Universities. **Pakistan Journal Of Applied Economics: Special Issue 2016, (281-297)**. Kohat University Of Science & Technology, Kohat.
- M Amstrong, S Taylor – (2014), Armstrong's Handbook of Human Resource Management. UK: Ashford Colour press Ltd, 2014.
- Musnadi, S., & Majid, M. S. A. (2018). Pengaruh motivasi kerja, lingkungan kerja, dan budaya organisasi terhadap kinerja karyawan dan dampaknya pada kinerja Bank Aceh Syariah di Kota Banda Aceh. *Jurnal Magister Manajemen*, 2(1), 115-122.
- Nikmaran S, Yamchi, Gh, Shojaii S, Zahrani, Ma, And Alvani Sm (2012) Study On Relationship Between Organizational Silence And Commitment In Iran. **Work Applied Sciences Journal**, 17(10). 1271-1277
- Harbalioğlu Dan Buket (2014) The Relationship Between Organizational Silence And Organizational Citizenship Behavior: A Case Study At Kilis 7 Aralık University. **International Journal Of Advances In Management And Economics** vol.3 Issue2 Faculty Of Economics And Business Administration, Kilis 7 Aralık University, Turkey
- Robbins, Stephen P. Dan Timothy A. Judge (2013) **Perilaku Organisasi**, Jakarta: Salemba Empat.

Robbins S.P Dan Marry Coulter (2016) **Manajemen**, Jakarta: Indeks

Rusdi, Mukhlis Yunus Dan Syafruddin Chan (2015) Pengaruh Kepuasan Kerja Dan Loyalitas Karyawan Terhadap Organizational Citizenship Behaviour (OCB) Serta Dampaknya Pada Efektifitas Perusahaan PT. Markplus.Inc **Jurnal Manajemen Pascasarjana Universitas Syiah Kuala Vol. 4, No. 2. Mei 2015, 149-159.**

Sadeghi, Ghasem., Masoud Ahmadi Dan Maryam Taghvae Yazdi (2016) “The Relationship Between Organizational Citizenship Behavior And Organizational Performance (Case Study: Agricultural Jihad Organization Of Mazandaran Province)” **Problems And Perspectives In Management, Volume 14, Issue 3**, Department Of Educational Management, Sari Branch, Islamic Azad University, Sari, Iran

Shojaie, Samereh, Zarei Matin, Hasan & Barani, Ghasem. (2011), “Analyzing The Infrastructures Of Organizational Silence And Ways To Get Rid Of It”, **Procedia - Social And Behavioral Sciences, 30, Pp 1731 – 1735**

Simon A. Andrew Dan Filadelfo León-Cázare (2015) Mediating Effects Of Organizational Citizenship Behavior On Organizational Performance: Empirical Analysis Of Public Employees In Guadalajara, Mexico. **Econoquantum / Vol. 12.**

Yasin Sehitoglu Dan Cemal Zehir (2010) The Analysis Of Employee Performance In The Context Of Employee Silence And Organizational Citizenship Behavior In Turkish Public Institutions. **TODAİE’s Review Of Public Administration, Volume 4 No 4** Institute Of Technology, Faculty Of Business Administration.

Zehir, C. And Erdogan, E. (2011). The Association Between Organizational Silence And Ethical Leadership Through Employee Performance, **Procedia Social And Behavioral Sciences, 24: Pp 1389-1404.**