

The Influence Of Work Discipline And Teamwork On Employee Performance With Organizational Citizenship Behavior As An Intervening Variable In The Employment BPJS Branch Se-Medan Raya

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ABSTRACT

In this study, the researcher wants to see the direct and indirect influence between the variables of Work Discipline, Teamwork as independent variables with Organizational Citizenship Behavior as intervening variables and Employee Performance as dependent variables. The data source used is the primary data source and data collection was carried out by distributing questionnaires. The results of this study are as follows Work Discipline has a positive and insignificant effect on employee performance with an original sample value of 0.585 and P values 0.218. Work Discipline has a negative and significant effect on Organizational Citizenship with an original sample value of -0.949 and p values 0.000. Teamwork has a negative and insignificant effect on Employee Performance with an original sample value of -0.694 and p values 0.304. Teamwork has a positive and significant effect on Organizational Citizenship with an original sample value of 1.720 and p values of 0.000. Organizational Citizenship has a positive and significant effect on Employee Performance with an original sample value of 1.024 and p values of 0.003. Work Discipline has a negative and significant effect on employee performance through organizational citizenship indirectly with an original sample result of -0.981 and p values of 0.011. Teamwork has a positive and significant effect on employee performance through organizational citizenship indirectly with an original sample result of 1.775 and p values of 0.001.

Keywords: Work Discipline, Teamwork, Employee Performance, Organizational Citizenship Behavior.

1. INTRODUCTION

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

Meanwhile, according to Sinambela (2018), work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. With good work discipline from employees such as arriving on time, carrying out work in accordance with what has been determined by the company, obeying company regulations, it will be able to improve the performance of these employees so that company targets will be achieved. Previous research on the effect of work discipline on employee performance shows non-uniform results. The results of research from Satato, et al. (2022), Chandra, et al. (2022), Faqih (2022) show that work discipline has a positive and significant effect on employee performance. Different research results from Nucifera (2022), Adinugroho, et al. (2021) show that work discipline has no positive and significant effect on employee performance.

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

One of the factors that affect employee performance is organizational citizenship behavior (OCB), OCB is a form of contribution made by an employee in excess of his or her responsibility duties (Syaiful B 2018), OCB is a term for employees who provide more value to the work that is their duty and added value to the company. According to Rosita (2018) the behavior of an employee who voluntarily helps the organization develop more by performing tasks outside of

obligation is a form of OCB, with OCB in employees it is hoped that employees can work more than what is assigned, always be ready to accept additional work, obey existing rules, and be able to help fellow employees.

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

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

Based on the description above, the researcher is interested in conducting research with the title Effect of Work Discipline and Teamwork on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable at BPJS Employment Branch Office Se-Medan Raya.

2. LITERATURE REVIEW

a. Work Discipline

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

b. Work Discipline Indicators

According to Agustini (2019) there are several indicators of discipline as follows:

- 1) Attendance rate, namely the number of employees present to carry out work activities in the company which is characterized by a low employee absence rate.
- 2) Work procedures, namely rules or regulations that must be obeyed by all members of the organization.
- 3) Obedience to superiors, namely following what is directed by superiors to get good results.
- 4) Work awareness, namely the attitude of someone who voluntarily does his job well, not because of coercion.
- 5) Responsibility, namely the willingness of employees to be responsible for their work, the facilities and infrastructure used, and their work behavior.

c. Teamwork

According to West in Andarias & Lutfi (2021), teamwork is a relatively small group working on clear work, challenging tasks that are most efficiently completed by work groups together than individuals working alone or in groups, which have certainty, together, challenging, team goals come from tasks, which must work together and are interdependent to achieve these goals, whose members work in different roles within a team, and have the necessary authority, autonomy and resources that allow them to meet team goals.

d. Indicators of Teamwork

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

- 1) Take responsibility for jointly completing the work,
- 2) Contributing to each other with both energy and thoughts will create cooperation.
- 3) Maximum ability direction to mobilize the abilities of each team member to the maximum, cooperation will be stronger and of higher quality.

