

The Influence of Organizational Culture and Work Discipline on Organizational Citizenship Behavior Through Work Motivation

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ABSTRACT

This study aims to determine the effect of Organizational Culture and Work Discipline on Organizational Citizenship Behavior (OCB) with Work Motivation. This study uses a type of quantitative research using a population of 142 people with a sample of 105 employees at Yayasan Harapan Insan Kalimantan Palangka Raya City. Data collection techniques using questionnaires, observation and literature study. Data analysis using Partial Least Square (PLS) with the SMARPLS 4.0 application. The findings revealed that: 1. Organizational culture has a positive and significant effect on work motivation; 2. Work discipline has a positive and significant effect on work motivation; 3. Organizational culture has a positive and significant effect on OCB; 4. Work discipline has a positive and insignificant effect on OCB; 5. Work motivation has a positive and significant effect on OCB; 6. Work motivation can mediate the effect of organizational culture on OCB; 7. Work motivation can mediate the effect work discipline on OCB. The limitations of this study involve a relatively small sample size, time constraints for filling out questionnaires, and a limited number of variables so that the scope is limited. As a recommendation, future researchers can expand the sample size, expand the time coverage of questionnaire data collection and expand the number of research variables to provide more comprehensive insights.

INTRODUCTION

In this modern era, the existence of foundations is increasingly mushrooming in various fields. Moreover, foundations are currently shaded by government law in the form of legislation. The foundation law opens opportunities for foundations to do business, although the participation of the foundation to do business is only 25% of the wealth owned by the foundation (Attamimi, 2019).

The foundation has clear directions, goals, targets and objectives. In achieving all of this, human resources are a very important role in addition to other resources owned by the foundation. Without human resources, organizational activities will not occur. The success of the foundation is highly dependent on the quality and performance of the individuals in the organization or institution. The achievement of organizational performance cannot be separated from employee work involvement. Employees can identify their work and actively participate in it and consider work performance as important in valuing themselves (Moore et al., 2019). Employees are human resources and one of the most important factors in the production process of an agency. Labor issues play an important role in the success of an agency. Therefore, agencies need to make a plan regarding employment issues according to the needs of each employee. One behavior that can help the agency's work fulfillment process is OCB (Organizational Citizenship Behavior) behavior.

Many OCB behaviors that occur in organizations are directed at helping and providing support to colleagues. Employees will provide support if their coworkers are experiencing difficulties. In addition, employees can help overcome differences of opinion that cause conflict among coworkers by dealing with conflict more effectively. This behavior then builds stronger relationships among group members and can reduce the likelihood of employees leaving the organization (N. P. Podsakoff et al., 2009).

This research was conducted at Yayasan Harapan Insan Kalimantan, which is one of the foundations in Palangka Raya City, Central Kalimantan Province, which is engaged in various fields such as education, social, and religious. As for now the Foundation is still focused on moving in the field of education. One of the objectives of the Harapan Insan Kalimantan Foundation is to create a generation that excels in science and technology and faith and fiety for the people of Central Kalimantan, therefore in achieving its goals, quality human resources are needed by fostering OCB.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

According to Organ et al. (2005) OCB is voluntary activity on the part of individuals that enhances the efficiency of the organization but is activity on the part of individuals that enhances the efficiency of the organization but is unrelated to the reward system. OCB is defined by Podsakoff et al. (2000) as free individual conduct that does not get expenctations from the formal reward system directly or openly. This behavior, taken as a whole, promotes the efficacy of organizational functions.

According to Robbins (2001), OCB is a form of individual behavior in the organization. OCB is a behavior of choice that does not become an employee's formal work obligation, but can effectively support organizational functions. Meanwhile, according to Podsakoff et al (2000), the factors that influence OCB are as follows.

