

## **MEDIATION ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE INFLUENCE OF WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE**

**Muhammad Taufik Lesmana<sup>1\*</sup>, Muhammad Reza Fauzan<sup>2</sup>, Asrizal Efendy  
Nasution<sup>3</sup>**

<sup>1,2,3</sup>Universitas Muhammadiyah Sumatera Utara  
Jl. Kapten Mukhtar Basri No. 3 Medan

\*Email: [muhammadtaufiklesmana@umsu.ac.id](mailto:muhammadtaufiklesmana@umsu.ac.id)

### **ABSTRACT**

This study aims to analyze the mediation role of organizational citizenship behavior on the influence of work environment and work discipline on employee performance both directly and indirectly. The research method uses a quantitative approach. The population includes all employees of PT. Perkebunan Nusantara III (Persero) Kebun Membang Muda Labuhan Batu Utara totaling 507 people. The number of samples used was 84 respondents determined based on the Slovin formula. The sampling technique uses purposive sampling of employees from each section determined by the random sampling method. The data used is primary data from questionnaires and interviews. The data analysis technique uses the Smart-PLS analysis tool. The results of the study show that the work environment has a positive and significant effect on employee performance. Work discipline has a positive and insignificant effect on employee performance. The work environment has a positive and insignificant effect on organizational citizenship behavior. Work discipline has a positive and significant effect on organizational citizenship behavior. Organizational citizenship behavior has a positive and insignificant effect on employee performance. Organizational citizenship behavior cannot mediate the influence of the work environment and work discipline on employee performance.

**Keywords:** Employee Performance, Organizational Citizenship Behavior, Work Discipline, Work Environment.

### **INTRODUCTION**

A company as an organization has a goal, namely to make a profit. An organization can operate because of the activities or activities carried out by the employees in the organization. Because by improving employee performance, the company's performance will also increase. The better a person's performance in the company, the more benefits the company will receive (Jufrizen, 2018). One of the factors that affects a company's success rate is the performance of its employees. Every employee certainly wants to be a part of the company's success, Performance is a real effort given by each individual or group in accordance with their role to the company. An employee who has high and good performance can support the achievement of goals and objectives that have been set by the

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## Proceeding 2nd Medan International Economics and Business

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Volume 2, Issue 1, 2024

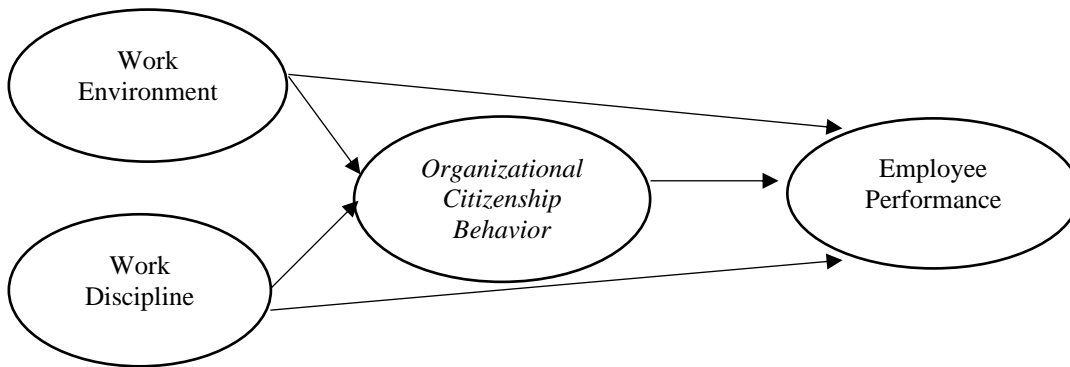
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company (Marpaung & Darmawan, 2022). Optimal employee performance is the expectation of all parties, but the reality on the ground shows that there are still some employees whose performance is not optimal (Tupti & Arif, 2020). Employee performance is the result of work that can be achieved by a person or a group in an organization, in accordance with their respective authorities and responsibilities in order to achieve organizational goals in accordance with morals and ethics (Lesmana, 2019). Organizational citizenship behavior contributes to the organization as well as increases productivity, saves resources, helps maintain group functions, effectively coordinates group activities, improves the organization's ability to attract and retain the best employees, improves organizational stability and the organization's ability to adapt to changing environments (Hasibuan & Wahyuni, 2022). Organizational citizenship behavior is the positive behavior of organizational members. Positive behavior is reflected in the form of willingness to work, and contribute to the organization (Jufrizen, et al., 2020). Organizational citizenship behavior is work behavior that exceeds work requirements and plays a role in the survival of the organization (Prihanto & Prayekti, 2018).

