

The influence of work discipline, organizational culture and competence on organizational citizenship behavior and its impact on the performance of employees of the West Java Regional Disaster Management Agency

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**ARTICLE INFO ABSTRACT**

**Research Aims:** This study aims to provide a factual description of the influence of work discipline, organizational culture, and competence on organizational citizenship behavior (OCB) and its impact on employee performance at Regional Disaster Management Agencies (BPBD) across West Java.

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**Design/methodology/approach:** This research employs a quantitative method with descriptive and verificative analysis. The analysis tool used is Structural Equation Modelling (SEM). The sample consists of 242 civil servants working at BPBDs across West Java.

**Research Findings:** The findings reveal a significant influence of work discipline, organizational culture, and competence on OCB, with an impact magnitude of 70.22%. Other variables not examined account for 29.78%. Additionally, there is a significant influence of OCB on the performance of civil servants at BPBDs across West Java, with an impact magnitude of 80.51%, while other unexplored variables account for 19.49%.

**Theoretical Contribution/Originality:** This study contributes to the understanding of how organizational factors such as work discipline, organizational culture, and competence shape OCB, which in turn significantly enhances employee performance, particularly in the context of public service institutions like BPBD.

**Keywords***:* Work Discipline, Organizational Culture, Competence, Organizational Citizenship Behavior, Performanc

# Introduction

Disaster management is a critical global concern, particularly for countries with high disaster risk profiles such as Indonesia.

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Positioned at the junction of four major tectonic plates—Eurasian, Indo-Australian, Philippine, and Pacific—Indonesia experiences frequent geological disasters, including earthquakes, tsunamis, and volcanic eruptions. Additionally, the tropical climate of the country heightens its vulnerability to floods, landslides, and extreme weather events. As a response, the government has enacted comprehensive disaster management regulations, notably Law No. 24/2007 on Disaster Management, which mandates the establishment of Regional Disaster Management Agencies (BPBDs). Previous research has emphasized the importance of human resources in achieving effective disaster management. Studies highlight that work discipline, organizational culture, and competency significantly influence employee performance and behavior in public organizations (Mangkunegara, 2020; McShane & Glinow, 2019). The concept of Organizational Citizenship Behavior (OCB), which describes voluntary employee actions that contribute to organizational effectiveness, has been extensively studied in various contexts. However, research on the interplay between OCB, organizational factors, and performance in disaster management agencies remains scarce, particularly within Indonesia’s BPBDs.

This study builds upon this foundation to explore these relationships in the West Java BPBD context, aiming to address critical gaps in the existing literature and contribute to the broader discourse on public sector performance improvement. Despite extensive efforts to enhance disaster management in Indonesia, challenges remain in optimizing the performance of civil servants at regional disaster management agencies (BPBDs). While previous studies have consistently demonstrated the importance of organizational factors—such as work discipline, organizational culture, and competency—in shaping employee behavior and performance (Mangkunegara, 2020; McShane & Glinow, 2019), limited research has examined these relationships specifically within the context of disaster management agencies.

Moreover, while Organizational Citizenship Behavior (OCB) has been widely studied as a key driver of organizational effectiveness, its role as a mediating variable between organizational factors and performance in public sector institutions like BPBDs has not been sufficiently explored. Most research on OCB focuses on private sector organizations or generalized public administration settings, leaving a gap in understanding its application to disaster management, where rapid, coordinated responses are critical.

This study seeks to address these gaps by investigating the influence of work discipline, organizational culture, and competency on OCB and examining how OCB, in turn, impacts the performance of civil servants within BPBDs across West Java. This approach builds on the tradition of exploring the interplay between organizational factors and employee outcomes, while extending its application to a disaster management context.

# Literature Review

**Work discipline, organizational culture and competence towards organizational citizenship behavior**

Work discipline refers to the adherence to organizational rules and regulations that guide employee behavior, ensuring tasks are completed effectively and efficiently (Mangkunegara, 2020). Discipline fosters a culture of accountability and commitment among employees, which is essential for achieving organizational goals. Previous research highlights the direct influence of work discipline on improving employee behaviors, including Organizational Citizenship Behavior (OCB), by promoting punctuality, responsibility, and professionalism (Dessler, 2017).

Organizational culture is the shared values, beliefs, and practices that shape how members of an organization interact and work together (Robbins & Judge, 2019). A strong organizational culture promotes a sense of belonging and motivates employees to engage in discretionary behaviors that benefit the organization. Studies have shown that a positive organizational culture significantly enhances OCB by creating an environment where employees feel valued and motivated to go beyond their formal job descriptions (McShane & Glinow, 2019).

Competence is the combination of knowledge, skills, and attitudes that enable employees to perform their tasks effectively (Edy Sutrisno, 2017). Employees with high competence levels are more likely to exhibit OCB because they feel confident in their abilities and are motivated to contribute to organizational success. Competence not only improves individual performance but also fosters collaboration and innovation, which are critical for enhancing OCB (Dessler, 2017).

OCB is defined as discretionary behavior that is not directly recognized by the formal reward system but contributes to the effective functioning of the organization (Organ et al., 2006). Examples of OCB include helping colleagues, being proactive in problem-solving, and demonstrating a positive attitude toward organizational goals. Research indicates that factors such as discipline, culture, and competence play crucial roles in fostering OCB, as they create an environment where employees are motivated to perform beyond their formal roles (Podsakoff et al., 2009).

