

The Influence of Work Discipline and Teamwork on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable at BPJS Branch Offices in Medan Raya

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Abstract

This study aims to analyze the direct and indirect effects of work discipline, teamwork, organizational citizenship behavior (OCB), and employee performance at the BPJS Ketenagakerjaan Branch Office in Medan Raya. The research uses a quantitative approach with a population of 82 employees. The sampling technique used is a saturated sample, where the entire population is used as the sample for this study. Data collection was carried out through questionnaires as the primary data source. The research model was analyzed using path analysis with Smart PLS version 3.3.3. The results of the study indicate that work discipline has a positive but insignificant effect on employee performance, with an original sample value of 0.585 and a P-value of 0.218. On the other hand, work discipline has a negative and significant effect on OCB, with an original sample value of -0.949 and a P-value of 0.000. Teamwork shows a negative but insignificant effect on employee performance, with an original sample value of -0.694 and a P-value of 0.304. However, teamwork has a positive and significant effect on OCB, with an original sample value of 1.720 and a P-value of 0.000. Furthermore, OCB has a positive and significant effect on employee performance, with an original sample value of 1.024 and a P-value of 0.003. Work discipline also has a negative and significant effect on employee performance through OCB, with an original sample result of -0.981 and a P-value of 0.011. Teamwork has a positive and significant effect on employee performance through OCB, with an original sample value of 1.775 and a P-value of 0.001. Thus, OCB plays a crucial role as an intervening variable that mediates the effects of work discipline and teamwork on employee performance.

Keywords: work discipline, teamwork, organizational citizenship and performance.

INTRODUCTION

BPJS Ketenagakerjaan has functions and responsibilities such as, conducting and accepting registration for BPJS participants, collecting and collecting contributions from participants and employers, receiving contribution assistance from the government, managing social security funds for the benefit of participants, collecting and managing data on social security program participants, providing benefits and financing health services according to the provisions of the social security program, and is also responsible for providing information regarding the implementation of social security programs to participants and the community. The main function of BPJS Ketenagakerjaan is to organize work accident insurance programs, death insurance programs, pension insurance programs and old age insurance programs.

According to Sinambela (2018), work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. With good work discipline from employees such as arriving on time, carrying out work according to what has been determined by the company, obeying company regulations, it will be able to improve the performance of these employees so that the company's targets will be achieved.

Previous research on the effect of work discipline on employee performance showed inconsistent results. Research results from Satato, et al. (2022), Chandra, et al. (2022), Faqih (2022) showed that work discipline had a positive and significant effect on employee performance. Different research results from Nucifera (2022), Adinugroho, et al. (2021) showed that work discipline did not have a positive and significant effect on employee performance.

Teamwork depends on the level of trust and solidarity, team members work together to pool resources to achieve organizational goals. Teamwork is a collection of individuals who are interdependent on tasks and are jointly responsible for the results obtained, according to Manzoor (2017). Teamwork includes the mental and emotional involvement of people in a group that encourages them to contribute to the organization in order to achieve goals. The definition of teamwork explains that a group of people who work together to achieve the same goal. The results of Kusuma & Sutanto's (2018) study showed that teamwork has an important role in employee performance because each member can help each other complete tasks and problems that arise through communication within the team. In contrast to these findings, Muhti et al. (2017) found that teamwork had no effect on employee performance and this was influenced by the importance of results orientation in corporate culture.

One of the factors that affect employee performance is organizational citizenship behavior (OCB), OCB is a form of contribution made by an employee beyond his/her responsibilities (Syaiful B 2018), OCB is a term for employees who provide added value to the work that is their job or added value to the company. According to Rosita (2018) the behavior of an employee who voluntarily helps the organization develop further by carrying out tasks beyond their obligations is a form of OCB, with the presence of OCB in employees it is expected that employees can work more than what is assigned, always be ready to accept additional work, obey existing rules, and be able to help fellow employees.

In the study (Andriani et al., 2021) OCB has a positive and significant influence on employee performance because through OCB it can create prosocial behavior thereby improving individual performance. Meanwhile, on employee personality through OCB on employee performance has a positive influence, where it is said that the influence of personality on performance is smaller than the influence of personality on OCB, because one of the factors forming OCB is personality which is directly beneficial to the organization.