One of the factors that can improve employee performance is the work environment (Eliyanto, 2018). Every company always strives to create a pleasant working environment. The work environment is everything that exists around workers and can affect work, including lighting settings, noise control, workplace cleanliness settings, and workplace safety settings (Siagian & Khair, 2018). Inadequate working conditions will cause employee performance to decrease (Nanulaita, 2018). The work environment for employees will have a great influence on the operation of the organization. The work environment will affect the employees so that directly or indirectly it will be able to affect the productivity of the organization. The work environment is also a factor that can improve employee performance, the lack of a clean work environment and inadequate work equipment result in a decrease in employee performance (Yusnandar, 2019). In addition, a factor that can affect the performance of other employees is work discipline. The company's progress is not only determined by the work results of its employees, but also seen from the discipline of its employees. Good discipline will help the company achieve its goals. In human resource management, discipline is a management action to encourage its members to meet the demands of various jobs. Good work discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him (Arda, 2017). Discipline is an attitude of willingness and willingness of a person to obey and obey all the norms and regulations that apply around him (Lesmana, 2019).

PT. Perkebunan Nusantara III (Persero) Kebun Membang Muda Labuhan Batu Utara is an Indonesian state-owned enterprise engaged in plantations that cultivates crops, processes and sells rubber and oil palm commodities. Based on the results of initial observations, there are several problems in the company, especially employee performance problems that are still not optimal. The tasks that are done are often delayed, lack of cooperation between employees in solving work problems, employees are more concerned about their own work without caring for other colleagues to help each other complete work voluntarily together. This shows that organizational citizenship behavior has not been

created in the company. Meanwhile, in terms of the work environment, there are still not enough workers who are responsible for cleaning the company environment and employees also lack cleanliness in maintaining the company's environment at work. This causes low employee performance due to unsupportive environmental factors. In addition, when viewed from the perspective of work discipline, there are still some employees who are not disciplined in their work such as leaving the office during working hours, arriving late at work hours, and leaving work earlier than the time specified by the company. This is one of the reasons for the decline in employee performance in the company. The research paradigm can be described as follows:



**Figure 1.** *Conceptual Framework*

Based on the research paradigm, the hypothesis proposed is as follows:

- H1: The work environment affects employee performance
- H2: Work environment affects organizational citizenship behavior
- H3: Work discipline affects employee performance
- H4: Work discipline affects organizational citizenship behavior
- H5: Organizational citizenship behavior affects employee performance
- H6: Organizational citizenship behavior mediates the influence of the work environment on employee performance
- H7: Organizational citizenship behavior mediates the influence of work discipline on employee performance

**METHOD**

This study uses an associative method with a quantitative approach, which is an approach where the researcher aims to analyze the problem of the relationship between a variable and another variable (Juliandi, et al., 2015). The dependent variables in this study are the work environment and work discipline, the dependent variable is employee performance and the mediating variable is organizational citizenship behavior. The population in this study is all employees of PT. Perkebunan Nusantara III (Persero) Kebun Membang Muda Labuhan Batu Utara totaling 507 people. The number of samples used was 84 respondents determined based on the Slovin formula. The sampling technique uses purposive sampling of employees from each section determined by the random sampling

## Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

method . Data collection techniques through interviews and questionnaires. Meanwhile, the data analysis technique uses the Smart-PLS analysis tool to find out the measurement model (Outer model) in describing the relationship between indicator blocks and latent variables and the structural model (Inner model) or structural model to predict the causal relationship between latent variables.