- a. Individual characteristics include individual personality, motivation to perform OCB behavior, commitment to the organization, job satisfaction, and perceptions of the organization.
- b. Task characteristics can be seen from how difficult the task is to complete and how important the task is. If the task is considered an important task, employees will try to help other employees and cause OCB behavior.
- c. Organizational characteristics include organizational support, group cohesiveness, organizational culture and climate. Culture as a shaper of OCB, a positive culture will make employees feel like doing work beyond what has been required in the job description.
- d. Leadership characteristics include leadership support and behavior, as well as the quality of the relationship between superiors and subordinates. The interaction between superiors and subordinates is a supporting factor for OCB behavior.

Many OCB indicators have been put forward by researchers, here are some OCB indicators put forward by Somech & Drach-zahavy (2000), namely as follows.

- a. Altruism (helpful behaviour), the conduct of employees who assist coworkers who are having personal or organizational challenges.
- b. Conscientiousness (Seriousness at work), which is behaviour demonstrated by employee seriousness at work and their willingness to go above and beyond the call of duty as established and anticipated by the company.
- c. Sportmanship (High tolerance), is the attitude of an employee who is willing to put up with difficult circumstances without raising a fuss.
- d. Courtesy (Acting politely), this is the conduct of an employee that sustains positive working relationships with coworkers to prevent interpersonal problems.
- e. Civic virtue (Giving priority to shared interests), the conduct of employees who demonstrate a participation-oriented mindset and a care for the advancement and prosperity of the organization.

Organizational Culture

According to Robbins & Judge (2015) Organizational culture is a shared system that is obeyed and then followed by members of the organization where this certainly shows an identity that can form a characteristic or distinguish one organization from another. According to Hofstede et al (2005), Organizational culture is the collective mental programming that sets one organization apart from its members. Schein (2010) defines organizational culture as a set of fundamental beliefs that people form when they work together to solve issues with internal integration and external adaptation. The factors that influence

organizational culture, according to Robbins & Judge (2015), are influenced by three factors, namely as follows.

- a. How new organizational members are selected. Organizational members who have gone through the right selection process will have the same "color" as the desired foundation culture.
- b. Socialization or direction that explains the proper attitudes and decisions of organizational members.
- c. Top Management functions as a role model.

Many indicators of organizational culture have been put forward by researchers, here are some indicators of organizational culture put forward by Edison et al. (2016), namely as follows.

- a. Aggressiveness means that members of the organization dare to make challenging decisions and goals.
- b. Self-awareness means that organizational members are aware that they work in the organization to get satisfaction with their performance.
- c. Team orientation means that in the organization each member can work together to communicate well.
- d. Personality means that members of the organization have an open attitude among members and are friendly.
- e. Performance means that members of the organization have creativity in working as members of the organization.

Work Discipline

According to Nitisemito (1992) work discipline refers to a mindset, conduct, and acts that follow both explicit and implicit organizational rules. Work discipline, on the other hand, is defined by Sutrisno (2017) as an individual's behaviour that conforms to current work standards and procedures. Alternatively, discipline can be seen as an attitude and behaviour that complies with both written and unwritten organizational regulations. Then, according to Hasibuan (2014), work discipline is the conscious and voluntary attitude of an individual who willingly abides by all laws and is conscious of his obligations. The following are some of the factors that Nitisemito (1992) identified as having an impact on work discipline.

- a. Employee welfare, with a decent life employees will be calmer in carrying out their duties, and with this calmness it is expected that they will be more disciplined.
- b. Threats, to improve discipline, there needs to be firmness for those who commit disciplinary actions.
- c. The example of the leader, in an effort to enforce discipline, in fact to further streamline the regulations issued in order to enforce discipline, having a leader's is essential.
- d. Firmness, the existence of firmness will make employees dare not violate existing regulations.
- e. Employee goals and abilities, Discipline is essentially also a support for employee abilities.

Many indicators of work discipline are put forward by researchers, here are some indicators of work discipline according to Rivai (2004), namely as follows:

- a. Attendance, employees with poor work discipline are typically used to arriving late for work. This is a basic indicator of discipline.
- b. Workers who adhere to work regulations will never omit a procedure and will consistently follow the work standards established by the foundation.
- c. High level of vigilance, workers with high alertness will always use things effectively and efficiently and will be cautious, methodical, and thorough in their work.
- d. Working ethically, a few workers might act in an impolite manner or behave inappropriately.