The interplay between work discipline, organizational culture, and competence creates a synergistic effect that enhances OCB. Discipline ensures that employees adhere to organizational norms, culture provides a supportive environment for discretionary behaviors, and competence equips employees with the tools to act effectively in their roles. Together, these factors foster a workforce that is committed to organizational success, ultimately improving performance and organizational outcomes. Based on the published literature review, the following hypothesis can be formulated:

**H1**: Work discipline influences organizational citizenship behavior (OCB)

**H2**: Organizational culture influences organizational citizenship behavior (OCB)

**H3**: Competency influences organizational citizenship behavior (OCB).

**Organizational citizenship behavior on employee performance**.

Organizational Citizenship Behavior (OCB) refers to discretionary behaviors exhibited by employees that are not explicitly recognized by formal reward systems but contribute significantly to organizational effectiveness (Organ et al., 2006). Examples of OCB include altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, which collectively enhance teamwork, reduce conflicts, and create a positive work environment (Podsakoff et al., 2009).

Numerous studies have established a strong link between OCB and employee performance. Employees who exhibit OCB are more likely to engage in proactive behaviors that go beyond their prescribed job roles, thereby improving overall efficiency and productivity (McShane & Glinow, 2019). For example, acts of altruism, such as assisting colleagues, enhance collaboration and ensure tasks are completed more effectively.

Conscientiousness, another dimension of OCB, involves employees voluntarily exceeding minimum work requirements, which directly impacts the quality and timeliness of their output (Organ et al., 2006). Additionally, behaviors such as civic virtue—demonstrating involvement and interest in organizational governance—foster a culture of shared responsibility and continuous improvement.

OCB also plays a mediating role between organizational factors (e.g., leadership style, work environment, and employee motivation) and performance outcomes (Podsakoff et al., 2009). When employees feel supported by their organization through effective leadership and a positive culture, they are more inclined to engage in citizenship behaviors, which subsequently enhance their performance.

**H4. OCB and Its Impact on Employee Performance**

**H5**. OCB Has Mediator Between Work discipline, organizational culture and competence towards organizational citizenship behavior

H4

Organizational Citizenship Behavior (OCB )

Organizational Culture

Work Dicipline

Employee Performance

H1

H2

H3

H5

Competence

Figure 1. Research Conceptual

# Method

***Research Design***

This study employs a quantitative research design, underpinned by the philosophy of positivism, aimed at analyzing causal relationships among variables. The study utilizes descriptive and verificative approaches to assess the influence of work discipline, organizational culture, and competency on Organizational Citizenship Behavior (OCB) and employee performance. A Structural Equation Modeling (SEM) analysis is conducted to validate the proposed model and test the hypotheses.

***Participants and Sampling***

The target population consists of 610 civil servants employed by Regional Disaster Management Agencies (BPBDs) across West Java. Using the Slovin formula with a 5% margin of error, a sample size of 242 respondents was calculated. Participants were selected using proportional random sampling to ensure representation from all BPBDs in the region.

***Data Collection***

Primary data were collected through structured questionnaires distributed to the selected respondents. The questionnaire items were designed to measure variables such as work discipline, organizational culture, competency, OCB, and employee performance. Secondary data, including organizational reports and relevant statistics, were used to complement the primary data.

***Instruments***

The questionnaire consisted of Likert-scale items ranging from 1 (strongly disagree) to 5 (strongly agree). The items were developed based on established constructs and underwent validity and reliability testing. The validity test employed Pearson’s product-moment correlation, while reliability was assessed using Cronbach’s alpha, with a threshold of 0.7 considered acceptable.

***Data Analysis***

The data were analyzed using SEM with the help of LISREL 8.80 software. The SEM process included:

1. Measurement Model Testing: To ensure the validity and reliability of the constructs.
2. Structural Model Analysis: To test hypotheses regarding causal relationships among variables.
3. Model Fit Indices: The goodness-of-fit of the model was evaluated using indices such as Chi-Square (p > 0.05), RMSEA (≤ 0.06), NFI (≥ 0.90), and CFI (≥ 0.95).

***Ethical Considerations***

Ethical approval was obtained from relevant authorities. Participants were informed about the study's objectives, and their consent was secured before data collection. Confidentiality and anonymity of the respondents were maintained throughout the research process.

# Result and Discussion

Table 2. Demographic of Respondents

|  |  |  |  |
| --- | --- | --- | --- |
| ***No.***  | ***Description*** | ***Amount*** | ***Percentage***  |
| 1 | ***Gender*** |  |  |
|  | Male | 137 | 56.6% |
|  | Female | 105 | 43.4% |
| 2 | ***Education*** |  |  |
|  | High School | 75 | 31.0% |
|  | Bachelor's | 109 | 45.0% |
|  | Master's | 53 | 21.9% |
|  | Doctoral | 3 | 1.2% |
| 3 | ***Employee Age*** |  |  |
|  | 21 – 30 years | 53 | 29.3% |
|  | 31 – 40 years | 73 | 40.3% |
|  | 41 – 50 years | 83 | 45.9% |
|  | over 50 years | 33 | 18.2% |
| 4 | ***Years of service*** |   |
|  | Less than 2 yrs | 11 | 6.1% |
|  | 25 years | 34 | 18.8% |
|  | 6 – 10 years | 115 | 63.5% |
|   | 10 – 15 years | 82 | 45.3% |