### RESULTS

#### Outer Model

**Table 1.** Average Variance Extracted (AVE)

	<i>Average Variance Extracted</i>
Work Discipline (X2)	0.547
Employee Performance (Y)	0.556
Work Environment (X1)	0.625
<i>Organizational Citizenship Behavior (Z)</i>	0.603

**Source:** Author's Compilation

Based on table 1, it can be seen that the work environment, work discipline, organizational citizenship behavior, and employee performance have an AVE value  $> 0.5$ . Thus it can be said that each variable has good validity.

**Table 2.** Composite Reliability

	<i>Composite Reliability</i>
Work Discipline (X2)	0.923
Employee Performance (Y)	0.932
Work Environment (X1)	0.920
<i>Organizational Citizenship Behavior (Z)</i>	0.900

**Source:** Author's Compilation

Based on table 2, it can be seen that the composite reliability value for the variables of work environment, work discipline, organizational citizenship behavior, and employee performance  $> 0.6$ , so it can be concluded that all variables have high reliability.

**Table 3.** Discriminant Validity

	<i>Discriminant Validity</i>			
	Work Discipline (X2)	Employee Performance (Y)	Work Environment (X1)	Organizational Citizenship Behavior (Z)
Work Discipline (X2)				
Employee Performance (Y)	0.630			
Work Environment (X1)	0.880	0.656		

## Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Organizational Citizenship Behavior (Z)	0.814	0.464	0.681
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Source: Author's Compilation

Based on table 3, it can be seen that the HTMT value of each of the research variables  $< 0.90$ , thus it can be concluded that all variables have good discriminatory validity.

### Inner Model

#### R-Square

**Tabel 4.** R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance	0.418	0.396
<i>Organizational Citizenship Behavior</i>	0.602	0.592

Source: Author's Compilation

Based on table 4, the R-Square value test results on employee performance are R-Square Adjusted for the path model using intervening variables is 0.396. This means that the ability of work environment variables and work discipline in explaining employee performance is 39.6%. Thus, the model is classified as weak. Meanwhile, the R-Square test on organizational citizenship behavior is R-Square Adjusted for the path model that uses intervening variables is 0.592. This means that the work environment and work discipline in explaining organizational citizenship behavior are 59.2%. Thus, the model is classified as moderate.

#### F-Square

**Table 5.** F-Square

	<i>F-Square</i>			
	Work Discipline (X2)	Employee Performance (Y)	Work Environment (X1)	Organizational Citizenship Behavior (Z)
Work Discipline (X2)		0.318		0.691
Employee Performance (Y)				
Work Environment (X1)		0.430		0.102
Organizational Citizenship Behavior (Z)		0.092		

Source: Author's Compilation

## Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Based on table 5, the results were obtained F-Square value test for the work discipline variable on employee performance has a value of  $F^2 = 0.318$ . So there is a large effect of exogenous variables on endogenous variables. Work discipline variables on organizational citizenship behavior has a value of  $F^2 = 0.691$ . So there is a large effect of exogenous variables on endogenous variables. Variable work environment to the employee's performance has a value of  $F^2 = 0.430$ . So there is a large effect of exogenous variables on endogenous variables. Environmental variables work towards organizational citizenship behavior has a value of  $F^2 = 0.102$ . So there is a small effect of exogenous variables on endogenous variables. While the variable organizational citizenship behavior to the performance of employees has a value of  $F^2 = 0.092$ . So there is a small effect of exogenous variables on endogenous variables.

