

The Effect Of Work Discipline And Work Environment On Employee Performance Through Organizational Citizenship Behaviour (Ocb) As A Mediating Variable At The Regional Special Hospital Of Maluku Province

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Abstract

This research was conducted to obtain an explanation regarding the influence of work discipline and work environment on employee performance through Organizational Citizenship Behavior (OCB) as a mediating variable at the Maluku Province Regional Special Hospital. The purpose of this research is to analyze the influence of work discipline and work environment on employee performance and the role of organizational citizenship behavior (OCB) as a mediating variable. This research uses quantitative research. This research uses smartPLS version 4 software, the data collection instrument is a questionnaire measured using a Likert scale. This study had a sample of 100 respondents, namely employees of the Maluku Province Regional Special Hospital. The results of this research show that Work Discipline has no significant effect on employee performance with a p value of $0.709 > 0.05$, the Work Environment has a significant effect on Employee Performance with a p value of $0.000 < 0.05$, Organizational Citizenship Behavior has no significant effect on Employee Performance with a p value of $0.358 > 0.05$, Work Discipline has a significant effect on Organizational Citizenship Behavior with a p value of $0.000 < 0.05$, Work Environment has a significant effect on Organizational Citizenship Behavior with a p value of $0.000 < 0.05$, Organizational Citizenship Behavior does not mediate between Work Discipline and Employee Performance with a p value $0.378 > 0.05$, Organizational Citizenship Behavior does not mediate between the Work Environment and Employee Performance at the Regional Special Hospital of Maluku Province.

INTRODUCTION

In the era of digitalization, organizations are required to adapt to rapid developments in order to achieve their objectives effectively. One of the key aspects in attaining organizational goals is the management of competent and professional human resources (HR). Through human resources, organizational operations can be controlled in terms of production, finance, and marketing to enhance the organization's image, improve competitiveness, and generate profits that contribute to shared prosperity (Rusdiana, 2014). Human resource performance plays a crucial role in achieving organizational objectives. Several factors influence employee performance, including the work environment and work motivation, as well as job satisfaction, work discipline, and organizational citizenship behavior (Kurnianto & Kharisudin, 2022).

Work discipline refers to an attitude of respect demonstrated by employees toward organizational rules and regulations and serves as a managerial mechanism to reinforce established guidelines through a series of behavioral processes carried out by employees (Yusnandar et al., 2020). Meanwhile, the work environment can be defined as the place where employees carry out

all activities related to their jobs, which may result in either optimal or suboptimal performance outcomes. A conducive work environment is characterized by a peaceful and comfortable atmosphere, cleanliness, adequate lighting, and safety, thereby minimizing obstacles that may hinder employees in performing their tasks. Maintaining comfort and cleanliness in the workplace is an important factor that influences employees' ability to complete their work effectively (Febriani & Indrawati, 2013). Another factor that also affects employee performance is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior refers to voluntary employee behaviors that go beyond formal job requirements, reflecting a willingness to contribute to organizational sustainability and the achievement of its goals.

The Regional Special Hospital of Maluku Province is a mental health hospital established during the leadership of Prof. Dr. Kusumanto at the Directorate of Mental Health, Ministry of Health of the Republic of Indonesia. The hospital initially operated as a Class B Mental Hospital with a capacity of 54 beds and was built on a land area of 442 m². As the Regional Special Hospital of Maluku Province has been operating for more than a decade, it is necessary to evaluate the quality of its services, particularly in relation to employee performance.

Several issues related to employee performance have been identified at the Regional Special Hospital of Maluku Province, particularly concerning employee discipline related to daily attendance. These issues include frequent tardiness, leaving work earlier than scheduled, absence from the workplace during working hours, and even failure to attend work for various reasons. Attendance data reflecting employee discipline at the Regional Special Hospital of Maluku Province in 2023 are presented in Table 1 below.:

Table 1. Employee Attendance Data of the Regional Special Hospital of Maluku

No.	Month	Number of Employees	Sick	Leave	Without Explanation	Total
1	January	220 Employees	5 Employees	8 Employees	1 Employee	14 Employees
2	February	220 Employees	2 Employees	–	–	2 Employees
3	March	220 Employees	–	7 Employees	–	7 Employees
4	April	220 Employees	5 Employees	10 Employees	–	15 Employees
5	May	220 Employees	–	6 Employees	2 Employees	8 Employees
6	June	220 Employees	3 Employees	2 Employees	1 Employee	6 Employees
7	July	220 Employees	4 Employees	3 Employees	1 Employee	8 Employees
8	August	220 Employees	2 Employees	–	1 Employee	3 Employees
9	September	220 Employees	–	3 Employees	–	3 Employees
10	October	220 Employees	2 Employees	2 Employees	–	4 Employees
11	November	220 Employees	–	7 Employees	–	7 Employees
12	December	220 Employees	–	9 Employees	2 Employees	11 Employees

Source: Attendance Data of the Regional Special Hospital of Maluku Province, 2023

Based on Table 1, it can be observed that employees at the Regional Special Hospital of Maluku Province exhibit varying levels of absenteeism. The lowest rate of absenteeism occurred in February, while the highest rate was recorded in April.

This study also addresses two main phenomena that influence employee performance at the Regional Special Hospital of Maluku Province. First, the phenomenon of an uncondusive work environment, characterized by inadequate air-conditioning facilities and poor air circulation, has resulted in discomfort among employees. In addition, noise from the main road in front of the hospital disrupts employees' concentration, which may potentially reduce their performance and hinder the achievement of organizational targets. Second, this study investigates the phenomenon of Organizational Citizenship Behavior (OCB), where there is a lack of voluntary helping behavior among employees, such as the absence of initiatives to substitute for absent colleagues or to assist coworkers experiencing excessive workloads. Limited individual awareness and responsibility in completing tasks also contribute to work accumulation and difficulties in meeting deadlines. Based on the background described above, the researcher is interested in conducting a study entitled "The Effect of Work Discipline and Work Environment on Employee Performance through Organizational Citizenship Behaviour (OCB) as a Mediating Variable at the Regional Special Hospital of Maluku Province."

METHODS

This study employs a correlational research design that examines causal or cause-and-effect relationships to determine the influence of independent variables on the dependent variable. The study is classified as descriptive quantitative research. The research method used in this study is a quantitative survey approach, which is designed to explain causal relationships and test research hypotheses. Survey research involves selecting a sample from a population and using questionnaires as the primary data collection instrument. A quantitative approach is applied because the data are generally analyzed and presented in numerical form through statistical testing.

This research was conducted at the Regional Special Hospital of Maluku Province, located at Laksdya Leo Wattimena Street, Ambon. The population of this study consists of 100 nursing paramedical staff at the Regional Special Hospital of Maluku Province. A saturated sampling technique was employed, meaning that the entire population was used as the research sample.

The data used in this study include both primary and secondary data. Data collection techniques involved the use of questionnaires measured using a Likert scale, as well as interviews and documentation. Data analysis was conducted using the Partial Least Squares (PLS) method with SmartPLS software version 4.0, which consists of a measurement model (outer loading) and a structural model (inner model).

RESULTS AND DISCUSSION

In this study, the Partial Least Squares (PLS) method was employed as the analytical technique using SmartPLS software version 4.0.

Measurement Model (Outer Loading)

a. Convergent Validity

Convergent validity of the measurement model is assessed based on the correlation

between item scores and the construct values in the research model. The convergent validity index is measured using indicator outer loading values, which should exceed 0.70 (Haryono, 2017).