Work Motivation

According to Flippo (1976), it is a skill in aligning employees and organizational interests so that the result is that behavior in employee achievement wants to coincide with the achievement of organizational goals. Meanwhile, according to Cascio & Awad (1981), work motivation is a process that regulates the choices made by people between alternative forms of voluntary activity, so that this motivation arises because of their own awareness and without coercion. According to Ivancevich (2010) work motivation is a series of attitudes that influence a person to act in a directed manner in accordance with certain goals. The factors that influence and indicators of work motivation according to Maslow (1969) are as follows.

- a. Physiological needs, demonstrated by giving workers competitive pay, bonuses, reimbursement for food, transportation, housing, and other expenses.
- b. Social needs, demonstrated through social interactions, such as building amicable professional connections.
- c. Security needs, demonstrated by workplace safety and security resources such work safety equipment, pension plans, health benefits, and insurance.
- d. Award needs, demonstrated by ability based recognition and appreciation, namely the need to have leaders and other employees accept and value their accomplishments at work.
- e. Self-actualization needs, demonstrated by the work's intriguing and demanding nature, which will allow the individual to use all of his potential and skill sets.

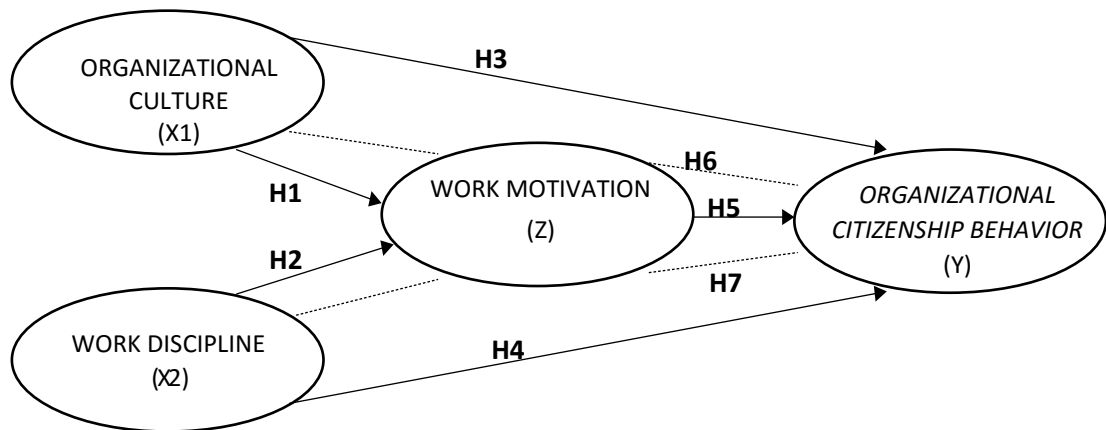


Figure 1. Conceptual Framework

Hypothesis

Work culture and motivation are interconnected with each other. If there is a strong organizational culture in the workplace or an organization, If the organization extends a strong culture to satisfy and identify the efforts of employees, it leads to increase work motivation. The organizational culture of a company reveals its vision and mission in accomplishing objectives. If the applied organizational culture is good, then motivation will increase, which means they work better. (Arshad et al., 2021). This is consistent with studies carried out by (Muttaqien, 2021; Nurhidayah et al., 2024; Uliyah & Ariyanto, 2021) who found that organizational culture affects work motivation. However, in research (Ramaditya & Nazarrío, 2020) stated that organizational culture has no effect on work motivation.

H1: Organizational Culture affects Work Motivation

Work discipline and Work Motivation are interconnected with each other. In increasing work motivation, intense supervision of employee discipline is needed by the organization so that employees can work in accordance with the rules and norms that apply where they work. Organizations can pay attention to these things in order to encourage the enthusiasm of employees to work in carrying out their duties so that the vision, mission, and goals of the organization can be achieved. (Halim et al., 2023). Work discipline that can affect work motivation is supported by research (Fadley, 2023; Halim et al., 2023; Nurhidayah et al., 2024) which states that work discipline has a positive and significant effect on work motivation. However, in research (Ilham et al., 2020) states that work discipline has no effect on work motivation.

