

The Effect of Work Culture, Work Discipline and Work Motivation through Organizational Citizenship Behavior (OCB) On the Performance of Employee Garden Employees Pt Perkebunan Nusantara XII JEMBER

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Abstract:

Background: Employee performance improvement is always expected by every company, both improvement in the form of employee behavior and employee abilities due to the environment. Many studies have been carried out to answer this situation, but many different answers have been found. This makes researchers want to do research on this situation by looking at the influence of work culture, work motivation and work discipline. don't forget the OCB context was added as a mediating variable for researchers to see the indirect effect of research

Materials and Methods: This research was conducted with a quantitative approach with analytical methods using path analysis. The purpose of this study was to determine the effect of work culture, work discipline and work motivation on employee performance through Organizational Citizenship Behavior (OCB) as an intervening in the Mumbul plantation of PT Perkebunan Nusantara XII Jember. The total population of this study were 280 employees of Kebun Mumbul PTPN XII Jember.

Results: The results of the path analysis show that work culture has an effect on employee performance. while the results of the path analysis show that work culture through Organizational Citizenship Behavior (OCB) has an effect on employee performance. The results of the path analysis show that Work Discipline has an effect on Employee Performance while the results of the path analysis show that Work Discipline through Organizational Citizenship Behavior (OCB) has an effect on Employee Performance. The results of the path analysis show that work motivation has an effect on employee performance, while the results of the path analysis show that work motivation through organizational citizenship behavior (OCB) has an effect on employee performance. Path analysis results show that Organizational Citizenship Behavior (OCB) has an effect on Employee Performance

Conclusion: There is the effect of work culture, work discipline and work motivation through organizational citizenship behavior (ocb) on the performance of mumbul garden employees pt perkebunan nusantara xii jember.

Key Word: Work Culture, Work Discipline, Work Motivation, Organizational Citizenship Behavior (OCB), Employee Performance.

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I. Introduction

PT Perkebunan Nusantara XII Jember Mumbul is one of the plantation areas located in Lengkong village, Mumbulsari district, Jember district. Mumbul gardens are one of the state-owned enterprises under the auspices of PTPN XII (Persero). Mumbul gardens are plantations that cultivate one of them, namely rubber. From 2014 to 2019 there was a decline in rubber production. Production shown based on available data shows that regional expansion only adds a small amount of production so that it is not in line with the amount of land being expanded.

Menurut Mulyana sebagai manajer PT Perkebunan Nusantara XII Jember yang mengatakan bahwa kinerja karyawan PT Perkebunan Nusantara XII Jember masih belum maksimal, hal ini ditandai dengan masih adanya karyawan yang menunda-nunda pekerjaan, karyawan yang belum menyelesaikan pekerjaannya sesuai dengan waktu yang ditentukan, kurangnya motivasi yang diberikan kepada karyawan yang berupa motivasi intrinsik atau motivasi dari dalam diri sehingga karyawan tidak bisa mengembangkan kemampuannya untuk perusahaan tersebut, masih ada karyawan yang terlambat mengikuti absen pagi seperti mengikuti budaya SIPro yang dilakukan setiap hari, karyawan yang terlambat masuk kantor setelah jam istirahat, kerjasama antar karyawan yang belum maksimal, pekerjaan yang menumpuk di satu departemen akibat penyerahan yang

terlambat dari bagian departemen yang lain, kelengkapan dokumentasi yang terlambat dilengkapi oleh karyawan sesuai dengan aturan perusahaan.