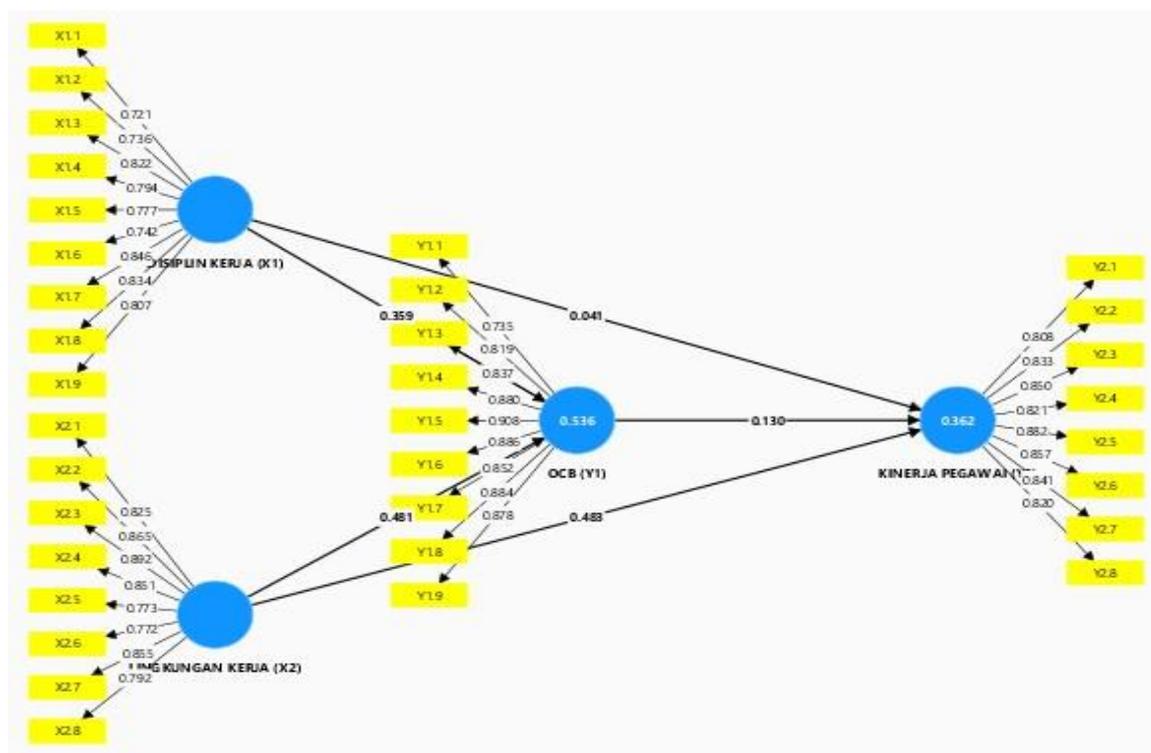


Figure 2. Outer Loading Results Using SmartPLS Version 4.0

The figure above shows that all factor loadings exceed the threshold value of 0.70, indicating that each indicator is valid in explaining its respective construct and demonstrates the magnitude of each indicator's contribution to its underlying factor.

b. Composite Reability

The reliability of research constructs in PLS can be assessed using the SmartPLS application through two measures, namely Cronbach's Alpha and Composite Reliability. The results show that all variable values in the reliability testing, using both Cronbach's Alpha and Composite Reliability, exceed the recommended threshold of 0.70. Therefore, it can be concluded that the constructs tested are valid and reliable (Haryono, 2017). The values of Cronbach's Alpha and Composite Reliability are presented in Table 2 below:

Table 2. Cronbach's Alpha dan Composite Reliability Values

Variabel	Cronbach's Alpha	Composite Reliability
Work Discipline (X1)	0.923	0.936
Work Environment (X2)	0.935	0.946
Organizational Citizenship Behavior (OCB) (Y1)	0.954	0.960
Employee Performance (Y2)	0.940	0.950

Source : Data Processed by the Authors, 2024

c. Discriminant Validity

Discriminant validity is assessed using the criterion that the cross-loading value of each indicator on its corresponding construct must be higher than its cross-loading values on other latent constructs, indicating adequate validity (Supriyanto & Maharani, 2013:100). When the cross-loading value of an indicator on its respective construct is greater than its cross-loading values on other latent constructs and exceeds the threshold of 0.50, the measurement instrument can be concluded to satisfy discriminant validity. Discriminant validity can be evaluated based on cross-loading values, which are presented in Table 3 below :