Source: Primary Data Processed (2024)

The majority of respondents in this study were male (56.6%) with the highest level of education being Bachelor's degree (45.0%), followed by high school graduates (31.0%), Master's degree (21.9%), and Doctoral degree (1.2%). In terms of age, the majority of respondents were in the range of 41–50 years (45.9%), followed by the age group of 31–40 years (40.3%), 21–30 years (29.3%), and over 50 years (18.2%). Based on length of service, most respondents had 6–10 years of work experience (63.5%), followed by 10–15 years (45.3%), 2–5 years (18.8%), and less than 2 years (6.1%). This shows that respondents are dominated by adult individuals with higher education and fairly long work experience.

**Research Instrument Testing**

**1. Validity Test**

Validity indicates the extent to which a measuring instrument measures what it is intended to measure (Singarimbun and Effendi, 1995). Validity testing is useful for determining how accurately a tool performs its measurement function. A measuring instrument with high validity means it has a small error variance, thus providing confidence that the data collected is reliable data. This Validity Test is carried out using the SPSS 27 program. The following is the validity of each indicator variable:

Table 3. Validity Test Result

| **Variable** | **Question Items** | **r-Account** | **r-cricitical** | **Description** |
| --- | --- | --- | --- | --- |
| Work Discipline | Item 1 | 0,721 | 0,300 | Valid |
| Item 2 | 0,343 | 0,300 | Valid |
| Item 3 | 0,687 | 0,300 | Valid |
| Item 4 | 0,650 | 0,300 | Valid |
| Item 5 | 0,730 | 0,300 | Valid |
| Item 6 | 0,637 | 0,300 | Valid |
| Item 7 | 0,663 | 0,300 | Valid |
| Item 8 | 0,651 | 0,300 | Valid |
| Item 9 | 0,325 | 0,300 | Valid |
| Item 10 | 0,700 | 0,300 | Valid |
| Item 11 | 0,624 | 0,300 | Valid |
| Item 12 | 0,663 | 0,300 | Valid |
| Item 13 | 0,683 | 0,300 | Valid |
| Item 14 | 0,643 | 0,300 | Valid |
| Item 15 | 0,586 | 0,300 | Valid |
| Organizational culture | Item 1 | 0,575 | 0,300 | Valid |
| Item 2 | 0,752 | 0,300 | Valid |
| Item 3 | 0,758 | 0,300 | Valid |
| Item 4 | 0,738 | 0,300 | Valid |
| Item 5 | 0,726 | 0,300 | Valid |
| Item 6 | 0,724 | 0,300 | Valid |
| Item 7 | 0,682 | 0,300 | Valid |
| Item 8 | 0,728 | 0,300 | Valid |
| Item 9 | 0,636 | 0,300 | Valid |
| Item 10 | 0,666 | 0,300 | Valid |
| Item 11 | 0,624 | 0,300 | Valid |
| Item 12 | 0,522 | 0,300 | Valid |
| Item 13 | 0,685 | 0,300 | Valid |
| Item 14 | 0,720 | 0,300 | Valid |
| Item 15 | 0,728 | 0,300 | Valid |
| Competence | Item 1 | 0,741 | 0,300 | Valid |
| Item 2 | 0,798 | 0,300 | Valid |
| Item 3 | 0,719 | 0,300 | Valid |
| Item 4 | 0,670 | 0,300 | Valid |
| Item 5 | 0,671 | 0,300 | Valid |
| Item 6 | 0,754 | 0,300 | Valid |
| Item 7 | 0,778 | 0,300 | Valid |
| Item 8 | 0,720 | 0,300 | Valid |
| Item 9 | 0,739 | 0,300 | Valid |
| Item 10 | 0,744 | 0,300 | Valid |
| Item 11 | 0,739 | 0,300 | Valid |
| Item 12 | 0,774 | 0,300 | Valid |
| Item 13 | 0,769 | 0,300 | Valid |
| Item 14 | 0,771 | 0,300 | Valid |
| Item 15 | 0,648 | 0,300 | Valid |
| *OCB* | Item 1 | 0,464 | 0,300 | Valid |
| Item 2 | 0,647 | 0,300 | Valid |
| Item 3 | 0,640 | 0,300 | Valid |
| Item 4 | 0,594 | 0,300 | Valid |
| Item 5 | 0,734 | 0,300 | Valid |
| Item 6 | 0,683 | 0,300 | Valid |
| Item 7 | 0,721 | 0,300 | Valid |
| Item 8 | 0,711 | 0,300 | Valid |
| Item 9 | 0,727 | 0,300 | Valid |
| Item 10 | 0,728 | 0,300 | Valid |
| Item 11 | 0,694 | 0,300 | Valid |
| Item 12 | 0,652 | 0,300 | Valid |
| Item 13 | 0,654 | 0,300 | Valid |
| Item 14 | 0,639 | 0,300 | Valid |
| Item 15 | 0,689 | 0,300 | Valid |
| Item 16 | 0,503 | 0,300 | Valid |
| Item 17 | 0,605 | 0,300 | Valid |
| Item 18 | 0,657 | 0,300 | Valid |
| Item 19 | 0,539 | 0,300 | Valid |

Based on table 3, all are declared valid because the calculated r value is greater than the critical r value of 0.300.