One way is to change the work culture in the company. A good work culture is able to provide encouragement to someone to carry out work activities (Dastjerdi & Pour, 2012; Sinha, Singh, Gupta, and Dutt, 2010; Iriani and Herlina, 2011). While positive work discipline changes can affect employee performance, because discipline has a strong influence on the organization to achieve the desired goals (Ilham, et.al, 2016; Sutrisno, 2011: 86). Providing work motivation is also able to increase the desire to work better for the company (Cokorda, et.al, 2016; Nawawi, 2008:351; Ida Ayu, et.al, 2019). And the behavior of employees in the company indirectly determines changes in production (Robbin and Judge, 2008:40; Stephen P Robbins, 2011; Gibson, et al, 2011). This indirectly affects employee performance which results in a decrease in rubber production in the company. (Rivai, 2005:50; Prabu, 2006:67)

II. Material And Methods

LITERATURE REVIEW

There have been many studies that explain the changes that occur in companies. However, there are still many differences in research results. According to Moeljono (2005:2); Mangkunegara (2005:113); Tika (2008:4) explains that Work Culture is the subject of solving external and internal problems whose implementation is carried out consistently by a group which then passes it on to new members as the right way to understand, think, and feel about related problems. like above. Changes provided by the work culture will provide an increase in production results in accordance with company expectations. A good work culture has a positive influence and has a positive impact on the development of the company and vice versa. This has caused many companies to revamp the work culture that was created as a form of solving the company's external and internal problems.

the application of work discipline to employees is needed to change employee attitudes in the company. According to Rival (2004: 444); Mangkunegara (2009: 129); Siagian (2006: 304); Nawawi (2006: 330) explains that work discipline is used as a tool to enforce organizational standards. Enforcing the standard in question is the enforcement of employee attitudes in the company as a form of how employees organize. This is done to increase the attitude of caring for the company which can improve employee morale at work. The changes made are adjusted to the changes that exist in the company.

Nawawi (2008:351); Hasibuan (2009: 141); Purnamie (2014: 28) explains that work motivation is a company's way to encourage employees to always work. The motivation given is in accordance with the company's needs. The need in question is the need for employee behavior at work. Providing motivation is aimed at changing the bad habits of employees and changing employee behavior patterns to become more pro-active in developing the company. While Organizational citizenship behavior (OCB) is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance (Budihardjo, 2014). The role of OCB is very large in the company. This is because OCB concerns the attitudes and behavior of individuals in an organization. An important element that needs to be considered in the organization is behavior outside the formal rules of the organization (extra role). Compared with in-role behavior, which is doing work according to the tasks in the job description, which is associated with extrinsic rewards or monetary rewards, extra-role behavior is more associated with intrinsic rewards. (Robbins, 2011)

This makes employee performance better every day where this is seen from the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Changes due to changes in work culture, work motivation and work discipline through OCB are expected to be able to provide positive changes to the company. (Mangkunegara, 2008: 9; Mathis and Jackson, 2002: 78; Hasibuan, 2008: 94). This change is able to provide an increase in production as well as a change in the perspective of employees at the company.

Previous research conducted by Safrizal, 2014 stated that work culture has a significant effect on performance. However, the results are different from research from Nugroho, 2016 which states that work culture has a negative and insignificant effect on performance. Meanwhile, OCB research is still rarely carried out in its role as a mediation of the influence of Work Culture, Work Discipline and Work Motivation on Employee Performance.

Methods

This research was conducted with a quantitative approach with analytical methods using path analysis. The purpose of this study was to determine the effect of work culture, work discipline and work motivation on employee performance through Organizational Citizenship Behavior (OCB) as an intervening in the Mumbul plantation of PT Perkebunan Nusantara XII Jember. The total population of this study were 280 employees of Kebun Mumbul PTPN XII Jember. Determination of the number of samples is calculated based on the formula using the formula from Taro Yamane or Slovin (Riduwan and Akdon, 2015: 249) as follows:

$$n = \frac{N}{1 + (N)e^2}$$

description :

n = Number of samples

N = Total Population

d = Precision (set 5% with 95% confidence level)

