

The Influence of Reward, Organizational Citizenship Behavior (OCB) and Work Discipline on Employee Performance

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh reward, Organizational Citizenship Behavior (OCB), dan disiplin kerja terhadap kinerja karyawan di PT Bank Jatim Cabang Magetan. Populasi penelitian berjumlah 65 karyawan, dengan seluruh populasi dijadikan sampel melalui teknik sampling jenuh. Data dikumpulkan menggunakan kuesioner dengan skala likert dan dianalisis dengan regresi linier berganda dengan bantuan SPSS versi 25. Hasil penelitian menunjukkan bahwa reward, OCB, dan disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan baik secara parsial maupun simultan. Penelitian ini mengimplikasikan perlunya penerapan sistem reward yang adil, menumbuhkan budaya kerja yang mendukung perilaku OCB, dan penegakan disiplin kerja yang konsisten untuk meningkatkan kinerja karyawan di PT Bank Jatim Cabang Magetan.

Kata Kunci: Reward, Organizational Citizenship Behavior, Disiplin Kerja, Kinerja Karyawan.

Abstract

This study aims to analyze the effect of rewards, Organizational Citizenship Behavior (OCB), and work discipline on the performance of employees at PT Bank Jatim Magetan Branch. The research population consists of 65 employees, with the entire population being used as the sample through saturated sampling technique. Data were collected using questionnaires with a Likert scale and analyzed by multiple linear regression with the help of SPSS version 25. The results show that reward, OCB, and work discipline have a positive and significant effect on employee performance both partially and simultaneously. This study implies the necessity of implementing a fair reward system, fostering a work culture that supports OCB behavior, and consistent enforcement of work discipline to improve employee performance at PT Bank Jatim Magetan Branch.

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

A. INTRODUCTION

Human resource management (HRM) is a crucial aspect in supporting the success of an organization. The functions of HRM, which include recruitment, training, development, and rewarding employees, play a significant role in improving the productivity and overall performance of the organization (Sihombing et al., 2023). Employees as the main assets of the organization contribute significantly to achieving company goals through their knowledge, skills, and work attitudes.

Employee performance is a key indicator in assessing the success of HRM implementation. Good performance not only increases work efficiency but also supports the organization's competitiveness in facing dynamic market changes (Khaeruman et al., 2021; Ratu & Wahyuni, 2020). In the context of the banking sector in Indonesia, employee performance is critical because it directly affects the bank's profitability and reputation. Data show a decline in the number of banks operating in recent years, partly due to challenges in maintaining optimal employee performance amid economic pressures and increasing competition (Adittio Putra & Wediyanto, 2023).

PT Bank Jatim Magetan Branch, as one of the regional development banks, faces challenges including a decline and instability in employee performance on several indicators such as internal audit findings resolution, debtor visits, and credit disbursement realization. Factors influencing this include motivation levels, reward systems, work discipline, and proactive employee behaviors known as Organizational Citizenship Behavior (OCB). The provision of rewards has been proven to play an important role in motivating employees to enhance performance (Pramesti et al., 2019). but at Bank Jatim Magetan Branch, the implementation of this system is still suboptimal and has not fully stimulated work motivation. Additionally, OCB, which involves voluntary contributions by employees beyond formal duties, also plays a significant role in creating a conducive work environment that supports productivity (Zuhaena et al., 2022). However, the low level of OCB at this branch potentially diminishes team cohesion and effectiveness (Organ, 2018).

Work discipline is another equally crucial aspect in supporting employee performance. Good discipline reflects adherence to rules and consistency in task execution, which subsequently impacts improved work outcomes (W. Astuti & Rahardjo, 2021). Although there has been an improvement in discipline at Bank Jatim Magetan Branch, factors such as supervision and sanction enforcement still need to be strengthened for better discipline optimization. Based on these descriptions, it is very important to conduct research on the influence of reward, organizational citizenship behavior, and work discipline on the performance of employees at PT Bank Jatim Magetan Branch. This research is expected to provide empirical contributions as well as strategic recommendations for the development of human resource management in regional banking environments.

B. METHOD

This study uses a quantitative approach with a survey method aimed at analyzing the effect of reward, organizational citizenship behavior (OCB), and work discipline on employee performance at PT Bank Jatim Magetan Branch. The population in this study consists of all employees at PT Bank Jatim Magetan Branch, totaling 65 people. Because the population size is relatively small, the researcher employs a saturated sampling technique by involving all employees as the research sample. Data were collected through a questionnaire designed using a Likert scale ranging from 1 to 5 to measure the variables of reward, OCB, work discipline, and employee performance. Before use, the questionnaire instrument was tested for validity and reliability to ensure the accuracy and consistency of the data measurement. Data processing and analysis were conducted using multiple linear regression with the assistance of SPSS version 25 software. This analysis was performed to examine the influence of the independent variables—reward, OCB, and work discipline—both partially and simultaneously on the dependent variable, which is employee performance. Additionally, the researcher conducted classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests to ensure the data met the assumptions required for

multiple linear regression analysis. This research was carried out at PT Bank Jatim Magetan Branch during the period from March to June 2025. The research schedule included activities starting from phenomenon observation, questionnaire distribution, data processing, to systematic analysis and reporting of research results. Through this method, it is expected to provide a clear picture of the relationship between reward, OCB, and work discipline on employee performance at the research location.