H2: Work Discipline Affects Work Motivation

Organizational culture is the outcome of combining each person's cultural and behavioural traits with the group's enthusiasm and sense of a accomplishment in tackling a particular task to create a new standard and philosophy. OCB can be influenced by organizational culture. This is because it can create a great sense of work enthusiasm and increase the organization's ability to adapt to the environment around the organization. (Muttaqien, 2021). This is supported by (Muttaqien, 2021; Wahyudi et al., 2023; Widarko & Anwarodin, 2022) in his research which found that organizational culture has a

positive and significant effect on OCB. However, in research (Baihaqi & Saifudin, 2021) states that organizational culture has no effect on OCB.

H3: The influence of Organizational Culture on Organizational Citizenship Behavior (OCB).

Work discipline is characterized by an attitude of deference, compliance with organizational or foundational principles, and obedience. OCB can occur if employees have high work discipline both self-discipline and in the organization. This means that if work discipline is improved, OCB behavior in employees will increase. (Kusuma et al., 2020). This is corroborated by (Kusuma et al., 2020; Suseno et al., 2021; Wahyudi et al., 2023) in their research which found that work discipline has a positive and significant effect on OCB. However, in research (Patiwael et al., 2021) states that work discipline has no effect on OCB.

H4: Work Discipline affects Organizational Citizenship Behavior (OCB).

OCB is used to describe individual actions that have a net beneficial impact on the organization. A state known as work motivation is what propels or motivates an individual to engage in a conscious action or activity with the goal of raising employee OCB. An employee who has a strong drive or motivation to work to meet what he needs, and these needs can be met so that an employee wants to do his job better and creatively voluntarily to improve performance and an effective organization. (Zbierowski, 2018). This is supported by (Muttaqien, 2021; Uliyah & Ariyanto, 2021; Widarko & Anwarodin, 2022) in his research which found that work motivation variables have a significant influence on OCB. However, in research (Wulandari & Utari, 2023) states that work motivation has no effect on OCB.

H5: Work Motivation affects Organizational Citizenship Behavior (OCB).

Basically, organizational culture makes a big contribution to employees in generating OCB behavior. Therefore, an employee will certainly not be separated from the attachment of organizational culture to the foundation and of course to foster OCB behavior that raises a good organizational culture, it is necessary to have work motivation. A state that propels or motivates someone to engage in a conscious action or activity is known as motivation (Kalpikadari, 2020). This is consistent with studies carried out by (Kalpikadari, 2020; Suryadi et al., 2023; Suseno et al., 2021) found that work motivation as an intervening variable is considered capable of supporting the influence of organizational culture on OCB. However, in research (Uliyah & Ariyanto, 2021) states that organizational culture has no effect on OCB through work motivation.

H6: Organizational Culture affects Organizational Citizenship Behavior (OCB) through Work Motivation.

Work discipline and work motivation currently, there are components of the work system that an organization must take into account in order to increase productivity or performance. The existence of work discipline and work motivation will encourage an employee to excel and bring up a new idea or OCB behavior. In achieving organizational goals, it is necessary to pay attention to work motivation and work discipline to foster OCB behavior in employees (Tahier et al., 2022). This is consistent with studies carried out by

(Suseno et al., 2021; Tahier et al., 2022; Wahyuni & Karneli, 2021) in their research which found that the work discipline variable has a significant effect on OCB through work motivation. However, in research (Tahier et al., 2022) states that work discipline has no effect on OCB through work motivation.

H7: Work Discipline affects Organizational Citizenship Behavior (OCB) through Work Motivation.