**Table 6.** Direct Effect

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STERR )</b>	<b>P- Value</b>
Work Discipline (X2) -> Employee Performance (Y)	0.318	0.374	0.175	1.818	0.073
Work Discipline (X2) -> Organizational Citizenship Behavior (Z)	0.691	0.693	0.164	4.214	0.000
Work Environment (X1) -> Employee Performance (Y)	0.430	0.472	0.142	3.028	0.003
Work Environment (X1) -> Organizational Citizenship Behavior (Z)	0.102	0.108	0.242	0.421	0.675
Organizational Citizenship Behavior (Z)-> Employee Performance (Y)	0.192	0.190	0.182	0.505	0.615

**Source:** Author's Compilation

Based on table 6, the direct effect value for the work discipline variable on employee performance has a path coefficient value of 0.318 and a P-Value of 0.073 ( $>0.05$ ), meaning that it has a positive and insignificant influence. The work discipline variable on organizational citizenship behavior has a path coefficient value of 0.691 and a P-Value of 0.000 ( $<0.05$ ), meaning that it has a positive and significant influence. For the work environment variable on employee performance, it has a path coefficient value of 0.430 and a P-Value of 0.003 ( $<0.05$ ), meaning that it has a positive and significant influence. The work environment variable on organizational citizenship behavior has a path coefficient value of 0.102 and a P-Value of 0.675 ( $>0.05$ ), meaning that it has a positive and insignificant influence. The variable of organizational citizenship behavior on employee performance has a path coefficient value of 0.192 and a P-Value of 0.615 ( $>0.05$ ), meaning that it has a positive and insignificant influence.

## Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

**Table 7.** Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P-Value
Work Environment (X1) -> Organizational Citizenship Behavior-> Employee Performance (Y)	0.064	0.123	0.118	0.539	0.591
Work Discipline (X2) -> Organizational Citizenship Behavior-> Employee Performance (Y)	0.009	0.038	0.069	0.136	0.892

**Source:** Author's Compilation

Based on table 7, the value of the indirect influence of work environment variables on employee performance through organizational citizenship behavior is 0.064 with a P-Value of  $0.591 > 0.05$ , so organizational citizenship behavior does not mediate the influence of the work environment on employee performance. The indirect influence of work discipline variables on employee performance through organizational citizenship behavior is 0.009 with a P-Value of  $0.892 > 0.05$ , so organizational citizenship behavior does not mediate the influence of work discipline on employee performance.

**Table 8.** Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P-Value
Work Discipline (X2) -> Employee Performance (Y)	0.254	0.251	0.171	1.489	0.140
Work Discipline (X2) -> Organizational Citizenship Behavior (Z)	0.691	0.693	0.164	4.214	0.000
Work Environment (X1) -> Employee Performance (Y)	0.420	0.434	0.126	3.337	0.001
Work Environment (X1) -> Organizational Citizenship Behavior (Z)	0.102	0.108	0.242	0.421	0.675
Organizational Citizenship Behavior (Z)-> Employee Performance (Y)	0.092	0.190	0.182	0.505	0.615

Based on table 8, the direct effect value for the work environment variable on employee performance is 0.430 + the Indirrect effect for the work environment variable on employee performance through Organizational Citizenship Behavior is 0.009 = 0.420. This means that the total effect for work environment relationships on employee performance through Organizational Citizenship Behavior is 0.420. The Dirrect effect for the work discipline variable on employee performance is 0.318 + The Indirrect effect for the work discipline variable on employee performance through Organizational Citizenship Behavior is 0.064 = 0.254. This means that the total effect for work discipline relationships on employee performance through Organizational Citizenship Behavior is 0.254.

## DISCUSSIONS

### **The Influence of Work Environment on Employee Performance**

The direct influence hypothesis concludes that the work environment has a significant effect on employee performance. This can be seen from the results of the direct influence coefficient of 0.430 and the P-Value of 0.003 ( $<0.05$ ), meaning that it has a positive and significant influence between the work environment and employee performance of PT. Perkebunan Nusantara III (PERSERO) Kebun Membang Muda Labuhan Batu Utara.