Employee performance is an aspect that directly impacts the achievement of company goals. According to Simanjuntak (2018), performance is a measure of work results in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. In addition, employee performance generally includes elements of quantity and quality of work results, attendance and ability to cooperate (Simanjuntak, 2018). Thus, it can be said that performance is a benchmark for the company's success in achieving its goals. If employees are able to provide optimal performance in every task given, then the company's goals will be quickly achieved.

Based on the description above, the researcher is interested in conducting research with the title The Influence of Work Discipline and Teamwork on Employee Performance with

Organizational Citizenship Behavior as an Intervening Variable at BPJS Employment Branch Offices throughout Medan Raya.

Formulation of the problem

1. Does work discipline have a positive and significant effect on Organizational Citizenship Behavior at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
2. Does teamwork have a positive and significant effect on Organizational Citizenship Behavior at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
3. Does work discipline have a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
4. Does teamwork have a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
5. Does Organizational Citizenship Behavior have a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
6. Does work discipline have a positive and significant effect on employee performance through Organizational Citizenship Behavior as an intervening variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
7. Does teamwork have a positive and significant effect on employee performance through Organizational Citizenship Behavior as an intervening variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?

Research purposes

1. To find out and analyze the influence of work discipline towards Organizational Citizenship Behavior at BPJS Employment Branch Offices throughout Medan Raya.
2. To find out and analyze the influence of teamwork on Organizational Citizenship Behavior at BPJS Employment Branch Offices throughout Medan Raya.
3. To find out and analyze the influence of work discipline on employee performance at BPJS Employment Branch Offices throughout Medan Raya.
4. To find out and analyze the influence of teamwork on employee performance at BPJS Employment Branch Offices throughout Medan Raya.
5. To find out and analyze the influence of *Organizational Citizenship Behavior* influence on employee performance at BPJS Employment Branch Offices throughout Medan Raya.
6. To find out and analyze the influence of work discipline on employee performance through Organizational Citizenship Behavior as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya.
7. To find out and analyze the influence of teamwork on employee performance through Organizational Citizenship Behavior as an intervening variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

LITERATURE REVIEW

Work Discipline

According to Agustini (2019), work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals.

Work Discipline Indicators

According to Agustini (2019) the discipline indicators are as follows:

- a. Attendance rate, namely the number of employees present to carry out work activities in the company which is characterized by a low level of employee absence.
- b. Work procedures, namely rules or provisions that must be adhered to by all members of the organization.
- c. Obedience to superiors, namely following what is directed by superiors to get good results.
- d. Work awareness, namely the attitude of a person who voluntarily does his work well, not because of coercion.
- e. Responsibility, namely the employee's willingness to be responsible for their work, the facilities and infrastructure used, and their work behavior.

Teamwork

According to West in Andarias & Lutfi (2021), teamwork is a relatively small group working on clear, challenging tasks that are most efficiently completed by the work group together compared to individuals working alone or in groups, which have certainty, together, challenging, team goals derived from tasks, who must work together and depend on each other to achieve those goals, whose members work in different roles in a team, and have the necessary authority, autonomy and resources that enable them to meet team goals.

Indicator Teamwork

According to West in Andarias & Lutfi (2021), the indicators of teamwork are as follows:

- a. Responsible for jointly completing the work,
- b. Contributing to each other with both energy and thoughts will create cooperation.
- c. Maximizing capability direction to maximize the capabilities of each team member, cooperation will be stronger and of higher quality.

Organizational Citizenship Behavior

According to Sukanto (2018), Organizational Citizenship Behavior refers to individual behavior that makes an overall positive contribution to the company.