METHODOLOGY

This research is a quantitative study using the Structural Equation Modeling (SEM-PLS) approach. The population is 142 with the sample taken using the Random Sampling technique. The Slovin formula is used to calculate the number of samples a total of 105 (Santoso, 2023). Organizational Culture and work discipline are the independent variables in this study. OCB is the dependent variable, and Work motivation acts as a mediating variable. There are three data collection techniques used, namely questionnaires, observations and literature studies. This research was conducted on employees of Yayasan Harapan Insan Kalimantan. The data analysis test uses the Partial Least Square approach, which is carried out with SmartPLS 4.0 software (currently the latest version) on the researcher's device. There are two types of model measurements in this analysis test, namely the outer model and the inner model.

RESEARCH RESULT

Outer Model

This model clarifies the relationship or relationship between endogenous and exogenous latent variables and existing measurement or indicator variables. Exogenous variables, also referred to as determining or independent variables, are variables whose variability is determined through the assumption of causes that are outside the model. For reliability and validity analysis, the test on the outer model provides a value (Edeh et al., 2023).

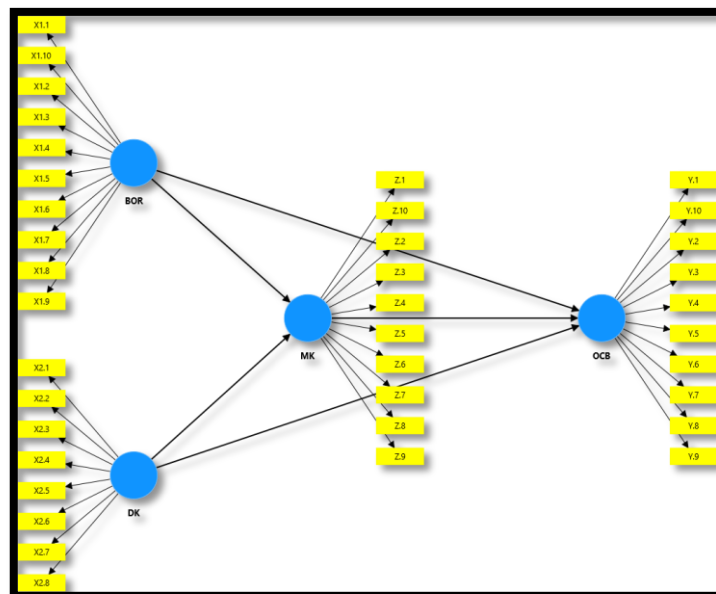


Figure 2. Graphical Output of PLS-Algorithm
Source: SmartPLS 4.0 analyzed at 2024

1. Convergent Validity

Convergent Validity indicates the extent to which the indicators used to measure a construct empirically correlate with each other. Convergent Validity in structural models indicates that the indicators used to evaluate a construct are in accordance with the proposed idea and reflect the same dimensions or aspects of construct validity. There are several methods that can be used to test Convergent Validity, namely loading factor and Average Variance Extracted (AVE). A high loading factor value indicates that the proposed construct measurement is strongly assisted by the indicator. To find a significant loading factor value, which is more than 0.7, usually a certain threshold value limit is considered (Musyaffi et al., 2021).

Table 1. Outer Loading as Convergent Validity Test Result

	Organizational Culture	Work Discipline	Work Motivation	OCB
X1.1	0,816			
X1.10	0,753			
X1.2	0,655			
X1.3	0,771			
X1.4	0,809			
X1.5	0,796			
X1.6	0,829			
X1.7	0,796			
X1.8	0,787			
X1.9	0,727			
X2.1		0,767		
X2.2		0,881		
X2.3		0,848		
X2.4		0,786		
X2.5		0,829		
X2.6		0,870		
X2.7		0,859		
X2.8		0,871		
Y.1				0,785
Y.10				0,741
Y.2				0,751
Y.3				0,745
Y.4				0,781
Y.5				0,713
Y.6				0,703
Y.7				0,711
Y.8				0,744
Y.9				0,759
Z.1			0,764	
Z.10			0,782	

Z.2			0,738	
Z.3			0,845	
Z.4			0,763	
Z.5			0,758	
Z.6			0,769	
Z.7			0,802	
Z.8			0,758	
Z.9			0,784	

Source: SmartPLS 4.0 analyzed at 2024

Average Variance Extracted (AVE) shows how much of the variance is attributable to the items as opposed to measurement error. Due to a measuring inaccuracy. The notion is considered to have excellent convergent validity if the AVE value is more than 0,5 (Musyaffi et al., 2021).