**Reliability Test**

Reliability is an index that shows the extent to which a measuring instrument can be trusted or is reliable (Singarimbun & Effendi, 1995) with a value above 0.70 indicating a consistent indicator for measuring latent variables. Reliability is evaluated through Cronbach's alpha and composite reliability. According to Indrawati (2018), Cronbach's alpha and composite reliability of 0.7 are considered acceptable for explanatory research, while values ​​above 0.8 are needed for clearer and more complex research.

Table 4. Results of Variable Reliability Testing

| **Variable** | **r-count** | **r-table** | **Description** |
| --- | --- | --- | --- |
| Work Discipline | 0,877 | 0,700 | Reliable |
| Organizational Culture | 0,919 | 0,700 | Reliable |
| Competence | 0,939 | 0,700 | Reliable |
| Organizational Citizenship Behavior | 0,923 | 0,700 | Reliable |
| Employee Performance | 0,915 | 0,700 | Reliable |

Source: SPSS 27 Data Processing Results (2024)

Based on the results of the reliability test above, the reliability value for the reliability coefficient value of the research instrument is greater than 0.700, which means that all research variables are declared reliable or meet the requirements. Because the validity test and reliability test state that all variables are valid and reliable, it means that the instrument (questionnaire) used is valid and reliable.

After analyzing the research instruments and scaling analysis and descriptive analysis, the collected data are then used to analyze and test the hypothesis testing formulation based on Structural Equation Modeling. The results of LISREL estimation, each dimension of the study, need to be explained further. This explanation is necessary because each variable is measured indirectly, but is formed by a number of indicators whose roles need to be examined to form these variables. For more details, it will be discussed in each hypothesis. As a result of using Structural Equation Modeling using LISREL 8.7, a model is obtained as in Figure 2 below:

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Figure 2. Relationship Structure of All Research Variables

**Variable Construct Analysis**

Confirmatory factor analysis (CFA) testing was conducted to determine the construct model that forms the overall measurement model with the Lisrel statistical application program. There are five variables in this study, namely Work Discipline, Organizational Culture and Competence as exogenous variables, Organizational Citizenship Behavior as an intervening variable and Employee Performance as an endogenous variable. Based on the results of processing with the LISREL 8.80 program, the measurement model (CFA) for each relationship between variables and their indicators shown by the loading factor of each indicator is as follows:

Table 5. Results of Variable Measurement Model Analysis

| **Item** |  ***Loading factor Variabel***  | ***T-value*** | **R2** | **Error** |
| --- | --- | --- | --- | --- |
| X11,1 | 0,7794 | 130,571 | 0,6075 | 0,3925 |
| X12,1 | 0,7976 | 135,054 | 0,6362 | 0,3638 |
| X13,1 | 0,8948 | 161,132 | 0,8007 | 0,1993 |
| X21,2 | 0,8819 | 159,723 | 0,7777 | 0,2223 |
| X22,2 | 0,8492 | 150,315 | 0,7211 | 0,2789 |
| X23,2 | 0,8486 | 150,147 | 0,7201 | 0,2799 |
| X31,3 | 0,8792 | 159,329 | 0,7730 | 0,2270 |
| X32,3 | 0,8819 | 160,118 | 0,7777 | 0,2223 |
| X33,3 | 0,9118 | 169,329 | 0,8314 | 0,1686 |
| Y1,1 | 0,8355 |  | 0,6981 | 0,3019 |
| Y2,1 | 0,9027 | 170,897 | 0,8149 | 0,1851 |
| Y3,1 | 0,8179 | 144,989 | 0,6690 | 0,3310 |
| Y4,1 | 0,7786 | 110,643 | 0,6062 | 0,3938 |
| Y5,1 | 0,7841 | 73,041 | 0,6148 | 0,3852 |
| Z1,3 | 0,8815 |  | 0,7770 | 0,2230 |
| Z2,3 | 0,7852 | 143,963 | 0,6165 | 0,3835 |
| Z3,3 | 0,7593 | 136,091 | 0,5765 | 0,4235 |
| Z4,3 | 0,8737 | 175,188 | 0,7634 | 0,2366 |

High loading factors (close to 1) and significant T-values ​​suggest that items are good indicators of their respective latent variables (e.g., X13, X21, Y2, Z4). The R² values represent the explanatory power of each item for its latent variable. For instance, X13 has an R² of 0.8007, meaning 80.07% of the variance in this item is explained by its latent variable. Error values represent the unexplained variance, and lower values (e.g., X13's 0.1993) indicate better model fit.