The work environment has an influence on employee performance, namely the organizational climate or work environment where the employee carries out his duties and responsibilities. To optimize employee performance, a conducive organizational climate or environment must be created as a prerequisite for improving employee performance to the maximum (Suhardi, 2019). This research is in line with the research conducted (Nanulaitta, 2018) and (Astuti, 2018) which states that the work environment has a positive and significant effect on employee performance. This means that the better the work environment for employees, it will create morale and ultimately improve employee performance.

### **The Influence of Work Environment on Organizational Citizenship Behavior**

The direct influence hypothesis concluded that the work environment had a positive and insignificant effect on organizational citizenship behavior. This can be seen from the results of the direct influence coefficient of 0.102 and the P-Value of 0.675 ( $>0.05$ ), meaning that it has a positive and insignificant influence between the work environment on organizational citizenship behavior in PT. Perkebunan Nusantara III (PERSERO) Kebun Membang Muda Labuhan Batu Utara.

Every company will certainly pay attention to the discipline of its employees to encourage the achievement of company goals. All activities in the company really need discipline. Good discipline reflects a person's sense of responsibility for their work. Discipline is a person's behavior and habits in implementing the rules and work procedures that have been determined by the company. Discipline is a person's willingness and willingness to obey and obey all the norms and regulations that apply around him (Lesmana, 2019). This research is in line with the research conducted (Kirana, et al., 2022) and (Wulandari & Prayitno, 2017) which states that the work environment has a positive and significant effect on organizational citizenship behavior.



**The Effect of Work Discipline on Employee Performance**

The direct influence hypothesis concludes that work discipline has an insignificant effect on employee performance. This can be seen from the results of the direct influence coefficient of 0.318 and the P-Value of 0.073 ( $>0.05$ ), meaning that it has a positive and insignificant influence between work discipline and employee performance of PT. Perkebunan Nusantara III (PERSERO) Kebun Membang Muda Labuhan Batu Utara.

Work discipline is an attitude of willingness and willingness of a person to comply and obey the regulatory norms that apply around him, good employee discipline will accelerate the company's goals while deteriorating discipline will become an obstacle and slow down the achievement of the company's goals (Siswadi, 2015). The results of this study are in line with the research conducted by (Prayogi, et al., 2019), (Farisi, et al., 2020), (Yusnandar, et al., 2020), dan (Nasution & Pasaribu, 2020) which shows that work discipline has a positive and significant effect on employee performance.

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

The direct influence hypothesis concluded that work discipline had a significant effect on organizational citizenship behavior. This can be seen from the results of the direct influence coefficient of 0.214 and the P-Value of 0.000 ( $<0.05$ ), meaning that it has positive and significant influence between work discipline on organizational citizenship behavior in PT. Perkebunan Nusantara III (PERSERO) Kebun Membang Muda Labuhan Batu Utara.

Organizational citizenship behavior is a unique aspect of individual activities at work. Organizations will succeed if employees are not only doing their basic tasks but also willing to do extra tasks such as wanting to work together, helping, giving advice, actively participating, providing extra service ethical behavior to service users, and willing to use their working time effectively (Lestari & Ghaby, 2018). Being strengthened by discipline not only has a significant effect on organizational citizenship behavior, but discipline shows the characteristics of the employee himself. This research is in line with previous research conducted by (Kurnianto & Kharisudin, 2022) and (Jufrizen, et al., 2020) which stated that work discipline has a positive and significant effect on organizational citizenship behavior.

**The Effect of Organizational Citizenship Behavior on Employee Performance**

The direct influence hypothesis concludes that organizational citizenship behavior has an insignificant effect on employee performance. This can be seen from the results of the direct influence coefficient of 0.092 and the P-Value of 0.615 ( $>0.05$ ), meaning that it has a positive and insignificant influence between organizational citizenship behavior on the employees performance of PT. Perkebunan Nusantara III (PERSERO) Kebun Membang Muda Labuhan Batu Utara.