Table 2. Average variance extracted (AVE) as Convergent Validity Test Result

	Average variance extracted (AVE)
Organizational Culture	0,630
Work Discipline	0,705
Work Motivation	0,604
OCB	0,553

Source: SmartPLS 4.0 analyzed at 2024

2. Discriminant Validity

Discriminant Validity value is the value of the cross-loading factor which aims to determine whether there is discrimination in the research construct. The method to determine whether a construct has sufficient discrimination is to compare the load value of the intended construct with the load values of other constructs. In SmartPLS 4.0 software, three matrices are used to measure discriminant validity: *Heterotrait-Monotrait Ratio (HTMT)*, *Fornell-Larcker criterion*, and *cross loading*. Since the HTMT matrix is better and more accurate than the others, only the HTMT matrix is used for discriminant validity testing in this study. (Musyaffi et al., 2021).

Table 3. Heterotrait-Monotrait Ratio (HTMT) as Discriminant Validity Test Result

	Heterotrait-monotrait ratio (HTMT)
Work Discipline <-> Organizational Culture	0,859
Work Motivation <-> Organizational Culture	0,827
Work Motivation <-> Work Discipline	0,849
OCB <-> Organizational Culture	0,899
OCB <-> Work Discipline	0,839
OCB <-> Work Motivation	0,897

Source: SmartPLS 4.0 analyzed at 2024

3. Reliability Test

Reliability testing in SEM-PLS can be done using several techniques, such as composite reliability and Cronbach's alpha. These techniques allow researchers to ensure that the constructs used in the PLS-SEM model are reliable and valid. This is important because the analysis results and conclusions of the model will only be useful if the constructs have sufficient reliability (Musyaffi et al., 2021).

Table 4. Composite Reability Validity Test Result

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
BOR	0,926	0,927	0,939
DK	0,940	0,941	0,950
MK	0,927	0,929	0,938
OCB	0,910	0,911	0,925

Source: SmartPLS 4.0 analyzed at 2024

Inner Model

The relationship between latent variables, which are exogenous or independent variables, and endogenous or dependent factors is depicted by an inner model, also known as an internal relationship or structural model. To make sure the structural model created is reliable and accurate, internal or structural model analysis is done. The coefficient of determination (R-square / R²), estimates for path coefficients, effect size (F-square), and predictive relevance (Q-square) are some of the metrics that can be used to evaluate model internals. (Fong & Law, 2013)

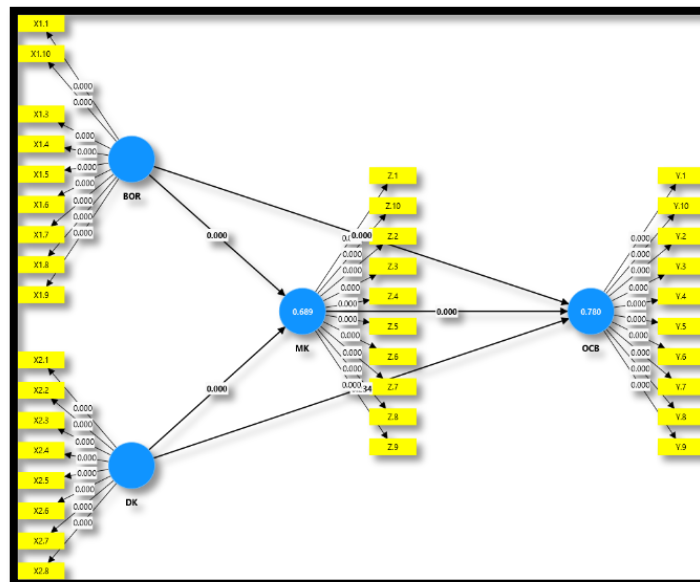


Figure 3. Graphical Output of Bootstrapping

Source: SmartPLS 4.0 analyzed at 2024

1. R-Square

R Square on endogenous variables is the coefficient of determination on an endogenous construct. The R Square value also explains how the exogenous

variables differ from the endogenous variables. There are several strengths that can be used to explain the variation. The criteria indicate an R-Square small 0,25, medium 0,50, and large 0,75. (Edeh et al., 2023; Musyaffi et al., 2021).