Indicator Organizational Citizenship Behavior

According to Sukanto (2018) there are 5 (five) indicators of Organizational Citizenship Behavior (OCB), namely:

- a. *Altruism*, which is a behavior carried out by individuals who voluntarily help their co-workers who are experiencing difficulties in the situation they are facing, either regarding work in the company or other people's personal problems. This dimension leads to providing assistance that is not an obligation that they bear. For example, employees help other co-workers who are not feeling well. In addition to the employee's goal of lightening the workload of their co-workers, this will also help the company in achieving targets on time and for employees it is useful as an exercise in improving performance measures.
- b. *Conscientiousness*, namely behavior carried out by individuals voluntarily in their role as employees to improve their performance in various ways, even when it requires creativity and innovation for the sake of improving the company. For example, having the initiative to improve their competence, either by conducting training or attending seminars that exist voluntarily.
- c. *Civic Virtue*, namely behavior carried out by individuals voluntarily in their role as employees to participate and be responsible for solving company problems for the sake of the company's sustainability. For example, when there is a threat of competitors in business, employees contribute in providing ideas for solving the problem.
- d. *Courtesy*, which is behavior carried out by individuals voluntarily in their role as employees to prevent problems from occurring in the company either due to provocation from outside the company or from individuals within the company. For example, giving warnings to coworkers to always be careful in responding to issues that have a negative impact and always trying to provide correct information for the company.
- e. *Sportsmanship*, namely behavior carried out by individuals voluntarily in their role as employees in the form of tolerance to survive in uncomfortable or unpleasant conditions without complaining at all. For example, in order to maintain the survival of the company, there is a change in the rules in the company that is not in accordance with employee expectations, employees must be able to accept these conditions and remain positive.

Employee Performance

According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.

Indicator Employee Performance

According to Afandi (2018) employee performance indicators are as follows:

- a. Quantity of work results All forms of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents.
- b. Quality of work results All forms of units of measurement related to the quality or standard of work results that can be expressed in numerical measurements or other numerical equivalents.
- c. Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
- d. Work discipline. Obedient to applicable laws and regulations.

- e. Initiative The ability to decide and do the right thing without being told, being able to find what should be done about something around you, trying to keep moving to do things even though the situation feels increasingly difficult.
- f. Accuracy The level of conformity of work measurement results to whether the work has achieved its objectives or not.
- g. Leadership is the process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
- h. Honesty is one of the human traits that is quite difficult to apply.
- i. Creativity A mental process that involves generating ideas or that involves generating ideas.

Conceptual Framework

To get a simpler picture, it can be explained using the following scheme:

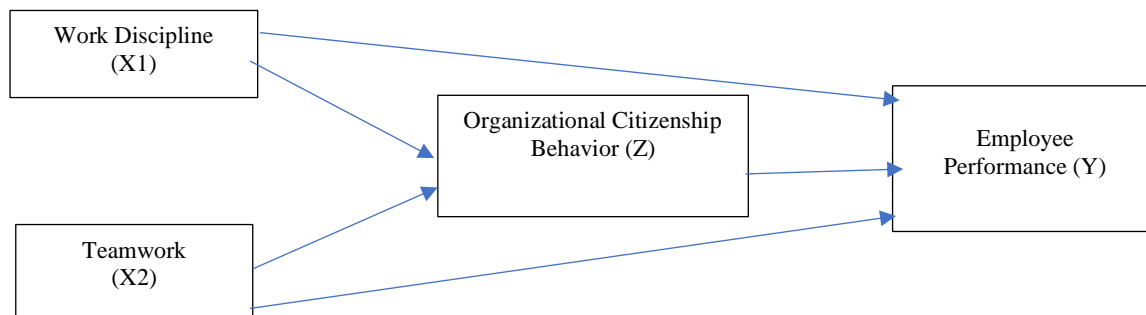


Figure 1. Conceptual Framework of Research

Hypothesis

The hypothesis in this study is as follows:

- H1: Work discipline has a positive effect and significant on Organizational Citizenship Behavior at BPJS Employment Branch Offices Throughout Medan Raya.
- H2: Teamwork matters positive and significant on Organizational Citizenship Behavior at BPJS Employment Branch Offices Throughout Medan Raya.
- H3: Work Discipline has an effect positive and significant on Employee Performance at BPJS Employment Branch Offices Throughout Medan Raya.
- H4: Teamwork has a positive effect and significant on Employee Performance at BPJS Employment Branch Offices Throughout Medan Raya.
- H5: *Organizational Citizenship Behavior* influential positive and significant on Employee Performance at BPJS Employment Branch Offices Throughout Medan Raya.
- H6: Work Discipline has an effect positive and significant on Employee Performance through Organizational Citizenship Behavior at BPJS Employment Branch Offices Throughout Medan Raya.
- H7: Teamwork matters positive and significant on Employee Performance through Organizational Citizenship Behavior at BPJS Employment Branch Offices Throughout Medan Raya.