In this study, the researcher took 5% precision so that the number of samples was obtained as follows:

$$n = \frac{N}{1 + (N)e^2}$$

$$n = \frac{331}{1 + (331 \times 0,0184)}$$

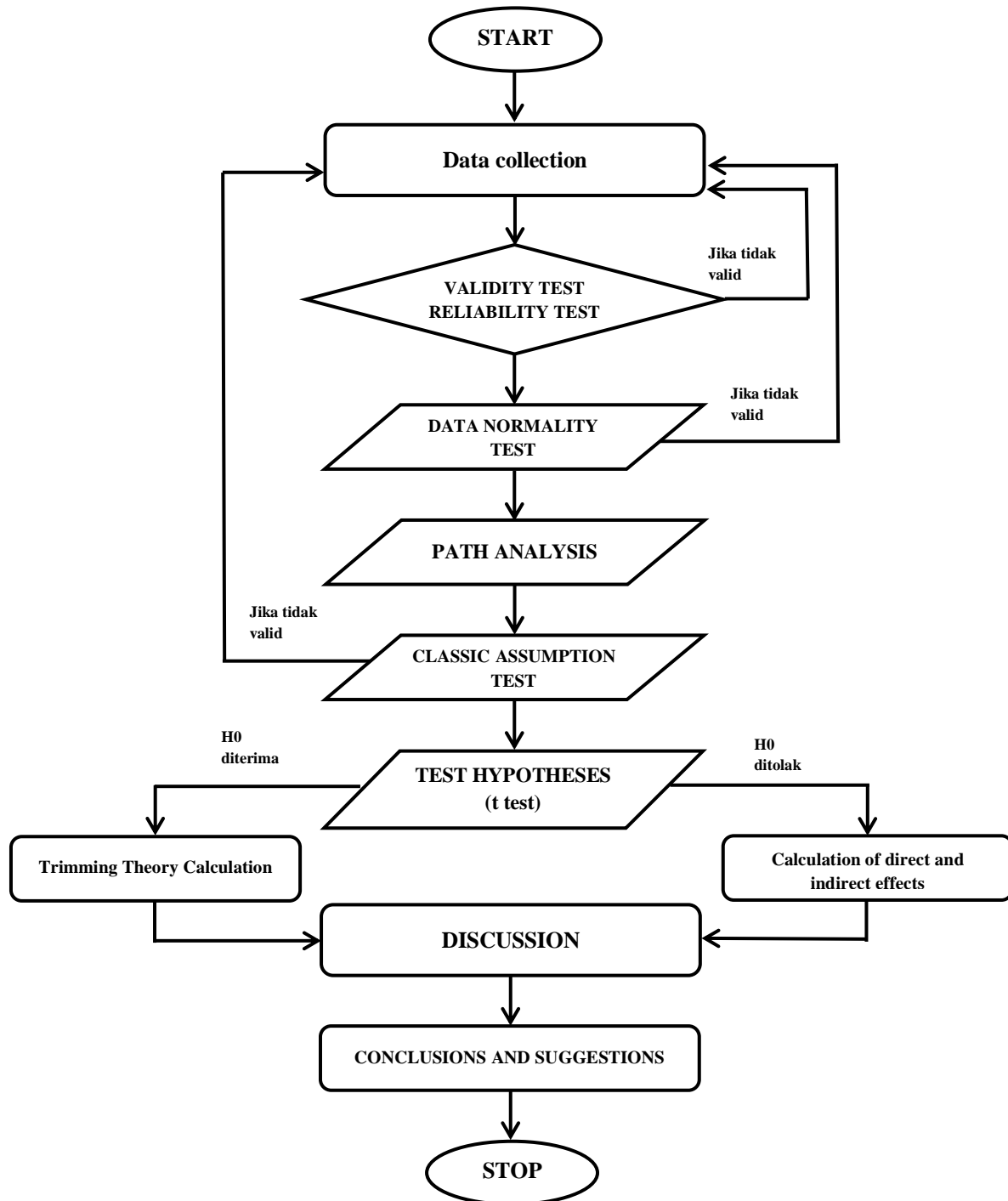
$$n = \frac{331}{1 + 0,8}$$

$$n = \frac{331}{1,8} = 183,8$$

The calculation results obtained 183.8. So the sample used for the study was 184 people.