Table 5. R-Square Test Result

	R-square	Adjusted R-square
Work Motivation	0,689	0,683
OCB	0,780	0,773

Source: SmartPLS 4.0 analyzed at 2024

2. F-Square

Effect Size (F-Square) is employed to calculate R Square alterations for endogenous constructs. The impact of external constructs on internal constructs and their connection to the substantive effect are shown by changes in the R Square value. F-Square value falls into three categories, small 0,02, medium 0,15, and large 0,35 (Edeh et al., 2023; Musyaffi et al., 2021).

Table 6. F-Square Test Result

	f-square
BOR -> MK	0,148
BOR -> OCB	0,262
DK -> MK	0,301
DK -> OCB	0,011
MK -> OCB	0,248

Source: SmartPLS 4.0 analyzed at 2024

3. Q-Square

Prediction relevance (Q Square): Q Square is done to determine the ability of a prediction using the blindfolding method. Stone-Geisser's is also called Q square. Exogenous latent constructs are able to predict existing constructs well as explanatory variables, as indicated by this q square value being below 0. Q-Square value falls into three categories, small 0,02, medium 0,15, and large 0,35 (Edeh et al., 2023; Musyaffi et al., 2021).

Table 7. Q-Square Test Result

	Q ² predict
Work Motivation	0,670
OCB	0,708

Source: SmartPLS 4.0 analyzed at 2024

Path Coefficient Direct and Specific Indirect Effect

The path coefficient, also known as the path coefficient in direct effects, evaluates the significance and strength of the direct relationship in the model between the independent and dependent variables. On the other hand, the specific indirect effect describes how, through a few mediating variables, the independent variable indirectly affects the dependent variable (Edeh et al., 2023; Musyaffi et al., 2021). The main provisions are:

- P Values < 0.05 then the effect is significant

- P Values > 0.05 so that there is no significant effect
- The sample mean has a negative or positive effect

Table 8. Path Coefficient Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values
BOR -> MK	0,360	0,368	0,100	3,593	0,000
BOR -> OCB	0,432	0,434	0,082	5,240	0,000
DK -> MK	0,513	0,508	0,085	6,068	0,000
DK -> OCB	0,095	0,098	0,080	1,189	0,234
MK -> OCB	0,419	0,416	0,090	4,651	0,000

Source: SmartPLS 4.0 analyzed at 2024

Table 9. Path Coefficient Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values
DRILL -> MK -> OCB	0,151	0,153	0,053	2,864	0,004
DK -> MK -> OCB	0,215	0,212	0,060	3,589	0,000

Source: SmartPLS 4.0 analyzed at 2024

DISCUSSION

Effect of Organizational Culture on Work Motivation

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the influence of the relationship between organizational culture variables (BOR) on work motivation (MK) has a significant and positive influence with a P-value of 0.001 or equal to <0.05. The positive direction of influence can be seen from the original sample value (O) of 0.398 (39%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the effect on certain variables also increases. So, it can be concluded that hypothesis one (H1) in this study is accepted, and this means that the Organizational Culture Variable has a significant and positive effect on work motivation.

Effect of Work Discipline on Work Motivation

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the influence of the relationship between Work Discipline Variables (DK) on Work Motivation (MK) has a significant and positive influence with a P-value of 0.000 or equal to <0.05. The positive direction of influence can be seen from the original sample value (O) of 0.434 (43%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the influence on certain variables also increases. So, it can be concluded that hypothesis two (H2) in this study is accepted, meaning that the Work Discipline Variable has a significant and positive effect on work motivation.