Table 6. Results of Goodness of Fit of Research Model

| **GOF Size** | **Estimation** | **Test Results** | **Condition** |
| --- | --- | --- | --- |
| **Statistik Chi-Square (X2)** | 1,8978 | *Good Fit* |   |
| **P-*Value*** | 0,0874 | *Good Fit* | >0,05 |
| ***Goodness-of-fit Index* (GFI)** | 0,9575 | *Good Fit* | >= 0,90 |
| ***Root mean square error of approximation* (RMSEA)** | 0,0760 | *Good Fit* | >=0,05 |
| ***Expected cross-validation index* (ECVI)** | 1,9711 | *Good Fit* | ~1 |
| ***Tucker-Lewis Index* (TLI) atau *Non-Normed Fit Index* (NNFI)** | 0,9791 | *Good Fit* | >= 0,90 |
| ***Normed Fit Index* (NFI)** | 0,9718 | *Good Fit* | >= 0,90 |
| ***Adjusted Goodness of Fit Index* (AGFI)** | 0,9027 | *Good Fit* | >= 0,90 |
| ***Incremental Fit Index* (IFI)** | 0,9825 | *Good Fit* | >= 0,90 |
| ***Comparative Fit Index* (CFI)** | 0,9825 | *Good Fit* | >= 0,90 |
| ***Parsimonius Goodness of Fit* (PGFI)** | 0,9380 | *Good Fit* | ~1 |
| ***Parsimonious Normed Fit Index* (PNFI)** | 0,9130 | *Good Fit* | ~1 |

Source: Results of Lisrel 8.72 data processing (2024)

The size of the model fit in SEM, namely:

1. The calculation result of the Chi-square value (X2) for the studied model was obtained at 1.8978 with a p-value = 0.0874. Judging from the small X2 value with a p-value greater than 0.05, it shows that the X2 test is significant (p-value> 0.05). This means that the model obtained is good because of the match between the X2 value and the p-value. (Joreskog and Sorbom, 1989).
2. ​​Goodness of Fit Index (GFI), can be classified as a measure of absolute fit, because basically the GFI compares the hypothesized model with no model at all. A GFI value> 0.90 is a good fit while 0.80 <GFI <0.90 is called a marginal fit. In this model, the GFI value is 0.9575, meaning that the model in this study falls into the good fit category.
3. Judging from the RMSEA (Root Mean Square Error of Approximation) value for the studied model of 0.0760, it shows that the studied model is fit because it has met the criteria of 0.05 <RMSEA <0.08. This means that the studied model is a good fit.
4. The Expected Cross Validation Index (ECVI) in this model is 1.9711, while the ECVI for the saturated model is 1.6364 and the ECVI for the Independence model is 56.3541. The ECVI value of the model that is between the ECVI for the saturated model or the ECVI value for the Independence model can be said to be a good fit. So it can be concluded that the model can be used for replication in subsequent studies.
5. Tucker Lewis Index (TLI) TLI or Non-Normed Fit Index (NNFI) is an incremental fit index that compares the tested model with the baseline model. TLI is used to overcome problems that arise due to model complexity. The recommended acceptance value is a TLI value> 0.90. TLI is an index that is less influenced by sample size. The NNFI value in this model is 0.9791, so it can be said that the model is a good fit.
6. The NFI (Normed Fit Index) value of this research model is 0.9718 indicating that the model is fit because it is still greater than 0.9, meaning that the model formed in this study is a good fit.
7. The AGFI (Adjusted Goodness of Fit Value) value of the research model is 0.9027, meaning that the model is included in the good fit category.
8. The IFI (Incremental Fit Index) value of this research model is 0.9825 indicating that the model formed is a good fit because the IFI value is greater than 0.90. • The Comparative Fit Index (CFI) value of this research model is 0.9825, this indicates that the model formed is a good fit because the CFI value is greater than 0.90.
9. The PGFI (Parsimonious Goodness of Fit) value of the research model is 0.9380 indicating that the parsimony model is good where the PGFI value ranges from 0 - 1, meaning that the model has high efficiency because fewer parameters are used.
10. The PNFI (Parsimonious Normed Fit Index) value of the studied model is 0.9130 indicating that the model meets the good fit criteria.

The results of the model suitability measurement show that the model obtained meets all GOF criteria. The results of the calculation of the model accuracy measure (Goodness of Fit measures) show that the model "Work Discipline, Organizational Culture and Competence Against Organizational Citizenship Behavior and Its Implications for Employee Performance" is a good model to describe the relationship between the variables studied.

The coefficient values ​​of the relationship of all variables in each structural model formed show the influence of these variables on other variables. The relationship coefficient that shows the influence of the independent variable on the dependent variable is expressed by the gamma coefficient, while the relationship coefficient of the dependent variable on other dependent variables is expressed by the beta value.

**Structural Analysis of Model 1**

***The Influence of Work Discipline, Organizational Culture and Competence on Organizational Citizenship Behavior***

Structural model 1 describes the relationship between work discipline, organizational culture and competence on organizational citizenship behavior, which is stated in the following hypothesis: that work discipline, organizational culture and competence influence organizational citizenship behavior both partially and simultaneously. Based on the results of data processing of the Lisrel program for the structure of model 1, in accordance with the proposed hypothesis, the following results were obtained:

Y = 0.3117 X1 + 0.3481 X2 + 0.3677 X3, Errorvar.= 0.2978, R² = 0.7022

Based on the equation above, it can be explained that the Organizational Citizenship Behavior variable is positively influenced by Work Discipline with a path coefficient of 0.3117, positively influenced by Organizational Culture with a path coefficient of 0.3481, and positively influenced by Competence with a path coefficient of 0.3677.

For the path coefficient X1 to Y of 0.3117, it means that if work discipline increases, organizational citizenship behavior will increase by 0.3117 units or work discipline contributes to an increase in organizational citizenship behavior by 0.3117 units.