Data collection methods in this study consisted of:

- a. Interview, which is to get information by asking directly to the respondent (Singarimbun & Effendi, 1995:192). In this case the data was obtained by interviewing the employees of Kebun Mumbul PTPN XII Jember who worked in the field unit, factory unit and main office unit.
- b. Questionnaire, is a method of collecting data through the distribution of a list of questions (questionnaires) that are submitted to respondents, in this case all employees of PT Perkebunan Nusantara XII Jember according to the selected research title.
- c. Observation is a method of collecting data through observing the activities carried out on PT Perkebunan Nusantara XII Jember.
- d. Documentation, data collection method is done by reading books, literature, journals and references related to the research conducted.



Figures Research Framework

1. Start is the initial start in doing research.
2. Data collection, where all the data needed for research is collected both primary and secondary data.
3. Validity Test and Reliability Test, at this stage testing of the data is carried out to determine the extent of the reliability of the measuring instrument and whether the measuring instrument used is appropriate.
 - a. It doesn't mean that if the data is invalid and unreliable, then back to data collection,
 - b. Yes, it means that if the data is valid and reliable, then proceed to the next test.
4. Test the normality of the data. The data normality test was used to determine whether the data in the study were normally distributed or not. If it is normally distributed, then proceed to the next stage
5. Path analysis. By conducting path analysis to determine the direct and indirect effect of the independent variable on the dependent variable.

6. Classical assumption test, data processing with normality test, multicollinearity test and heteroscedasticity test.
7. Test the hypothesis, using the t test to determine whether there is an influence between variables. The t-test is divided into two stages, namely:
 - a. Based on the calculation of the t test, if there is a path that is not significant, then a recalculation is carried out by eliminating the path that according to the test is not significant (Trimming Theory).
 - b. If the path is proven to be significant on the t-test, then the direct and indirect effects can be calculated.
8. Discussion of research results.
9. Conclusions and suggestions from the research.
10. Stop is the end of the research.

III. Result

Table 1. Validity Test Results

Item	R_{table}	Product Moment Pearson's	A	<	Sig	Explain
X1 _{.1}	0,138	0,851	0,05	<	0,000	Valid
X1 _{.2}	0,138	0,886	0,05	<	0,000	Valid
X1 _{.3}	0,138	0,863	0,05	<	0,000	Valid
X1 _{.2}	0,138	0,766	0,05	<	0,000	Valid
X2 _{.1}	0,138	0,530	0,05	<	0,000	Valid
X2 _{.2}	0,138	0,692	0,05	<	0,000	Valid
X2 _{.3}	0,138	0,622	0,05	<	0,000	Valid
X2 _{.4}	0,138	0,344	0,05	<	0,000	Valid
X3 _{.1}	0,138	0,709	0,05	<	0,000	Valid
X3 _{.2}	0,138	0,718	0,05	<	0,000	Valid
X3 _{.3}	0,138	0,783	0,05	<	0,000	Valid
X3 _{.4}	0,138	0,672	0,05	<	0,000	Valid
X3 _{.5}	0,138	0,598	0,05	<	0,000	Valid
Z _{.1}	0,138	0,678	0,05	<	0,000	Valid
Z _{.2}	0,138	0,665	0,05	<	0,000	Valid
Z _{.3}	0,138	0,694	0,05	<	0,000	Valid
Z _{.4}	0,138	0,544	0,05	<	0,000	Valid
Z _{.5}	0,138	0,471	0,05	<	0,000	Valid
Y _{.1}	0,138	0,679	0,05	<	0,000	Valid
Y _{.2}	0,138	0,743	0,05	<	0,000	Valid
Y _{.3}	0,138	0,766	0,05	<	0,000	Valid
Y _{.4}	0,138	0,785	0,05	<	0,000	Valid
Y _{.5}	0,138	0,609	0,05	<	0,000	Valid
Y _{.6}	0,138	0,511	0,05	<	0,000	Valid

Table 1 explains that the correlation between each variable indicator of Work Culture (X1), Work Discipline (X2), Work Motivation (X3), Organizational Citizenship Behavior (Z), and Employee Performance (Y) shows that $R_{count} > R_{table}$ and $Sig < 0.05$. It can be concluded that all questions on the variables of Work Culture (X1), Work Discipline (X2), Work Motivation (X3), Organizational Citizenship Behavior (Z), and Employee Performance (Y) are declared valid.