Effect of *Organizational Culture* on Organizational Citizenship Behavior

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the influence of the relationship between Organizational Culture Variables (BOR) on OCB has a significant and positive influence with a P-value of 0.000 or equal to <0.05 . The positive direction of influence can be seen from the original sample value (O) of 0.454 (45%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the effect on certain variables also increases. So, it can be concluded that hypothesis three (H3) in this study is accepted, and it means that Organizational Culture has a significant and positive effect on OCB.

The Effect of Work Discipline on Organizational Citizenship Behavior

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the effect of the relationship between Work Discipline Variables (DK) on OCB has a positive and insignificant *effect* with a P-value of 0.135 or equal to > 0.05 . The positive direction of influence can be seen from the original sample value (O) of 0.153 (15%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the influence on certain variables also increases. However, the results show that work discipline has a positive impact on OCB, but it is not significant. This suggests that, although there is a tendency that an increase in work discipline is followed by an increase in OCB, this relationship is not strong or consistent enough. So, it can be concluded that hypothesis two (H4) in this study is rejected, and this means that the Work Discipline Variable has a positive and insignificant effect on work motivation.

The Effect of Work Motivation on Organizational Citizenship Behavior

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the effect of the relationship between Work Motivation Variables (MK) on OCB has a significant and positive *effect* with a P-value of 0.000 or equal to <0.05 . The positive direction of influence can be seen from the original sample value (O) in table 4.14 of 0.282 (28%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the effect on certain variables also increases. So, it can be concluded that hypothesis five (H5) in this study is accepted, and it means that work motivation has a significant and positive effect on OCB.

The Effect of *Organizational Culture* on Organizational Citizenship Behavior through Work Motivation

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the influence of the relationship between Organizational Culture Variables (BOR) on OCB through

Work Motivation (MK) has a significant and positive influence with a P-value of 0.014 or equal to <0.05 . The positive direction of influence can be seen from the original sample value (O) of 0.112 (11%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the effect on certain variables also increases. So, it can be concluded that hypothesis six (H6) in this study is accepted, and it means that Organizational Culture has a significant and positive effect on OCB through Work motivation.

The Effect of Work Discipline on *Organizational Citizenship Behavior* through Work Motivation

Based on the results of the tests that have been carried out, it is found that the value in the *direct effect* results regarding the influence of the relationship between Work Discipline Variables (DK) on OCB through Work Motivation (MK) has a significant and positive influence with a P-value of 0.013 or equal to <0.05 . The positive direction of influence can be seen from the original sample value (O) of 0.434 (43%). The positive direction of influence indicates that this indicates a change. In the sense that when the original sample value increases, the effect on certain variables also increases. So, it can be concluded that hypothesis seven (H7) in this study is accepted, and it means that the Work Discipline Variable has a significant and positive effect on OCB through work motivation.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion that has been explained, It can be concluded that Organizational culture has a positive and significant effect on work motivation; Work discipline has a positive and significant effect on work motivation; Organizational culture has a positive and significant effect on OCB; Work discipline has a positive and insignificant effect on OCB; Work motivation has a positive and significant effect on OCB; Work motivation can mediate the effect of organizational culture on OCB; Work motivation can mediate the effect work discipline on OCB.

Suggestions submitted by researchers to Yayasan Harapan Insan Kalimantan are to pay attention to organizational culture, by establishing clear values and norms that reflect the vision and mission of the foundation and encourage collaboration and open communication between employees and leaders, improve work discipline by creating and disseminating standard operating procedures (SOPs) that are clear and easy to understand for employees and, and increase work motivation by organizing reward and recognition programs to strengthen employee motivation and provide opportunities for professional development and continuous training.

ADVANCED RESEARCH

Further research to test how work motivation can strengthen or weaken the impact of organizational culture and work discipline on OCB. Future research can examine a broader corporate environment. In addition, future

researchers can make changes to variables over time or circumstances that are currently prevalent among respondents. In addition, future researchers can also use a more representative sampling method and expand geographic coverage so that the research results can be more generally generalized.

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