Organizational citizenship behavior contributes to the organization as well as increasing productivity, saving resources, helping to maintain group functions, effectively coordinating group activities, improving the organization's ability to attract and retain the best employees, improving organizational stability and the organization's ability to adapt to changing environments (Hasibuan & Wahyuni, 2022). The results of this study are in line with previous research conducted by (Jufrizen, et al., 2020) dan (Hasibuan & Wahyuni,

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## Proceeding 2nd Medan International Economics and Business

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Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

2022) which stated that organizational citizenship behavior has a significant effect on employee performance, the presence of good organizational citizenship behavior will improve organizational performance for the better.

### **The Influence of Work Environment on Employee Performance Through Organizational Citizenship Behavior**

The indirect influence hypothesis concluded that organizational citizenship behavior does not mediate the relationship between the work environment and employee performance, where the value of the indirect influence coefficient is 0.064 with a P-Value of 0.591 ( $>0.05$ ). This means that the influence of the work environment on employee performance mediated by organizational citizenship behavior is not supported. Based on the results of the hypothesis test, it can be found that the P-Value value  $> 0.05$ , therefore in achieving better employee performance, priority is given to improving or implementing a better work environment.

The work environment is all the conditions that are around the workers, so that either directly or indirectly they can affect them in carrying out the tasks they are charged. A good and pleasant environment will be able to generate enthusiasm and enthusiasm for work, and vice versa if the work environment is unpleasant will be able to reduce enthusiasm and enthusiasm for work (Elizar & Tanjung, 2018). This study is inversely proportional to the results of previous research conducted by (Suhardi, 2019) and (Kurnianto & Kharisudin, 2022) which states that the work environment has a positive and significant effect on employee performance through organizational citizenship behavior. This is because in this company without organizational citizenship behavior as a mediator variable, employee performance can increase through work environment variables so that mediator variables are no longer needed to improve employee performance.

### **The Effect of Work Discipline on Employee Performance Through Organizational Citizenship Behavior**

The indirect influence hypothesis concluded that organizational citizenship behavior does not mediate the relationship between work discipline and employee performance, where the value of the indirect influence coefficient is 0.009 with a P-Value of 0.892 ( $>0.05$ ). This shows that the influence of work discipline on employee performance mediated by organizational citizenship behavior is not supported. Based on the results of the hypothesis test, it can be known that the P-Value  $> 0.05$ . Therefore, in achieving better employee performance, priority is given to improving or implementing better work discipline.

Work discipline is a tool used by managers to change behavior as well as an effort to increase a person's awareness and willingness to obey all applicable company regulations and social norms (Harahap & Tirtayasa, 2020). The results of this study are inversely proportional to the results of previous research conducted by (Jufrizen, et al., 2020) and (Kurnianto & Kharisudin, 2022) which states that work discipline has a positive and significant effect on employee performance through organizational citizenship behavior. This is because in this company without organizational citizenship behavior as a mediator variable, employee performance can increase through work discipline variables so that mediator variables are no longer needed to improve employee performance.

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## Proceeding 2nd Medan International Economics and Business

---

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

### CONCLUSION

The conclusion that can be conveyed is that the work environment has a positive and significant effect on employee performance. The work environment has a positive and insignificant effect on organizational citizenship behavior. Work discipline has a positive and insignificant effect on employee performance. Work discipline has a positive and significant effect on organizational citizenship behavior. Organizational citizenship behavior has a positive and insignificant effect on employee performance. Organizational citizenship behavior cannot mediate or mediate the influence of work environment to employee performance. Organizational citizenship behavior cannot mediate or mediate the influence of work discipline on employee performance at PT. Perkebunan Nusantara III (PERSERO) Kebun Membang Muda Labuhan Batu Utara.

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