METHOD

Types of research

The type of research used by researchers is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research location was conducted at BPJS Employment Branches throughout Medan Raya consisting of 3 branch offices with a total correspondence of 82 people, with the following details:

- BPJS Employment Medan Branch, located at Jl. Kapten Patimura No. 334, Darat, Medan Baru District, Medan City, North Sumatra, with a total of 24 employees.
- BPJS Employment Tanjung Morawa Branch, which is located at Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra 20362, North Sumatra, with a total of 22 employees.
- BPJS Employment North Medan Branch, which is located in Jl. Marelán Raya No.108, Tanah Enam Ratus, Medan Marelán District, Medan City, North Sumatra with a total of 22 employees.
- BPJS Employment Binjai Branch is located at Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, East Binjai District, Binjai City, North Sumatra.

with a total of 14 employees.

The research period was carried out for 3 months starting from July to September 2024.

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn. The population and sample in this study were all permanent employees at the BPJS Ketenagakerjaan Tanjung Morawa Branch totaling 22 employees, plus 24 Medan Branch employees, employees North Medan Branch as many as 22 employees, Binjai branch office 14 people (saturated sample) so that the total is 82 BPJS Ketenagakerjaan employees of Medan Raya Branch Offices.

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

| Variable Types | Definition | Indicator |
|---|---|--|
| Work Discipline (X1) | According to Agustini (2019), work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals. | According to Agustini (2019) the indicators of work discipline are as follows: <ul style="list-style-type: none"> • Attendance rate. • Working procedures. • Obedience to superiors. • Consciousness works. • Responsibility. |
| KTeamwork (X2) | According to West in Andarias & Lutfi (2021), teamwork is a relatively small group working on clear work, challenging tasks that are most efficiently completed by work groups together compared to individuals working alone or in groups, who have certainty, together, challenging, team goals derived from tasks, who must work together and depend on each other to achieve these goals. | According to West in Andarias & Lutfi (2021), the indicators of team collaboration are as follows: <ul style="list-style-type: none"> • Responsible for jointly completing the work, • Contributing to each other with both energy and thoughts will create cooperation. • Maximum ability guidance |
| <i>Organizationanizational Citizenship Behavior</i> (Z) | According to Sukanto (2018), Organizational Citizenship Behavior refers to individual behavior that makes an overall positive contribution to the company. | According to Sukanto (2018), the indicators of Organizational Citizenship Behavior (OCB) are as follows: <ul style="list-style-type: none"> • <i>Altruism.</i> • <i>Conscientiousness.</i> • <i>Civic Virtue.</i> • <i>Courtesy.</i> |

| | | |
|--------------------------|--|---|
| | | <ul style="list-style-type: none"> • <i>Sportsmanship.</i> |
| Employee Performance (Y) | <p>According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.</p> | <p>According to Afandi (2018) employee performance indicators are as follows:</p> <ul style="list-style-type: none"> • Quantity of work results. • Quality of work results. • Efficiency in carrying out tasks. • Work discipline. • Initiative. • Accuracy. • Leadership. • Honesty. • Creativity |

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Ghozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2014). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted.(AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:

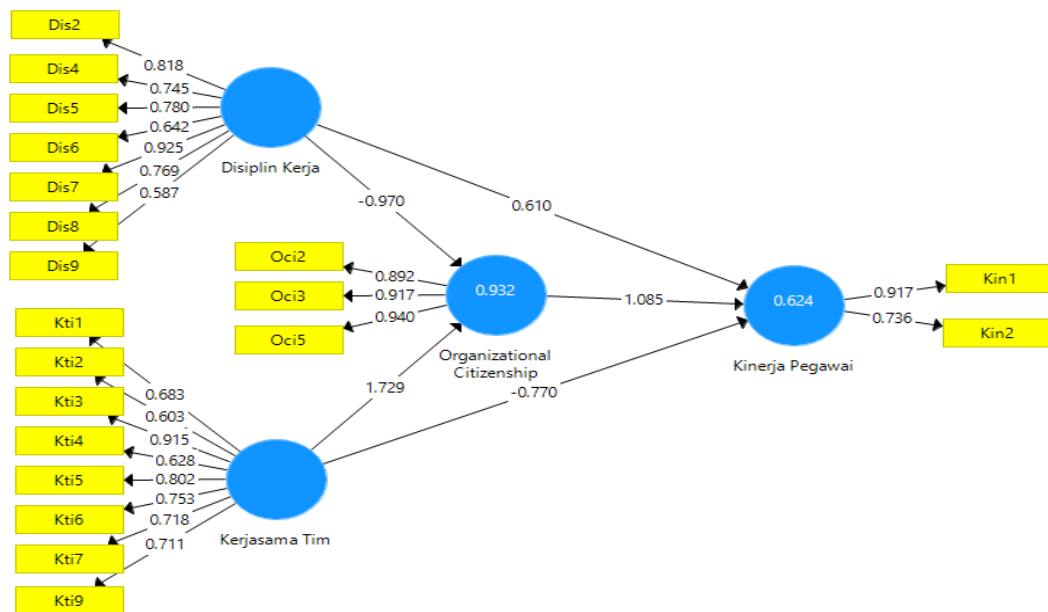


Figure 2. Outer Model
 Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1.

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.970 X_1 + 1.729 X_2 + e_1$$

For substructure 2

$$Y = b_1X_1 + b_2X_2 + b_1Z + e_2$$

$$Y = 0.610X_1 + 0.770X_2 + 1.085Z + e_2$$

Table 2. Outer Loadings

| | Work Discipline | Teamwork | Employee Performance | Organizational Citizenship |
|-------------|-----------------|--------------|----------------------|----------------------------|
| Dis2 | 0.818 | | | |
| Dis4 | 0.745 | | | |
| Dis5 | 0.780 | | | |
| Dis6 | 0.642 | | | |
| Dis7 | 0.925 | | | |
| Dis8 | 0.769 | | | |
| Dis9 | 0.587 | | | |
| Kin1 | | | 0.917 | |
| Kin2 | | | 0.736 | |
| Kti1 | | 0.683 | | |

| | | | | |
|-------------|--|--------------|--|--------------|
| Kti2 | | 0.603 | | |
| Kti3 | | 0.915 | | |
| Kti4 | | 0.628 | | |
| Kti5 | | 0.802 | | |
| Kti6 | | 0.753 | | |
| Kti7 | | 0.718 | | |
| Kti9 | | 0.711 | | |
| Oci2 | | | | 0.892 |
| Oci3 | | | | 0.917 |
| Oci5 | | | | 0.940 |

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

| | Work Discipline | Teamwork | Employee Performance | Organizational Citizenship |
|-----------------------------------|------------------------|-----------------|-----------------------------|-----------------------------------|
| Work Discipline | 0.759 | | | |
| Teamwork | 0.894 | 0.733 | | |
| Employee Performance | 0.546 | 0.711 | 0.831 | |
| Organizational Citizenship | 0.575 | 0.862 | 0.772 | 0.917 |

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research

is reliable or not and valid or not including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------------------|------------------|-------|-----------------------|----------------------------------|
| Work Discipline | 0.874 | 0.921 | 0.903 | 0.577 |
| Teamwork | 0.883 | 0.927 | 0.901 | 0.537 |
| Employee Performance | 0.676 | 0.685 | 0.816 | 0.691 |
| Organizational Citizenship | 0.905 | 0.906 | 0.940 | 0.840 |

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R²)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

| | R Square | R Square Adjusted |
|----------------------------|----------|-------------------|
| Employee Performance | 0.624 | 0.604 |
| Organizational Citizenship | 0.932 | 0.930 |

Source: Smart PLS 3.3.3

There is a variable R square value Organizational Citizenship with an R square value of 0.9304 and if the percentage is 93.0%, this means that the influence of work discipline and teamwork on employee performance is through Organizational Citizenship and the rest is on other variables. The R square value of the employee performance variable is 0.604 and if

expressed as a percentage is 60.4%, meaning that the influence of the work discipline variable, teamwork on employee performance through Organizational Citizenship by 60.4% and the remainder on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . The following are the consequences of the direct impact Path Coefficient:

Table 6. Hypothesis Testing

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Work Discipline -> Employee Performance | 0.610 | 0.585 | 0.495 | 1.232 | 0.218 |
| Work Discipline -> Organizational Citizenship | -0.970 | -0.949 | 0.182 | 5.322 | 0.000 |
| Teamwork -> Employee Performance | -0.770 | -0.694 | 0.749 | 1,028 | 0.304 |
| Teamwork -> Organizational Citizenship | 1,729 | 1,720 | 0.193 | 8,960 | 0.000 |
| Organizational Citizenship -> Employee Performance | 1,085 | 1,024 | 0.358 | 3.031 | 0.003 |

Source: Smart PLS 3.3.3

The results of the research directly above will be explained as follows:

- a. Work discipline has a positive but insignificant effect on employee performance, with an original sample value of 0.585 and a P-value of 0.218. This indicates that work discipline is not able to significantly improve employee performance, as the placement of individuals in their roles is not strongly influenced by work discipline created by the organization.
- b. Work discipline has a negative and significant effect on Organizational Citizenship Behavior (OCB), with an original sample value of -0.949 and a P-value of 0.000. This suggests that work discipline established by the organization can significantly reduce OCB among employees, though a strong OCB is often associated with treating employees well.
- c. Teamwork has a negative and insignificant effect on employee performance, with an original sample value of -0.694 and a P-value of 0.304. This implies that if teamwork does not improve, employee performance may still increase. However, if teamwork decreases, employee performance tends to decline as well.

- d. Teamwork has a positive and significant effect on OCB, with an original sample value of 1.720 and a P-value of 0.000. This means that when teamwork improves, OCB also increases, and if teamwork decreases, OCB will likely decline as well.
- e. Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance, with an original sample value of 1.024 and a P-value of 0.003. This indicates that as OCB increases, employee performance also improves, and conversely, if OCB decreases, employee performance will decline.

Table 7. Path Coefficients (Indirect Effect)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Work Discipline -> Organizational Citizenship -> Employee Performance | -1.052 | -0.981 | 0.413 | 2,550 | 0.011 |
| Teamwork -> Organizational Citizenship -> Employee Performance | 1,876 | 1,775 | 0.679 | 2,764 | 0.001 |

Source: Smart PLS 3.3.3

The results of the indirect influence above can be explained as follows:

1. Work Discipline has a negative and significant effect on employee performance via organizational citizenship with the original sample results of -0.981 and p values of 0.011. This means that organizational citizenship is an intervening variable because it is able to influence work discipline against employee performance indirectly.
2. Teamwork positive and significant influence on employee performance via organizational citizenship with the original sample result of 1.775 and p values of 0.001. This means that organizational citizenship is an intervening variable because it is able to influence teamwork against employee performance indirectly.

CLOSING

Conclusion

Based on the research results above, the following conclusions are drawn:

1. Work Discipline positive and insignificant effect on employee performance at BPJS Employment Branch Offices Throughout Medan Raya.
2. Work Discipline has a negative and significant effect on Organizational Citizenship at BPJS Employment Branch Offices Throughout Medan Raya.
3. Teamwork has a negative and insignificant effect on Employee Performance at BPJS Employment Branch Offices Throughout Medan Raya.
4. Teamwork has a positive and significant effect on Organizational Citizenship in BPJS Employment Branch Offices Throughout Medan Raya.
5. Organizational Citizenship has a positive and significant effect on Employee Performance in BPJS Employment Branch Offices Throughout Medan Raya.

6. Work Discipline has a negative and significant effect on employee performance via organizational citizenship in BPJS Employment Branch Offices Throughout Medan Raya.
7. Teamwork positive and significant influence on employee performance via organizational citizenship in BPJS Employment Branch Offices Throughout Medan Raya.

Suggestion

After drawing conclusions from the results, the researcher made the following suggestions to the company:

1. The company must maintain work discipline in the company by creating a business work discipline directed at employees who work and provide increased company performance with the existence of work discipline.
2. Companies must maintain teamwork in working well and safely. With teamwork maximum employees will improve the company's performance in general.
3. The company must maintain organizational citizenship in working well and safely. With organizational citizenship maximum employees will improve the company's performance in general.

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