Table 3. Cross Loading Values

Variable Item	Work Discipline (X1)	Work Environment (X2)	OCB (Y1)	Employee Performance (Y2)
X1.1	0.721	0.359	0.427	0.194
X1.2	0.736	0.361	0.442	0.271
X1.3	0.822	0.418	0.518	0.293
X1.4	0.794	0.401	0.532	0.357
X1.5	0.777	0.316	0.452	0.288
X1.6	0.742	0.416	0.417	0.303
X1.7	0.846	0.451	0.488	0.278
X1.8	0.834	0.420	0.524	0.290
X1.9	0.807	0.470	0.464	0.305
X2.1	0.405	0.825	0.526	0.408
X2.2	0.442	0.865	0.527	0.465
X2.3	0.474	0.892	0.578	0.530
X2.4	0.403	0.851	0.560	0.540
X2.5	0.318	0.773	0.499	0.501
X2.6	0.374	0.772	0.539	0.416
X2.7	0.410	0.855	0.568	0.490
X2.8	0.539	0.792	0.594	0.541
Y1.1	0.462	0.408	0.735	0.275
Y1.2	0.501	0.509	0.819	0.312
Y1.3	0.520	0.585	0.837	0.310
Y1.4	0.527	0.588	0.880	0.501
Y1.5	0.540	0.560	0.908	0.486
Y1.6	0.552	0.611	0.886	0.451
Y1.7	0.427	0.573	0.852	0.353
Y1.8	0.571	0.633	0.884	0.476
Y1.9	0.535	0.604	0.878	0.433
Y2.1	0.231	0.484	0.375	0.808
Y2.2	0.264	0.449	0.407	0.833
Y2.3	0.337	0.446	0.442	0.850
Y2.4	0.314	0.534	0.391	0.821
Y2.5	0.338	0.461	0.425	0.882
Y2.6	0.303	0.532	0.383	0.857

Y2.7	0.371	0.563	0.393	0.841
Y2.8	0.290	0.473	0.381	0.820

Source: Processed Data, 2024

Structural Model (Inner Model)

a. R-Square

R-square represents the proportion of variance in the endogenous variables that can be explained by the exogenous variables. It is used to assess the predictive accuracy of the model and to determine whether the model demonstrates weak or strong explanatory power (Juliandi, 2018). The adjusted R-square value for Path Model I is 0.342, indicating that the explanatory power of variable Y2 (Employee Performance) is 34.2%, which suggests that the model is classified as weak. Meanwhile, the adjusted R-square value for Path Model II is 0.527, indicating that the explanatory power of variable Y1 (Organizational Citizenship Behavior) is 52.7%, classifying the model as moderate.

Table 4. R-Square Values

Variable	R-Square	R-Square Adjusted
Employee Performance (Y2)	0.362	0.342
OCB (Y1)	0.536	0.527

Source: Processed Data, 2024

b. F-Square

The effect of exogenous variables on endogenous variables can be evaluated using the F^2 (f-square) measure, which is also referred to as the effect size of changes in R^2 . This measure reflects the change in the R^2 value when a specific exogenous variable is removed from the model and can be used to assess whether the omitted variable has a substantive impact on the endogenous construct (Juliandi, 2018). The f^2 test results indicate that Work Discipline (X1) on Employee Performance (Y2) has an f^2 value of 0.002, suggesting a small effect of the exogenous variable on the endogenous variable. The effect of Work Environment (X2) on Employee Performance (Y2) yields an f^2 value of 0.198, indicating a moderate effect. Furthermore, Work Discipline (X1) on Organizational Citizenship Behavior (Y1) shows an f^2 value of 0.206, reflecting a large effect. The effect of Work Environment (X2) on Organizational Citizenship Behavior (Y1) has an f^2 value of 0.368, also indicating a large effect. Lastly, Organizational Citizenship Behavior (Y1) on Employee Performance (Y2) has an f^2 value of 0.012, indicating a small effect.

Table 5. F-Square Values

Variable	Work Discipline (X1)	Employee Performance (Y2)	Work Environment (X2)	OCB (Y1)
Work Discipline (X1)		0.002		0.206

Employee Performance (Y2)				
Work Environment (X2)		0.198		0.368
OCB (Y1)		0.012		

Source: Processed Data, 2024

c. Hypothesis Testing

Hypothesis testing in this study was conducted by examining the T-statistics and P-values. A research hypothesis is considered accepted if the P-value is less than 0.05. The results of hypothesis testing obtained through the inner model are presented below.