Table 2. Reliability Test Results

Variabel Penelitian	Cronbach's Alpha		Cutt Off	Description
Work Culture (X1)	0,827	>	0,60	Reliabel
Work Discipline (X2)	0,676	>	0,60	Reliabel
Work Motivation (X3)	0,776	>	0,60	Reliabel
Organizational Citizenship Behavior (Z)	0,738	>	0,60	Reliabel
Employee Performance (Y)	0,770	>	0,60	Reliabel

Table 2 describes the results of reliability testing on the instrument variables Work Culture (X1), Work Discipline (X2), Work Motivation (X3), Organizational Citizenship Behavior (Z), and Employee Performance (Y) with Cronbach's Alpha or r alpha values above 0, 60. This proves that the research instrument in the form of a questionnaire is reliable because r alpha has a greater value.

Table 3. Normality Test Results

Variable	Kolmogorov Smirnov	Explain
Work Culture (X1)	0,097	Normal Distribution
Work Discipline (X2)	0,128	Normal Distribution
Work Motivation (X3)	0,080	Normal Distribution
Organizational Citizenship Behavior (Z)	0,090	Normal Distribution
Employee Performance (Y)	0,200	Normal Distribution

Based on the test results in the table, it can be seen that the probability or significance value of the research variable is greater than 0.05. So, it can be stated that the data in this study are normally distributed

Table 4. Results of Path Analysis Variables

Standardized path analysis	Beta	Sig	A	Explain
X1 → Z	0,416	0,000	0,05	Signifikan
X2 → Z	0,280	0,003	0,05	Signifikan
X3 → Z	0,219	0,000	0,05	Signifikan
X1 → Y	0,487	0,000	0,05	Signifikan
X2 → Y	0,268	0,011	0,05	Signifikan
X3 → Y	0,150	0,009	0,05	Signifikan
Z → Y	0,475	0,000	0,05	Signifikan

Based on Table 4.13 the results of the first path analysis on Work Culture (X) with Organizational Citizenship Behavior (Z) have a significant influence. It can be seen with the results of a significant value that is 0.000 smaller than = 0.05. The second path between Work Discipline (X2) and Organizational Citizenship Behavior (Z) has a significant effect. It can be seen with the results of a significant value that is 0.003 smaller than = 0.05. The third path between Work Motivation (X3) and Organizational Citizenship Behavior (Z) has a significant influence. It can be seen with the results of a significant value that is 0.000 smaller than = 0.05. The fourth path between Work Culture (X1) and Employee Performance (Y) has a significant influence. It can be seen with the results of a significant value that is 0.000 smaller than = 0.05. The fifth path between Work Discipline (X2) and Employee Performance (Y) has a significant effect. This can be seen with the results of a significant value that is 0.011 which is smaller than = 0.05. The sixth path between Work Motivation (X3) and Employee Performance (Y) has a significant influence. It can be seen with the results of a significant value that is 0.009 smaller than = 0.05. The seventh path between Organizational Citizenship Behavior (Z) and Employee Performance (Y) has a significant effect. This can be seen with the results of a significant value that is 0.000 smaller than = 0.05.

Table 5. Multicollinearity Test Results

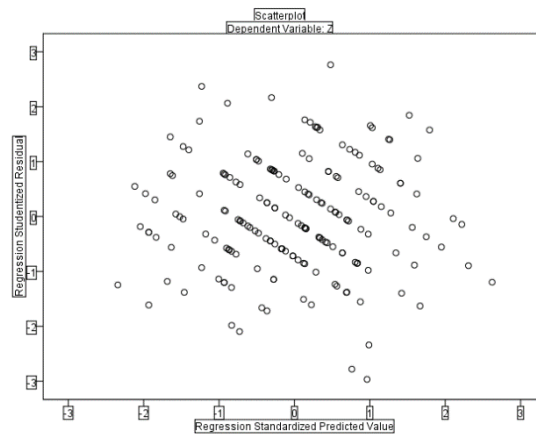
Test of Multikolinierity	VIF	Cut Off	Explain
X1 to Z	1,531 <	10	there is no multicollinearity
X2 to Z	1,520 <	10	there is no multicollinearity
X3 to Z	1,028 <	10	there is no multicollinearity
X1 to Y	1,898 <	10	there is no multicollinearity
X2 to Y	1,596 <	10	there is no multicollinearity
X3 to Y	1,141 <	10	there is no multicollinearity