e. Organizational Citizenship Behavior

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

f. Indicators of Organizational Citizenship Behavior

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

- 1) Altruism, which is behavior carried out by individuals voluntarily helping their coworkers who are experiencing difficulties in the situation at hand both regarding work within the company and other people's personal problems. This dimension leads to providing help that is not an obligation it bears. For example, employees help other coworkers who are not feeling well. In addition to the employee's goal to ease the workload of his coworkers, this will also help the company in achieving targets on time and for employees is useful as an exercise in improving performance measures.
- 2) Conscientiousness, which is behavior carried out by individuals voluntarily in their role as employees to improve their performance in various ways, even when it requires creativity and innovation for the improvement of the company. For example, having the initiative to improve their competence, either by conducting training or attending existing seminars voluntarily.
- 3) Civic Virtue, which is the behavior carried out by individuals voluntarily in their role as employees to participate and take responsibility in overcoming company problems for the sake of the company's survival. For example, when there is a threat of competitors in the business, employees contribute in providing ideas for solving the problem.

- 4) Courtesy, which is behavior carried out by individuals voluntarily in their role as employees to prevent problems in the company either due to provocation from outside the company or from individuals within the company. For example, giving warnings to coworkers to always be careful in responding to issues that have a negative impact and always trying to provide correct information for the company.
- 5) Sportsmanship, which is behavior carried out by individuals voluntarily in their role as employees in the form of tolerance to endure an uncomfortable or unpleasant condition without complaining at all. For example, in order to maintain the company's survival, there are changes in company rules that are not in accordance with employee expectations, employees must be able to accept these conditions and remain positive.

g. Employee Performance

According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics.

h. Employee Performance Indicators.

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

- 1) Quantity of work Any form of unit of measure related to the amount of work that can be expressed in numerical size or other numerical equivalents.
- 2) Quality of work All kinds of forms of units of measure related to the quality or quality of work that can be expressed in numerical measures or other numerical equivalents.
- 3) Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
- 4) Work discipline Obeying the applicable laws and regulations.
- 5) Initiative The ability to decide and do something right without having to be told, being able to find what should be done about something that is around, trying to keep moving to do things even though things feel increasingly difficult.
- 6) Accuracy The level of conformity of the results of work measurements whether the work has reached the goal or not.
- 7) Leadership The process of influencing or setting an example by leaders to their followers in an effort to achieve organizational goals.
- 8) Honesty One of the human traits that is quite difficult to implement.
- 9) Creativity A mental process that involves generating ideas or that involves generating ideas.

i. Conceptual Framework

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

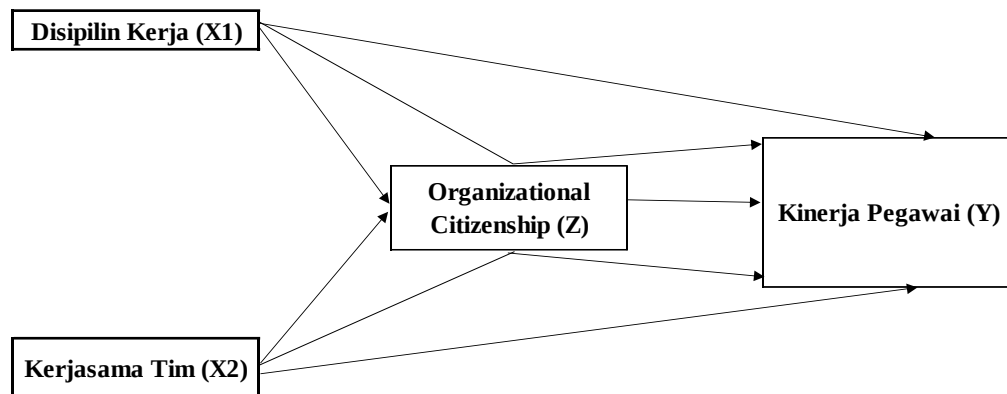


Figure 1. Research Conceptual Framework

Hypothesis

The hypotheses proposed in this study are as follows:

- H₁: It is suspected that Work Discipline has a positive and significant effect on Organizational Citizenship Behavior at BPJS Ketenagakerjaan Branch Office Se-Medan Raya.
- H₂: It is suspected that Teamwork has a positive and significant effect on Organizational Citizenship Behavior at the BPJS Employment Branch Office in Greater Jakarta.
- H₃: It is suspected that Work Discipline has a positive and significant effect on Employee Performance at BPJS Employment Branch Office Se-Medan Raya.
- H₄: It is suspected that Teamwork has a positive and significant effect on Employee Performance at BPJS Employment Branch Office Se-Medan Raya.
- H₅: It is suspected that Organizational Citizenship Behavior has a positive and significant effect on Employee Performance at the BPJS Employment Branch Office Se-Medan Raya.
- H₆: It is suspected that Work Discipline has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior at BPJS Employment Branch Office Se-Medan Raya.
- H₇: It is suspected that Teamwork has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior at BPJS Employment Branch Office Se-Medan Raya.

3. RESEARCH METHODS

a. Type of Research

The type of research that researchers use is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing

predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study and to influence work discipline and teamwork on employee performance with organizational citizenship behavior as an intervening variable at the BPJS branch office in Greater Medan.

b. Research Location and Research Time

The research location was carried out at the BPJS Employment Branch in Greater Medan which consists of 3 branch offices with a total correspondence of 82 people, with details, namely:

- 1) BPJS Employment Medan Branch, located on jln. Kapten Patimura No.334, Darat, Kec. Medan Baru, Medan City, North Sumatra, with a total of 24 employees.
- 2) BPJS Employment Tanjung Morawa Branch, located at Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Kec. Tj. Morawa, Deli Serdang Regency, North Sumatra 20362, North Sumatra, with 22 employees.
- 3) BPJS Ketenagakerjaan North Medan Branch, located at Jl. Marelan Raya No.108, Tanah Enam Hundred, Kec. Medan Marelan, Medan City, North Sumatra with 22 employees.
- 4) BPJS Employment Binjai Branch, located at Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Kec. East Binjai, Binjai City, North Sumatra.
- 5) with a total of 14 employees.

The research time was carried out for 3 months.

c. Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were all permanent employees at the BPJS Ketenagakerjaan Tanjung Morawa Branch totaling 22 employees, plus 14 employees.

d. Research Data Source

The data source used in this research is primary data.

e. Optional Definition of Variables Research

Table 1. Operational definition of variables

Variable Type	Definition	Indicator
1. Work Discipline (X1)	According to Agustini (2019) Working discipline is an attitude of observance to the rules and norms in force in a company in order to increase the	According Agustino (2019) indicators of work discipline as follows: • level of presence. • Practice methods. • Obedience to superiors. • Awareness of work.

	steadfastness of employees in achieving the goals of the company / organization	• Responsibility
2.Teamwork (X2)	According to West in Andarias & Lutfi (2021), teamwork is a relatively small group working on clear work, challenging tasks that are most efficiently completed by groups working together compared to individuals working alone or in groups, who have certainty, together, challenging, team goals come from tasks, which must work together and depend on each other to achieve those goals.	According to West in Andarias & Lutfi (2021) indicators of team collaboration are as follows: • Responsible for jointly completing the work, • Contribute to each other with both energy and thoughts to create cooperation. • Maximum ability direction
3.Organizational Citizenship Behavior (Z)	According to Sukanto (2018), Organizational Citizenship Behavior refers to individual behavior that makes an overall positive contribution to the company.	According to Sukanto (2018), the indicators for Organizational Citizenship Behavior (OCB) are as follows: • <i>Altruism.</i> • <i>Conscientiousness.</i> • <i>Civic Virtue.</i> • <i>Courtesy.</i> • <i>Sportsmanship,</i>
4.Employee Performance (Y)	According to Afandi (2018) Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.	According to Afandi (2018) employee performance indicators are as follows: • Quantity of work output. • Quality of work results. • Efficiency in carrying out tasks. • Work discipline. • Initiative. • Accuracy. • Leadership. • Honesty. • Creativity

f. Data Analysis Techniques

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

g. Measurement Model (Outer Model)