Table 6. Direct Effect Hypothesis Testing Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values
Work Discipline (X1) -> Employee Performance (Y2)	0.041	0.052	0.111	0.373	0.709
Work Discipline (X1) -> OCB (Y1)	0.359	0.366	0.096	3.758	0.000
Work Environment (X2) -> Employee Performance (Y2)	0.483	0.484	0.132	3.659	0.000
Work Environment (X2) -> OCB (Y1)	0.481	0.476	0.111	4.348	0.000
OCB (Y1) -> Employee Performance (Y2)	0.130	0.127	0.142	0.919	0.358

Source: Processed Data, 2024

Table 7. Indirect Effect Hypothesis Testing Results

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Discipline (X1) -> OCB (Y1) -> Employee Performance (Y2)	0.047	0.044	0.053	0.882	0.378
Work Environment (X2) -> OCB (Y1) -> Employee Performance (Y2)	0.063	0.06	0.073	0.859	0.390

Source: Processed Data, 2024

The table above presents the results of hypothesis testing for both direct effects and indirect effects, which can be explained as follows:

1. The results of hypothesis testing on the effect of work discipline on employee performance show a t-statistic value of 0.373, an effect coefficient of 0.041, and a p-value of 0.709 (> 0.05).

- This indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, it can be concluded that work discipline (X1) has no significant effect on employee performance (Y2).
2. The results of hypothesis testing on the effect of the work environment on employee performance show a t-statistic value of 3.659, an effect coefficient of 0.483, and a p-value of 0.000 (< 0.05). This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Thus, the work environment (X2) has a significant effect on employee performance (Y2).
 3. The results of hypothesis testing on the effect of Organizational Citizenship Behavior on employee performance show a t-statistic value of 0.919, an effect coefficient of 0.130, and a p-value of 0.358 (> 0.05). This indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, Organizational Citizenship Behavior (Y1) has no significant effect on employee performance (Y2).
 4. The results of hypothesis testing on the effect of work discipline on Organizational Citizenship Behavior show a t-statistic value of 3.758, an effect coefficient of 0.359, and a p-value of 0.000 (< 0.05). This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Thus, work discipline (X1) has a significant effect on Organizational Citizenship Behavior (Y1).
 5. The results of hypothesis testing on the effect of the work environment on Organizational Citizenship Behavior show a t-statistic value of 4.348, an effect coefficient of 0.481, and a p-value of 0.000 (< 0.05). This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, the work environment (X2) has a significant effect on Organizational Citizenship Behavior (Y1).
 6. The results of hypothesis testing on the indirect effect of work discipline (X1) on employee performance (Y2) through Organizational Citizenship Behavior (Y1) show a t-statistic value of 0.882 and a p-value of 0.378 (> 0.05). This indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Thus, Organizational Citizenship Behavior (Y1) does not mediate the relationship between work discipline (X1) and employee performance (Y2).
 7. The results of hypothesis testing on the indirect effect of the work environment (X2) on employee performance (Y2) through Organizational Citizenship Behavior (Y1) show a t-statistic value of 0.859 and a p-value of 0.390 (> 0.05). This indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, Organizational Citizenship Behavior (Y1) does not mediate the relationship between the work environment (X2) and employee performance (Y2).

DISCUSSION

Based on the results of the analysis conducted, the findings indicate that all predetermined requirements have been met. This study collected data through questionnaires from 100 respondents, and the research instruments were tested through validity and reliability assessments. The results confirm that all instruments meet the required criteria and are deemed valid and reliable.

The Effect of Work Discipline (X1) on Employee Performance (Y2)

The results of hypothesis testing indicate that work discipline has no significant effect on employee performance, as evidenced by a t-statistic value of 0.373, an effect coefficient of 0.041, and a p-value of 0.709 (> 0.05). This finding suggests that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, it can be concluded that work discipline does not have a significant effect on employee performance at the Regional Special Hospital of Maluku Province.