Z to Y	1,841 < 10	there is no multicollinearity
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Based on the results of the Collinearity Statistics analysis which can be seen in table 5, it is known that the model does not occur multicollinearity. This is indicated by the value of VIF < 10 and tolerance > 0.1

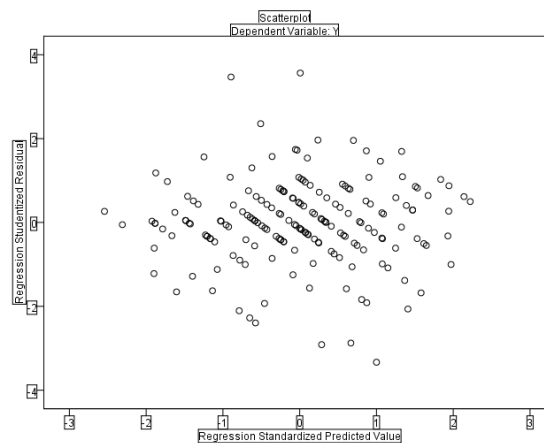
6. Heteroscedasticity Test

a. X to Z



Figures 2 Heteroscedasticity Test Results

b. X and Z to Y



Figures 3 Heteroscedasticity Test Results

Based on Figure 2 and Figure 3 shows the results of the Heteroscedasticity Test using a scatter plot, namely the points generated in the image are spread and irregularly shaped so that it can be said that there is no heteroscedasticity.

Hypothesis testing

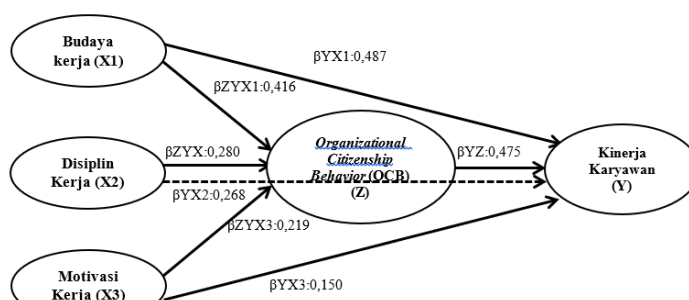
t test

Variable	Sig
X1 → Z	0,000
X2 → Z	0,003
X3 → Z	0,000
X1 → Y	0,000
X1 → Y	0,011
X1 → Y	0,009
Z → Y	0,000

Based on the table above, it can be seen that the influence of each independent variable on the dependent variable is as follows:

1. Work culture (X1) on the variable Organizational Citizenship Behavior (Z)
Based on the table, it can be seen that the significance value (α) of the work culture variable (X1) is 0.000 < 0.05. This means that work culture (X1) has a significant effect on Organizational Citizenship Behavior (Z).
2. Work discipline (X2) on the variable Organizational Citizenship Behavior (Z)
Based on the table, it can be seen that the significance value (α) of the work culture variable (X2) is 0.003 < 0.05. This means that work discipline (X1) has a significant effect on Organizational Citizenship Behavior (Z).
3. Work motivation (X3) on the variable Organizational Citizenship Behavior (Z)
Based on the table, it can be seen that the significance value (α) of the work motivation variable (X1) is 0.000 < 0.05. This means that work motivation (X3) has a significant effect on Organizational Citizenship Behavior (Z).
4. Work culture (X1) on Employee Performance variable (Y)
Based on the table, it can be seen that the significance value (α) of the work culture variable (X1) is 0.011 < 0.05. This means that work culture (X1) has a significant effect on employee performance (Y).
5. Work discipline (X2) on Employee Performance variable (Y)
Based on the table, it can be seen that the significance value (α) of the work culture variable (X2) is 0.009 < 0.05. This means that work discipline (X1) has a significant effect on employee performance (Y).
6. Work motivation (X3) on Employee Performance variable (Y)
Based on the table, it can be seen that the significance value (α) of the work motivation variable (X1) is 0.000 < 0.05. This means that work motivation (X3) has a significant effect on employee performance (Y).
7. Organizational Citizenship Behavior (Z) on Employee Performance variable (Y)
Based on the table, it can be seen that the significance value (α) of the Organizational Citizenship Behavior (Z) variable is 0.000 < 0.05. This means that Organizational Citizenship Behavior (Z) has a significant effect on Employee Performance (Y).