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

1) Validity Test

a) Convergent Validity

b) Discriminant Validity

2) Reliability Test

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

h. Structural Model (Inner Model) T

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

1) Coefficient of Determination / R Square (R²)

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

2) Predictive Relevance (Q²)

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

3) t-Statistic

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if

the t statistic value is greater than the t table. According to (Latan and Ghazali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4) Path Coefficient

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

4. RESULTS AND ANALYSIS

a. Outer Model Analysis

The measurement model test (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1) Convergent Validity

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

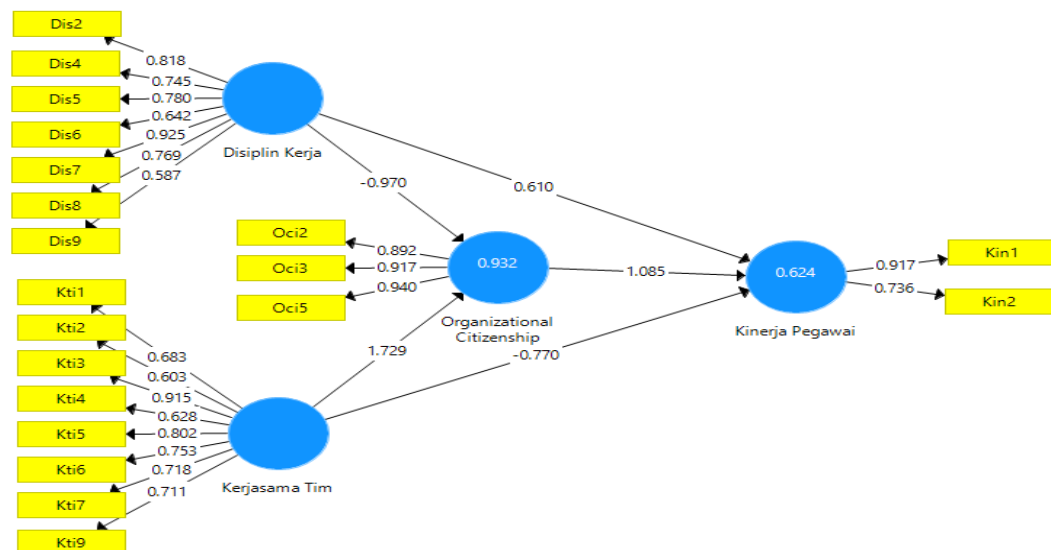


Figure 2. Outer Model

Source: Smart PLS 3.3.3

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

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.970 + 1.729 + e_1$$

For substructure 2

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

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

Table 2. Outer Loadings

	Disiplin Kerja	Kerjasama Tim	Kinerja Pegawai	Organizational Citizenship
Dis2	0.818			
Dis4	0.745			
Dis5	0.780			
Dis6	0.642			
Dis7	0.925			
Dis8	0.769			
Dis9	0.587			
Kin1			0.917	
Kin2			0.736	
Kti1		0.683		
Kti2		0.603		
Kti3		0.915		
Kti4		0.628		
Kti5		0.802		
Kti6		0.753		
Kti7		0.718		
Kti9		0.711		
Oci2				0.892
Oci3				0.917
Oci5				0.940

Source: Smart PLS 3.3.3

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

2) Discriminate Validity

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

Table 3. Discriminate Validity

	Disiplin Kerja	Kerjasama Tim	Kinerja Pegawai	Organizational Citizenship
Disiplin Kerja	0.759			
Kerjasama Tim	0.894	0.733		
Kinerja Pegawai	0.546	0.711	0.831	
Organizational Citizenship	0.575	0.862	0.772	0.917

Source: Smart PLS 3.3.3

The results of table 2 above have a value that is greater than other variables in each indicator and variable so that it can be concluded that the results of the discriminant validity study are validly distributed.

3) Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Disiplin Kerja	0.874	0.921	0.903	0.577
Kerjasama Tim	0.883	0.927	0.901	0.537
Kinerja Pegawai	0.676	0.685	0.816	0.691
Organizational Citizenship	0.905	0.906	0.940	0.840

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the

cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

b. Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and precise. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

Coefficient of Determination (R²)

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

Table 5. R Square Results

	R Square	R Square Adjusted
Kinerja Pegawai	0.624	0.604
Organizational Citizenship	0.932	0.930

Source: Smart PLS 3.3.3

There is an R square value for the Organizational Citizenship variable with an R square value of 0.9304 and if in percentage of 93.0%, it means that the influence of work discipline, teamwork on employee performance through Organizational Citizenship and the rest is on other variables. The R square value of the employee performance variable is 0.604 and if in percentage of 60.4%, it means that the influence of the work discipline variable, teamwork on employee performance through Organizational Citizenship is 60.4% and the rest is on other variables.

c. Hypothesis Testing

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

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disiplin Kerja -> Kinerja Pegawai	0.610	0.585	0.495	1.232	0.218
Disiplin Kerja -> Organizational Citizenship	-0.970	-0.949	0.182	5.322	0.000
Kerjasama Tim -> Kinerja Pegawai	-0.770	-0.694	0.749	1.028	0.304
Kerjasama Tim -> Organizational Citizenship	1.729	1.720	0.193	8.960	0.000
Organizational Citizenship -> Kinerja Pegawai	1.085	1.024	0.358	3.031	0.003

Source: Smart PLS 3.3.3

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

- 1) Work Discipline has a positive and insignificant effect on employee performance with an original sample value of 0.585 and P values of 0.218. This means that work discipline can create or improve employee performance because of the work discipline of a person's job where he is placed, not because of the performance of the employee created by the organization.
- 2) Work Discipline has a negative and significant effect on Organizational Citizenship with an original sample value of -0.949 and p values of 0.000. This means that Work Discipline formed by the organization and employees can increase Organizational Citizenship in each employee, because strong Organizational Citizenship towards the company is the result of treating employees or employees well.
- 3) Teamwork has a negative and insignificant effect on Employee Performance with an original sample value of -0.694 and p values of 0.304. This means that if Teamwork cannot increase, Employee Performance will increase and Teamwork decreases, Employee Performance will also decrease.
- 4) Teamwork has a positive and significant effect on Organizational Citizenship with an original sample value of 1.720 and p values of 0.000. This means that if Teamwork can increase, then Organizational Citizenship will increase and if Teamwork decreases, then Organizational Citizenship will also decrease.
- 5) Organizational Citizenship has a positive and significant effect on Employee Performance with an original sample value of 1.024 and p values of 0.003. This means that if Organizational Citizenship increases, then Employee Performance

will increase and if Organizational Citizenship decreases, then Employee Performance will also decrease.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disiplin Kerja -> Organizational Citizenship -> Kinerja Pegawai	-1.052	-0.981	0.413	2.550	0.011
Kerjasama Tim -> Organizational Citizenship -> Kinerja Pegawai	1.876	1.775	0.679	2.764	0.001

Source: Smart PLS 3.3.3

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

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

Conclusion Based on the results of the study above, the following conclusions are drawn:

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

- 6) Work Discipline has a negative and significant effect on employee performance through organizational citizenship at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

Suggestions

After drawing conclusions from the results, the researcher provides suggestions for the company as follows:

- 1) The company must maintain work discipline in the company by making work discipline efforts directed at employees who work and provide increasing company performance with work discipline.
- 2) The company must maintain teamwork in working well and safely. With maximum employee teamwork, the company's performance will improve in general.
- 3) The company must maintain organizational citizenship in working well and safely. With maximum employee organizational citizenship, the company's performance will improve in general.

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