According to Hasibuan (2017:193), work discipline is one of the most important operational functions of human resource management, as it influences employee productivity and performance. In theory, higher levels of work discipline are expected to lead to increased productivity and facilitate the achievement of organizational goals. However, the findings of this study indicate that work discipline does not significantly affect employee performance at the Regional Special Hospital of Maluku Province. This condition may be attributed to a lack of strict enforcement by management in imposing sanctions on employees who violate work regulations, such as extending break times for personal purposes, which ultimately reduces work effectiveness and employee performance.

The results of this study are consistent with previous research conducted by Irawan et al. (2021) and Muna and Isnowati (2022), which found no significant effect of work discipline on employee performance. Conversely, if work discipline were effectively implemented—where employees complete tasks on time and minimize work errors—it could potentially enhance employee performance. In this regard, performance improvement should begin with individual awareness and the application of knowledge possessed by employees, which in turn may lead to better work outcomes. This perspective aligns with the findings of Farisi et al. (2020) and Andayani (2020), who reported that work discipline has a significant effect on employee performance.

The Effect of Work Environment (X2) on Employee Performance (Y2)

The results of hypothesis testing demonstrate that the work environment has a significant effect on employee performance, as indicated by a t-statistic value of 3.659, an effect coefficient of 0.483, and a p-value of 0.000 (< 0.05). These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, it can be concluded that the work environment (X2) significantly influences employee performance (Y2).

A well-structured and supportive work environment plays a crucial role in ensuring optimal employee performance and generating positive impacts on both the organization and its employees. A conducive work environment, supported by adequate facilities, enables employees to perform their tasks more comfortably and efficiently. This finding is consistent with Nitisemito's theory (2012), which states that a work environment can be considered good when employees are able to carry out their activities optimally in conditions that are safe, healthy, and comfortable. Conversely, an inadequate work environment demands greater effort and time from employees and does not support an efficient work system.

The results of this study further explain that a safe and comfortable work environment fosters a sense of calm and security among employees, which enhances motivation and encourages them to minimize errors in performing their duties. This condition ultimately has a positive impact on employee performance. These findings are in line with previous studies conducted by Putri, Ekowati, and Supriyanto (2019) as well as Novendri and Budiman (2021),

which found that the work environment has a significant effect on employee performance.

However, in contrast, if the work environment does not function effectively—such as when teamwork within the work environment is poorly coordinated—employee performance may decline due to reduced work effectiveness. This alternative condition is supported by studies conducted by Cahya Widuri (2019) and Brenda et al. (2022), which reported that the work environment does not significantly affect employee performance.

The Effect of Organizational Citizenship Behavior (Y1) on Employee Performance (Y2)

The results of hypothesis testing indicate that Organizational Citizenship Behavior (OCB) does not have a significant effect on employee performance. This is evidenced by a t-statistic value of 0.919, an effect coefficient of 0.130, and a p-value of 0.358 (> 0.05). These results suggest that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, it can be concluded that Organizational Citizenship Behavior (Y1) does not significantly influence employee performance (Y2) at the Regional Special Hospital of Maluku Province.

Employees who demonstrate OCB in their work activities do not necessarily contribute to improved performance outcomes within the organization. Based on interviews conducted by the researcher, OCB behaviors are frequently observed in the workplace; however, the results of the questionnaire analysis reveal that these behaviors do not have a measurable impact on employee performance. This may be attributed to the nature of OCB itself, which is characterized as voluntary behavior that is not formally required nor directly rewarded by the organization.

Furthermore, the findings indicate a lack of individual awareness and social responsibility among employees in assisting colleagues who experience excessive workloads. This condition implies that employees tend to focus solely on completing their assigned tasks rather than engaging in cooperative behaviors that support overall team effectiveness. As a result, the effectiveness of teamwork decreases, which ultimately limits the potential contribution of OCB to employee performance.

These findings are consistent with previous studies conducted by Hanzae and Mirvaisi (2013) as well as Garwa Faiza and Suhardi (2022), which concluded that Organizational Citizenship Behavior does not have a significant effect on employee performance. However, contrasting results may occur when OCB positively influences performance, particularly in situations where employees demonstrate high levels of punctuality, voluntarily prepare tasks in advance, and actively contribute beyond their formal job responsibilities. Such behaviors can reduce work errors and enhance performance outcomes. This perspective is supported by studies conducted by Fadillah et al. (2022) and Tri Nugroho et al. (2021), which found that OCB has a significant effect on employee performance.