Counting Paths



Figures 4. Path Analysis Model

a. Direct Effect

- 1) The direct influence of the Work Culture (X1) variable on the Organizational Citizenship Behavior (Z) variable is 41.6%.
- 2) The direct effect of the Work Discipline (X2) variable on the Organizational Citizenship Behavior (Z) variable is 26.8%.
- 3) The direct effect of Work Motivation (X3) on Organizational Citizenship Behavior (Z) is 21.9%.
- 4) The direct influence of the Work Culture variable (X1) on the Employee Performance variable (Y) is 48.7%.
- 5) The direct effect of the work discipline variable (X2) on the employee performance variable (Y) is 26.8%.
- 6) The direct effect of the work motivation variable (X3) on the employee performance variable (Y) is 15%.
- 7) The direct effect of the variable Organizational Citizenship Behavior (Z) on the Employee Performance variable (Y) is 47.5%.

b. Indirect Effect (Indirect Effect)

- 1) Indirect influence of Work Culture variable through Organizational Citizenship Behavior on Employee Performance (0.416×0.475) = 0.197 or 19.7%.
- 2) The indirect effect of Work Discipline through Organizational Citizenship Behavior on Employee Performance (0.268×0.475) = 0.127 or 12.7%.

- 3) Indirect effect of work motivation variable through organizational citizenship behavior on employee performance $(0.219 \times 0.475) = 0.104$ or 10.4%.
- c. Total Effect
 - 1) Total effect : $Y X1 \rightarrow Z \rightarrow Y$, $0.487 + 0.197 =$ or 0.684 or 68.4%.
 - 2) Total effect : $Y X2 \rightarrow Z \rightarrow Y$, $0.268 + 0.127 =$ or 0.395 or 39.5%.
 - 3) Total effect : $Y X3 \rightarrow Z \rightarrow Y$, $0.150 + 0.104 =$ or 0.254 or 25.4%.

Discussion

1. Work Culture (X1) on Employee Performance (Y)

The results of the path analysis show that work culture has an effect on employee performance by looking at the significance level of 0.000. The effect shown by the regression coefficient is positive, meaning that the better the work culture, the higher the employee performance (H1 is accepted). The results of this study are in line with previous research conducted by Pebi Kurniawan and Sa'adah (2017) showing that work culture has a positive effect on performance. This is also the same as the opinion of Rizky et al (2019) which states that work culture has a positive influence on performance. However, it is different from the research produced by Afriadi et al (2017) which states that work culture has a significant indirect effect on performance.

2. Work Culture (X1) through Organizational Citizenship Behavior (OCB) (Z) on Employee Performance (Y)

The results of the path analysis show that Work Culture through Organizational Citizenship Behavior (OCB) has an effect on employee performance by looking at the regression coefficient, which is 0.197 or 19.7%. The effect shown by the regression coefficient is positive, meaning that the higher the Work Culture through Organizational Citizenship Behavior (OCB), the employee's performance will increase (H2 is accepted). The results of this study are in line with previous research conducted by Anggi et al (2018) and Anom (2018) which showed that organizational culture has a positive and significant effect on performance through OCB.