C. RESULTS AND DISCUSSIONS

Uji Normalitas

According to (Ghozali, 2018), the normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution. This is detected by comparing the Jarque-Bera statistic value with the critical value from the table (X^2). If the significance or probability value is greater than >0.05 , the data is considered normally distributed. Conversely, if the significance value is less than <0.05 , the data is considered non-normally distributed.

Tabel 1. Uji Normalitas

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.60621583
Most Extreme Differences	Absolute	.123
	Positive	.081
	Negative	-.123
Test Statistic		.123
Asymp. Sig. (2-tailed)		.056 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Primary Data Processed (2025)

The results of the normality test in the table above show that the four variables studied have an Asymp. Sig. (2-tailed) value of $0.056 > 0.05$, indicating that all four variables in this study are normally distributed. In other words, there is insufficient evidence to reject the null hypothesis that the residuals follow a normal distribution. Therefore, the normality assumption in this regression model is met.

Uji t

Partial test or t-test is used to show how much influence one independent variable individually has in explaining the variation of the dependent variable. (Ghozali, 2018:179).

Tabel 2. Uji t

		Unstandardized		Standardized Coefficients		t	Sig.
		Coefficients		Beta			
Model		B	Std. Error				
1	(Constant)	3.677	1.575			2.335	.023
	X1 TOTAL	.233	.088	.498		2.639	.011
	X2 TOTAL	.077	.047	.250		1.678	.006
	X3 TOTAL	.030	.069	.088		.441	.001

a. Dependent Variable: ABRESID
Source: Primary Data Processed (2025)

Based on the table above, the following conclusions can be drawn:

1. For variable (X_1), the calculated $t_value > t_table$ is $2.335 > 1.669$ with a significance level of $0.011 < 0.05$. This means that partially, variable X_1 has a positive and significant effect on Y.
2. For variable (X_2), the calculated $t_value > t_table$ is $2.639 > 1.669$ with a significance level of $0.006 < 0.05$. This means that partially, variable X_2 has a positive and significant effect on Y.

3. For variable (X_3), the calculated $t_value > t_table$ is $1.678 > 1.669$ with a significance level of $0.001 < 0.05$. This means that partially, variable X_3 has a positive and significant effect on Y .

Uji F

According to (Ghozali, 2018), the F-test is used to test whether independent variables collectively have a significant influence on the dependent variable and to assess the feasibility of the resulting regression model at a 5% significance level. If the F-test significance value is less than 0.05, the model is considered feasible and can be used for further analysis.

Tabel 3. Uji F

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.551	3	3.517	3.327	.025 ^b
Residual	64.488	61	1.057		
Total	75.039	64			

a. Dependent Variable: ABRESID

b. Predictors: (Constant), X3 TOTAL, X2 TOTAL, X1 TOTAL

Source: Primary Data Processed (2025)

Based on the table above, it can be seen that the magnitude of $F_calculated = 3.327 > F_table = 2.753$, with a significance level of $F = 0.025 > \alpha = 0.05$. This shows that simultaneously the influencing variables X_1 , X_2 , and X_3 have a significant effect on Y , so that all four hypotheses are accepted.

Coefficient Determination

The coefficient of determination is used to measure the extent to which a model can explain variation in the dependent variable. This coefficient ranges from 0 to 1. The closer it is to 1, the better the regression model is considered because almost all of the variables used are able to effectively explain variation in the dependent variable.

Tabel 4. Uji R Square

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.520	.811	1.645

a. Predictors: (Constant), X3 TOTAL, X2 TOTAL, X1 TOTAL

b. Dependent Variable: Y TOTAL

Source: Primary Data Processed (2025)

The percentage influence of X₁, X₂, X₃, and X₄ on Y is 52%. While the remaining 48% is influenced by other independent variables not examined in this study. This regression model is quite good in explaining the influence of rewards, organizational citizenship behavior, and work discipline on employee performance at PT Bank Jatim Magetan Branch, with more than half of the variation in employee performance can be explained by this model.

D. CONCLUSIONS

Based on the analysis results, it can be concluded that rewards, Organizational Citizenship Behavior (OCB), and work discipline have a strong and significant influence on employee performance at PT Bank Jatim Magetan Branch. Both partially and simultaneously, improvements in these three factors are directly positively correlated with improved employee performance. This finding emphasizes the importance of an integrated human resource management strategy, where providing fair rewards, building a work culture that encourages OCB behavior, and enforcing consistent work discipline are key to motivating and increasing employee productivity sustainably.

E. SUGGESTIONS

To sustainably improve employee performance, PT Bank Jatim Magetan Branch is advised to focus on three key aspects. First, the existing reward system needs to be continuously strengthened and socialized so that employees understand the criteria and mechanisms for rewards. A fair and transparent system will increase work motivation. Second, the company must actively cultivate a culture of Organizational Citizenship Behavior (OCB). This can be achieved by creating a supportive work environment, where collaboration and initiative beyond core duties are

rewarded, for example through training programs and effective internal communication. Finally, enforcement of work discipline must be carried out consistently and impartially. This is crucial for creating a professional and productive work environment. By integrating these three suggestions, the company can manage its human resources more effectively, which will ultimately have a positive impact on employee performance and the achievement of business goals.

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