The Effect of Work Discipline (X1) on Organizational Citizenship Behavior (Y1)

The results of hypothesis testing indicate that work discipline has a significant effect on Organizational Citizenship Behavior (OCB). This is evidenced by a t-statistic value of 3.758, an effect coefficient of 0.359, and a p-value of 0.000 (< 0.05). These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, it can be concluded that work discipline (X1) has a significant positive effect on Organizational Citizenship Behavior (Y1).

This finding suggests that higher levels of employee discipline contribute to the

development of OCB, which in turn facilitates work processes within the organization. At the Regional Special Hospital of Maluku Province, employees demonstrate a high level of discipline awareness, particularly in adhering to working hours and consistently arriving on time. Such disciplined behavior reflects employees' obedience to organizational rules and norms, which fosters voluntary behaviors beyond formal job requirements, such as helping colleagues and supporting organizational effectiveness.

The presence of disciplined attitudes encourages employees to internalize organizational values, leading to the emergence of Organizational Citizenship Behavior. Employees who are accustomed to completing tasks punctually and responsibly tend to show greater willingness to engage in extra-role behaviors that support teamwork and organizational goals.

These results are consistent with previous studies conducted by Rohyani and Badrudin (2022) as well as Setiaji and Johannes (2020), which found that work discipline has a significant effect on Organizational Citizenship Behavior. However, contrasting findings may occur when work discipline does not influence OCB. This situation may arise due to a lack of managerial firmness in enforcing sanctions against rule violations, such as employees extending break times for personal activities, as well as low awareness among employees to assist colleagues experiencing excessive workloads.

Such conditions weaken the development of OCB, as employees tend to prioritize individual tasks rather than engaging in cooperative and voluntary behaviors. These findings are in line with studies conducted by Nur Fajar Pono et al. (2022) and Yogi et al. (2020), which concluded that work discipline does not have a significant effect on Organizational Citizenship Behavior.

The Effect of Work Environment (X2) on Organizational Citizenship Behavior (Y1)

The results of hypothesis testing indicate that the work environment has a significant effect on Organizational Citizenship Behavior (OCB). This is evidenced by a t-statistic value of 4.348, an effect coefficient of 0.481, and a p-value of 0.000 (< 0.05). These findings indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, it can be concluded that the work environment (X2) has a significant positive effect on Organizational Citizenship Behavior (Y1).

This result suggests that a safe and comfortable work environment at the Regional Special Hospital of Maluku Province encourages employees to develop higher awareness and responsibility in carrying out their duties, including punctuality and voluntary behaviors that go beyond formal job descriptions. A supportive physical and social work environment fosters positive psychological conditions, which in turn promote employees' willingness to engage in cooperative and altruistic behaviors characteristic of OCB.

A conducive work environment enables employees to interact more effectively, strengthens interpersonal relationships, and enhances mutual trust among coworkers. When employees feel comfortable and secure in their workplace, they are more likely to demonstrate voluntary behaviors such as helping colleagues, maintaining organizational harmony, and contributing to overall organizational effectiveness.

These findings are consistent with previous studies conducted by Wulandari and Prayitno (2017) as well as Priyandini, Nurweni, and Hartati (2020), which found that the work environment has a significant effect on Organizational Citizenship Behavior. However, different results may

occur when the work environment does not significantly influence OCB. This condition may arise when teamwork within the work environment does not function effectively due to a lack of helping behavior and mutual support among employees, particularly toward colleagues experiencing excessive workloads.

Such circumstances hinder the development of Organizational Citizenship Behavior, as employees tend to focus solely on their individual responsibilities rather than engaging in collaborative and voluntary actions. These findings are in line with studies conducted by Adi Saputra et al. (2021) and Khazamah et al. (2021), which reported that the work environment does not have a significant effect on Organizational Citizenship Behavior.