For the path coefficient X2 to Y of 0.3481, it means that if organizational culture increases, organizational citizenship behavior will increase by 0.3481 units or organizational culture contributes to an increase in Organizational Citizenship Behavior by 0.3481 units.

For the path coefficient X3 to Y of 0.3677, it means that if competence increases, organizational citizenship behavior will increase by 0.3677 units or competence contributes to an increase in organizational citizenship behavior by 0.3677 units. Thus, the proposed conceptual hypothesis has been tested and can be accepted. The complete structural model for substructure 1 can be described as follows:



Figure 3. Path Coefficient of Work Discipline, Organizational Culture and Competence on Organizational Citizenship Behavior

The calculation results obtained show that the organizational citizenship behavior variable is influenced by work discipline, organizational culture and competence both partially and simultaneously. Based on the correlation value and path coefficient obtained from the calculation results with Lisrel 8.80, the magnitude of the direct and indirect influence of work discipline, organizational culture and competence on organizational citizenship behavior can be seen as follows:

Table 7. Direct and Indirect Influence of Work Discipline, Organizational Culture and Competence Variables on Organizational Citizenship Behavior

| Variables | **Path Coefficient** | **Direct Influence** | **Influence Through** | **Total** |
| --- | --- | --- | --- | --- |
| **Work Discipline** | Organizational Culture | Competence | **Total Indirect** |  |
| Work Discipline | 0,3117 | 9,72% |   | 5,56% | 5,48% | 11,04% | 20,76% |
| Organizational Culture | 0,3481 | 12,12% | 5,56% |   | 6,39% | 11,95% | 24,07% |
| Competence | 0,3677 | 13,52% | 5,48% | 6,39% |   | 11,88% | 25,40% |
| **Total** | 35,35% | 11,04% | 11,95% | 11,88% | 34,87% | 70,22% |

The table 7 shows the direct and indirect effects of work discipline, organizational culture, and competence variables on Organizational Citizenship Behavior (OCB). From the table, the direct effects of each variable are as follows: work discipline of 9.72%, organizational culture of 12.12%, and competence of 13.52%. The indirect effects through other variables show that work discipline has an indirect effect of 11.04%, organizational culture of 11.95%, and competence of 11.88%. Overall, the total effect (direct + indirect) of work discipline on OCB is 20.76%, from organizational culture is 24.07%, and from competence is 25.40%. The combined total of all these variables on OCB reaches 70.22%, which means that the variables of work discipline, organizational culture, and competence have a very significant effect on OCB. The remaining 29.78% is influenced by other variables not examined in this study. These results show that competence has the greatest influence on OCB compared to other variables, followed by organizational culture and work discipline.

Table 8. Hypothesis Test Results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Structural** | **Path coefficient** | **t-Account** | **t-table** | **Conclusion** |
| γ1 | 0,3117 | 25,492 | 19,700 | H0 is rejected, there is a significant influence of Work Discipline on Organizational Citizenship Behavior |
| γ2 | 0,3481 | 30,863 | 19,700 | H0 is rejected, there is a significant influence of Organizational Culture on Organizational Citizenship Behavior |
| γ3 | 0,3677 | 45,435 | 19,700 | H0 is rejected, there is a significant influence of Competence on Organizational Citizenship Behavior |
| β1 | 0,8973  | 145,991 | 19,698 | H0 is rejected, there is a significant influence of Organizational Citizenship Behavior on Employee Performance |

Overall in table 8. the results of this hypothesis test show that all independent variables (work discipline, organizational culture, and competence) have a significant influence on OCB, which in turn also has a significant influence on employee performance. This emphasizes the importance of improving work discipline, building a strong organizational culture, and improving employee competence to support OCB and improve organizational performance.

**Model Feasibility Test**

The results of the model feasibility test indicate that the research model has met the criteria for the goodness of an econometric model or characteristics that can be expected and are described as follows:

***1. Theoretical Plausability***

This research model shows that the test results are in accordance with its expectations and the theory of HR management which is the basis for thinking with the study of the Influence of Work Discipline, Organizational Culture and Competence on Organizational Citizenship Behavior and its Implications on Employee Performance Moderated by Policy Implementation.

Table 9. Model Suitability Test Results

|  |  |  |  |
| --- | --- | --- | --- |
| **Relationship Between Variables** | **Pre-estimation** | **Post estimation** | **Compliance** |
| Work Discipline on Organizational Citizenship Behavior | + | + | Compliance |
| The Influence of Organizational Culture on Organizational Citizenship Behavior | + | + | Compliance |
| The Influence of Competence on Organizational Citizenship Behavior | + | + | Compliance |
| Organizational Citizenship Behavior on Employee Performance | + | + | Compliance |

***2. Accuracy of The Estimates of The Parameters***

This research model produces an accurate or unbiased and significant path coefficient estimator. The analysis assumptions are met and the statistical error probability of the model is very low (p-value = 0.000) or below the specified significance level of 0.05 for all hypotheses.