3. Work Discipline (X2) on Employee Performance (Y)

The results of the path analysis show that work discipline has an effect on employee performance by looking at the significance level of 0.011. The effect shown by the regression coefficient is positive, meaning that the higher the work discipline, the higher the employee performance (H3 is accepted). The results of this study are in line with previous research conducted by AA Gde Oka Pramadita and Ida Bagus Ketut Surya (2015) showing that work discipline has a significant influence on performance. Furthermore, the opinion of Valensia Angelina Wisti (2015) which states that work discipline has a positive and significant effect on performance.

4. Work Discipline (X2) through Organizational Citizenship Behavior (OCB) (Z) on Employee Performance (Y)

The results of the path analysis show that Work Discipline through Organizational Citizenship Behavior (OCB) has an effect on employee performance by looking at the regression coefficient, which is 0.127 or 12.7%. The effect shown by the regression coefficient is positive, meaning that the higher the Work Discipline through Organizational Citizenship Behavior (OCB), the employee's performance will increase (H4 is accepted). The results of this study are in line with previous research conducted by Gunawan et al (2016) showing that work discipline has a positive and significant effect on OCB; Then work discipline has a negative and significant effect on employee performance.

5. Work Motivation (X3) on Employee Performance variable (Y)

The results of the path analysis show that work motivation has an effect on employee performance by looking at the significance level of 0.009. The effect shown by the regression coefficient is positive, meaning that the higher the work motivation, the employee's performance will increase (H5 is accepted). The results of this study are in line with previous research conducted by AA Gde Oka Pramadita and Ida Bagus Ketut Surya (2015) that work motivation has a significant influence on performance. However, according to Sony Wicaksono Susilo (2017) and Valensia Angelina Wisti (2015) stated that motivation has no effect on performance.

6. Work Motivation (X3) through Organizational Citizenship Behavior (OCB) (Z) on Employee Performance (Y)

Path analysis results show that work motivation through Organizational Citizenship Behavior (OCB) has an effect on employee performance by looking at the regression coefficient, which is 0.104 or 10.4%. The effect shown by the regression coefficient is positive, meaning that the higher the Work Motivation through Organizational Citizenship Behavior (OCB), the employee's performance will increase (H6 is accepted). The results of this study are in line with previous research conducted by Suhardi (2019). Work motivation has a significant effect on Organizational citizenship behavior (OCB); Work motivation has a significant effect on employee performance.

7. Organizational Citizenship Behavior (OCB) (Z) on Employee Performance (Y)

The results of the path analysis show that Organizational Citizenship Behavior (OCB) has an effect on employee performance by looking at the significance level of 0.000. The effect shown by the regression

coefficient is positive, meaning that the higher the Organizational Citizenship Behavior (OCB), the employee's performance will increase (H7 is accepted). The results of this study are in line with previous research conducted by Wildan and Safrizal (2017) showing that OCB has a significant effect on performance.

IV. Conclusion

Based on the results of the analysis and discussion that the researchers explained, it can be concluded as follows:

1. The results of the path test show that work culture has an effect on the performance of Mumbul plantation employees at PT Perkebunan Nusantara XII Jember.
2. The results of the path test show that the work culture through OCB has an effect on the performance of the Mumbul plantation employees of PT Perkebunan Nusantara XII Jember.
3. The results of the path test show that work discipline affects the performance of the Mumbul plantation employees of PT Perkebunan Nusantara XII Jember.
4. The results of the path test show that work discipline through OCB has an effect on the performance of Mumbul plantation employees at PT Perkebunan Nusantara XII Jember.
5. The results of the path test show that work motivation has an effect on the performance of the Mumbul plantation employees of PT Perkebunan Nusantara XII Jember
6. The results of the path test show that motivation through OCB has an effect on the performance of Mumbul plantation employees at PT Perkebunan Nusantara XII Jember.
7. The results of the path test show that OCB on the performance of employees of the Mumbul plantation of PT Perkebunan Nusantara XII Jember.

V. Research Limitations

Limitations in this study are:

1. Respondents in filling out the questionnaire there are still some that are incomplete, so it must be checked and re-distributed the questionnaire for perfection.
2. The limited time for distributing the questionnaires considering the provisions of health protocols in reducing the spread of the Covid 19 virus, thus slowing down the process of distributing questionnaires.

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