The Effect of Work Discipline (X1) on Employee Performance (Y2) Through Organizational Citizenship Behavior (Y1) as a Mediating Variable

The results of hypothesis testing indicate that the effect of work discipline on employee performance through Organizational Citizenship Behavior (OCB) yields a t-statistic value of 0.882, an effect coefficient of 0.047, and a p-value of 0.378 (> 0.05). This indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, it can be concluded that work discipline does not have a significant effect on employee performance through OCB at the Regional Special Hospital of Maluku Province.

The findings suggest that employee discipline does not influence performance even when OCB is present. Good discipline enables employees to complete their tasks on time; however, in the observed context, there is a lack of voluntary awareness among employees to assist colleagues who experience excessive workloads. This condition is reflected in employees' behavior of extending break times for activities unrelated to work, which weakens teamwork and results in low performance effectiveness.

This finding is consistent with the study conducted by Fitria Sri Rahayu (2022), which found that OCB does not mediate the effect of work discipline on employee performance. Conversely, if work discipline were found to have a significant effect on employee performance through OCB at the Regional Special Hospital of Maluku Province, such an effect would be reflected in employees' habitual punctuality, timely task completion, and efforts to minimize errors in their work. These behaviors would ultimately lead to improved employee performance. This alternative finding is supported by studies conducted by Amal (2022) and Setiaji and Johannes (2020), which concluded that OCB mediates the relationship between work discipline and employee performance.

The Effect of Work Environment (X2) on Employee Performance (Y2) Through Organizational Citizenship Behavior (Y1) as a Mediating Variable

The results of hypothesis testing indicate that the effect of the work environment on employee performance through Organizational Citizenship Behavior (OCB) produces a t-statistic value of 0.859, an effect coefficient of 0.063, and a p-value of 0.390 (> 0.05). This result indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. Therefore, it can be concluded that the work environment does not have a significant effect on employee performance through OCB at the Regional Special Hospital of Maluku Province.

Based on the test results, it is evident that the work environment has a stronger direct effect on employee performance compared to its indirect effect through OCB as an intervening variable. The implication is that the work environment directly exerts a more substantial influence

on employee performance, whereas its influence through OCB tends to weaken employee performance. This condition reflects a lack of awareness among employees in helping colleagues who experience excessive workloads, resulting in ineffective teamwork within the work environment. Consequently, this situation negatively impacts the effectiveness of employee performance.

The findings of this study are consistent with the research conducted by Ayu Katri and Safrizal (2023), which concluded that OCB does not mediate the relationship between the work environment and employee performance.

Conversely, if the work environment were found to have a significant effect on employee performance through OCB at the Regional Special Hospital of Maluku Province, this would be reflected in a high level of employee awareness, such as habitual punctuality, which contributes to a safe and comfortable work environment. Under such conditions, employees would be more likely to minimize work-related errors, ultimately leading to improved employee performance at the Regional Special Hospital of Maluku Province. This alternative finding is supported by studies conducted by Suhardi (2019) and Basyaruddin (2022), which concluded that OCB mediates the effect of work discipline on employee performance.

CONCLUSION

Based on the results of the study using SmartPLS version 4.0, the following conclusions can be drawn:

1. Work Discipline (X1) does not have a significant effect on the employee performance (Y2) of the Regional Special Hospital of Maluku Province.
2. The Work Environment (X2) has a significant effect on employee performance (Y2) at the Regional Special Hospital of Maluku Province.
3. Organizational Citizenship Behavior (Y1) does not have a significant effect on employee performance (Y2) at the Regional Special Hospital of Maluku Province.
4. Work Discipline (X1) has a significant effect on Organizational Citizenship Behavior (Y1).
5. The Work Environment (X2) has a significant effect on Organizational Citizenship Behavior (Y1) of employees at the Regional Special Hospital of Maluku Province.
6. Organizational Citizenship Behavior (Y1) does not mediate the relationship between Work Discipline (X1) and Employee Performance (Y2) at the Regional Special Hospital of Maluku Province.
7. Organizational Citizenship Behavior (Y1) does not mediate the relationship between the Work Environment (X2) and Employee Performance (Y2) at the Regional Special Hospital of Maluku Province.

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