***3. Explanatory Ability***

This research model has a high ability to explain the relationship between the phenomena of the management variables studied. The Standard Error (SE) is smaller than ½ times the absolute value of the path coefficient (SE < ½ ρ).

a. Hypothesis Test 1

There is an influence of Work Discipline, Organizational Culture and Competence on Organizational Citizenship Behavior

SE Work Discipline = 0.1223 < ½ (0.3117)

SE Organizational Culture = 0.1128 < ½ (0.3481)

SE Competence = 0.08093 < ½ (0.3677)

b. Hypothesis Test 2

There is an influence of Organizational Citizenship Behavior on Employee Performance

SE Organizational Citizenship Behavior = 0.06146 < ½ (0.8973)

***4. Forecasting Ability***

This research model has a high predictive ability on the behavior of the dependent variable as indicated by the high coefficient of determination of the model which approaches or exceeds 50% with the following details:

1. The influence of Work Discipline, Organizational Culture and Competence on Organizational Citizenship Behavior is 70.22%.
2. The Influence of Organizational Citizenship Behavior on Employee Performance is 80.51%.

Thus, it can be concluded that the model that has been prepared has met the criteria for the econometric model feasibility (the goodness of an econometric) which is based on a strong theoretical perspective, so that it can contribute to the development of science and for policy or problem solving.

# Conclusion

After analyzing the research instruments and scaling analysis and descriptive analysis, the collected data were then used to analyze and test the hypothesis testing formulation based on Structural Equation Modeling. The verification discussion aims to test the influence of the variables Work Discipline, Organizational Culture and Competence on Organizational Citizenship Behavior and its impact on the Performance of Civil Servants of the Regional Disaster Management Agency throughout West Java. will be explained as follows:

***The Influence of Work Discipline, Organizational Culture and Competence on the Organizational Citizenship Behavior of Civil Servants of the Regional Disaster Management Agency throughout West Java***

Based on the results of the verification analysis, it is known that simultaneously Work Discipline, Organizational Culture and Competence on the Organizational Citizenship Behavior of Civil Servants of the Regional Disaster Management Agency throughout West Java have a significant influence. The total contribution given by Work Discipline, Organizational Culture and Competence to the Organizational Citizenship Behavior of Civil Servants of the Regional Disaster Management Agency throughout West Java is 70.22 percent, this study is supported by the opinion of Edy Sutrisno (2019:86), "Discipline shows a condition or attitude of respect that exists in employees towards the regulations and provisions of the agency". The existing conditions related to work discipline in civil servants of the Regional Disaster Management Agency throughout West Java are influenced by the character of the respondents based on the age of employees who are dominated by employees with an age range of 41-50 years (34.30%) and the length of service of employees with an age range of over 5 years (6-10 years) by 47.52%. Based on previous relevant research from the journal Nico Harumanu Feel, Toni Herlambang, Yusron Rozzaid (2018) whose research results state that Civil Servant Performance is good if work discipline is implemented.

***The Influence of Work Discipline on the Organizational Citizenship Behavior of Civil Servants of the Regional Disaster Management Agency in West Java***

Based on the results of the verification analysis, it is known that partially, the application of Work Discipline on Organizational Citizenship Behavior (OCB) has a significant influence. The total contribution given by Work Discipline to Organizational Citizenship Behavior is 20.76 percent. The work discipline variable has a smaller direct influence value compared to its indirect influence, so it can be concluded that the work discipline variable is a non-dominant variable, work discipline has a lower influence on Organizational Citizenship Behavior compared to the influence of Organizational Culture and Competence on Organizational Citizenship Behavior. The Work Discipline of civil servants at the Regional Disaster Management Agency in West Java is in the category of quite good towards good with the lowest dimension being in obedience in behavior while the highest dimension is in obedience to company regulations, meaning that civil servants at the Regional Disaster Management Agency in West Java must change their behavior in obeying regulations. This study is supported by Robbins & Judge (2019:19) that "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations". This means: "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations." The existing conditions related to organizational culture in civil servants of the Regional Disaster Management Agency throughout West Java are influenced by the character of respondents based on the age of employees who are dominated by employees with an age range of 41-50 years (34.30%), the length of service of employees who are over 5 years (6-10 years) is 47.52%, gender is dominated by male employees with 137 people (56.61%) and education level is dominated by employees with a bachelor's degree (S1) of 109 employees (51.90%). The work discipline variable is the variable that has the smallest influence on OCB partially. This is because First, the level of employee discipline is still in the category of quite high to high. Second, the efforts made by the leadership towards the level of employee discipline are still limited. Third, Employee commitment to improving discipline is still limited. Work on Organizational Citizenship Behavior (OCB), then employees need to take the following steps:

1. Improve all dimensions and indicators of work discipline variables.
2. Provide training and development to employees to strengthen discipline enforcement.
3. Create an organizational culture and leadership role models that support the optimization of employee work discipline.
4. Provide constructive feedback to the leaders of the Institution, so that there is an increase in the quality of employee work discipline.

There are several previous research results that support the influence of work discipline on OCB, as follows: (Sompie, T. J. ., Tewal, B. ., & Palandeng, I. D. ., 2022, (Nico Harumanu Feel, Toni Herlambang, Yusron Rozzaid, 2018), (I Wayan Mudita, et.al, 2022).

***The Influence of Organizational Culture on Organizational Citizenship Behavior of Civil Servants of the Regional Disaster Management Agency in West Java***

Based on the results of the verification analysis, it is known that partially, the application of Organizational Culture to Organizational Citizenship Behavior (OCB) has a significant influence. The total contribution given by Organizational Culture to Organizational Citizenship Behavior is 24.07 percent.

The Organizational Culture variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the Organizational Culture variable is the dominant variable, Organizational Culture influences Organizational Citizenship Behavior. The Organizational Culture of civil servants of the Regional Disaster Management Agency in West Java is in the category of quite good towards good with the lowest dimensions of innovation and risk taking while the highest dimension of result orientation means that civil servants of the Regional Disaster Management Agency in West Java must be able to increase their capacity and commitment that has been set and the role of leaders to motivate more. The existing conditions related to organizational culture in civil servants of the Regional Disaster Management Agency throughout West Java are influenced by the character of respondents based on the age of employees dominated by employees with an age range of 41-50 years (34.30%), the length of service of employees with an age range of over 5 years (6-10 years) of 47.52%, gender dominated by male employees of 137 people (56.61%) and education level dominated by employees with a bachelor's degree (S1) of 109 employees (51.90%). The Organizational Culture variable is the variable that has the second largest influence on OCB partially. This is because First, the Level of Organizational Culture carried out by employees is still in the fairly high to high category. Second, Efforts made by leaders to improve Organizational Culture are still limited. Third, Employee commitment to improving Organizational Culture is still limited. There are several previous research results that support the influence of Organizational Culture on OCB, as follows: (Agus Widarko (2022); (Nurul Qomariah (2023); (Alexandra Marcos (2020).

***Civil Servant Behavior of the Regional Disaster Management Agency in West Java***

Based on the results of the verification analysis, it is known that partially, employee competence towards Organizational Citizenship Behavior (OCB) has a significant influence. The total contribution given by employee competence to Organizational Citizenship Behavior is 25.40 percent. The existing conditions related to competence in civil servants of the BPBD in West Java are influenced by the character of the respondents based on the age of employees who are dominated by employees with an age range of 41-50 years (34.30%), the length of service of employees who are over 5 years (6-10 years) is 47.52%, and the level of education is dominated by employees with a bachelor's degree (S1) of 109 employees (51.90%).

The employee competence variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the employee competence variable is the dominant variable, Competence has a higher influence on OCB compared to the influence of Work Discipline and Organizational Culture. The competence of civil servants of the West Java Regional Disaster Management Agency is categorized as quite good towards good with the lowest dimension of attitude while the highest dimension is in expertise, meaning that civil servants of the West Java Regional Disaster Management Agency must have the motivation to take good actions.

The employee competence variable is the variable that has the greatest influence on OCB partially. This is because First, the level of employee competence is a priority in increasing OCB. Second, the efforts made by leaders and employees to improve competence have been carried out quite well. Third, the commitment of leaders and employees to improving competence is quite adequate. There are several previous research results that support the influence of Employee Competence on OCB, as follows: (Dion Alan Nugraha (2022); (Nurul Qomariah (2023); (Wengky Deumanutu (2019).

***The Influence of Organizational Citizenship Behavior on the Performance of Employees of the Regional Disaster Management Agency in West Java***

Based on the results of the verification analysis, it is known that Organizational Citizenship Behavior (OCB) on Employee Performance has a significant influence. The total contribution given by OCB to employee performance is 80.51 percent. The influence of other variables that were not studied is 19.49 percent. Among them are the variables of Loyalty, Commitment, Cooperation, satisfaction, and others. The existing conditions related to Organizational Citizenship Behavior in civil servants of the BPBD in West Java are influenced by the character of the respondents based on the age of employees who are dominated by employees with an age range of 41-50 years (34.30%), the length of service of employees who are over 5 years (6-10 years) is 47.52%, and the level of education is dominated by employees with a bachelor's degree (S1) of 109 employees (51.90%). The results of previous studies that support the influence of OCB on employee performance are as follows: (Sompie, T. J., Tewal, B., & Palandeng, I. D. (2022): (Alexandra Marcos (2020): (Puji Satria (2020).

This study has provided valuable insights into the influence of work discipline, organizational culture, and competence on organizational citizenship behavior (OCB) and its subsequent impact on employee performance. However, there are several areas where future research could expand on these findings: Future studies could explore other factors that influence OCB and employee performance, such as leadership style, emotional intelligence, and job satisfaction. Including these variables could provide a more comprehensive understanding of the dynamics that influence organizational outcomes. Conducting a longitudinal study would allow researchers to examine how changes in work discipline, organizational culture, and competence over time affect OCB and performance. This approach could uncover trends and causal relationships that may not be captured by cross-sectional studies. Future research could focus on specific sectors or industries to determine whether the findings are consistent across organizational contexts. For example, comparing public and private sector organizations or analyzing industry-specific dynamics could provide more targeted insights. Exploring how cultural differences influence OCB and its antecedents would increase the generalizability of the findings. Studies could examine whether cultural dimensions, such as individualism versus collectivism, moderate the relationships between work discipline, organizational culture, competence, and OCB. To complement quantitative findings, future research could incorporate qualitative methods, such as interviews or case studies, to gain deeper insights into employee perceptions and experiences related to OCB and performance. With the increasing role of technology in the workplace, future research could investigate how digital devices and remote work environments impact OCB and its antecedents. This area is particularly relevant given the shift toward hybrid and remote work models. Research that focuses on interventions, such as training programs or organizational development initiatives, could evaluate how deliberate efforts to improve discipline, culture, and competence impact OCB and performance.

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