

The Role of Organizational Citizenship Behavior in Mediating Motivation, Discipline, and Organizational Culture on Employee Performance: A Study of Regional Water Companies in West Kalimantan

Yohanes Andriyus Wijaya¹, Ramadania²

^{1,2}Department of Management, Faculty of Economics and Business, Universitas Tanjungpura, Indonesia

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ABSTRACT

The role of Organisational Citizenship Behaviour (OCB) as a mediator of employee performance remains inconsistent, and research in the Indonesian public sector, particularly in West Kalimantan PDAM, remains limited. This study examines the role of Organisational Citizenship Behaviour (OCB) as a mediator in the relationships among motivation, discipline, organisational culture, and employee performance at Regional Water Companies (PDAMs) in West Kalimantan, Indonesia. Using Structural Equation Modelling-Partial Least Squares (SEM-PLS) with a sample of 110 employees from PDAM Tirta Pancur Aji, one of 13 PDAMs in West Kalimantan, this research addresses the research gap regarding the mediating role of OCB in public sector organisations. Results indicate that motivation, discipline, and organisational culture significantly influence both OCB and employee performance, with organisational culture exerting the strongest effect, followed by work motivation and work discipline. Furthermore, OCB partially mediates the relationships between these HR factors and employee performance. Research findings also show that OCB has the strongest direct impact on PDAM employee performance. These findings contribute to organisational behaviour theory in the public sector and offer practical implications for PDAM management to enhance service delivery and achieve the Sustainable Development Goals, particularly SDG 6 on clean water and sanitation.

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Corresponding Author:

Yohanes Andriyus Wijaya

Department of Management, Faculty of Economics and Business, Universitas Tanjungpura, Indonesia

Email: andriyuswijaya18@gmail.com

1. INTRODUCTION

Access to safe and affordable drinking water constitutes a fundamental human right that no alternative resources can substitute for. The United Nations, through Sustainable Development Goal (SDG) 6.1, has set the objective of ensuring universal and equitable

access to safe and affordable drinking water for all by 2030 [1]. In Indonesia, the provision of safe and sustainable drinking water is a constitutional mandate, regulated by Law No. 23 of 2014 concerning Regional Government, which authorises local governments to establish Regional Owned Enterprises (BUMD) for water supply services, specifically Regional Water Companies (PDAM).

As the backbone of public services in the drinking water sector, PDAMs play a vital role in ensuring the fulfilment of community needs while maintaining environmental sustainability. However, PDAM performance in Indonesia continues to face significant challenges. According to the 2023 BUMD Water Supply Performance Report, of 389 PDAMs nationwide, only 56% are classified as healthy, while the remaining 44% are categorised as less healthy or unhealthy [2]. This indicates that PDAM effectiveness remains variable and requires serious attention, particularly regarding human resource management.

Specifically in West Kalimantan, there are 13 PDAMs distributed across districts and cities. Data from 2023 shows that 12 PDAMs maintain a healthy status, while one PDAM, namely PERUMDAM Tirta Galaherang in Mempawah Regency, is classified as less healthy. PDAM performance is generally measured through indicators such as clean water service coverage, Non-Revenue Water (NRW) rates, water quality, distribution continuity, operational efficiency, and company financial health. These performance data do not stand alone; they are significantly influenced by employees, who are the primary actors in operational management and service delivery. This aligns with [3] 's view that organisational performance fundamentally represents an aggregation of individual performance within the organisation.

For instance, high NRW rates in several PDAMs are often associated with weak technical supervision, delays in repairing pipe leaks, and suboptimal customer meter recording. This condition demonstrates that aspects of discipline, technical competence, and employee motivation directly contribute to determining company operational efficiency. From an Organisational Behaviour perspective [4], job performance relates to individual mechanisms, including motivation and Citizenship Behaviour. Additionally, Organisational Behaviour Theory [5] shows that motivation and work culture are determinants of individual performance, ultimately contributing to organisational performance.

However, research findings show inconsistencies. Several studies have found significant effects of motivation on performance [6]–[12]. Subsequently, discipline has a significant influence on performance [8], [10]–[11], [13]. However, research conducted by [14] stated that motivation and discipline do not significantly affect performance. Other research indicates that a healthy organisational culture enhances employee performance [7], [15]–[16], [10], [13], while some studies state that organisational culture cannot improve employee performance [6].

Numerous studies confirm that both individual and organisational factors play important roles in shaping organisational citizenship behaviour (OCB). For example, work motivation encourages employees to make extra efforts beyond formal job descriptions due to intrinsic drives [17], [12] and extrinsic factors [17]–[18]. However, research conducted

by [19]-[21] stated that motivation does not significantly affect OCB. Work discipline is also considered an antecedent of OCB, as employees accustomed to following rules are more likely to demonstrate prosocial behaviour, such as helping colleagues or maintaining the work environment [14]-[15]. On the other hand, a strong, participative, and collectivist organisational culture creates social norms that encourage organisational members' willingness to contribute beyond their obligations [16] [21]-[23],

Furthermore, various studies show that when OCB is considered, the mediating role becomes significant. Employees who are motivated, disciplined, and part of a supportive organisational culture are more likely to display extra-role behaviour. This behaviour enhances performance at both the individual and organisational levels [9], [12], [15], [22], [24]. In this context, the direct influence of motivation, discipline, and culture on performance often weakens or becomes partial when OCB is present as a mediator [16]. Research conducted by [14] even stated that OCB cannot mediate the relationship between motivation and performance. This confirms OCB's role as a transitional mechanism that bridges psychological factors with performance outcomes. This reinforces the statement that such influence is weak or insignificant without the mediation of organisational behaviour, such as Organisational Citizenship Behaviour (OCB) [25]-[26]. OCB is often viewed as a "bridge" between individual factors and organisational performance. However, research on OCBs' mediating role remains rare in Indonesia's public sector, particularly in PDAMs that possess unique organisational characteristics: public service monopoly, resource limitations, and the strong influence of local culture on work behaviour.

Based on the above description, there are two main research gaps. First, from a contextual perspective, research on the influence of motivation, discipline, and culture on performance, with OCB as a mediator, remains limited in regional public organisations, particularly PDAMs in West Kalimantan. Second, from a theoretical perspective, inconsistencies persist regarding how internal HR factors contribute to organisational performance through OCBs. From a practical standpoint, this research is important because PDAM employee performance has direct implications for organisational performance in serving the community. Improved organisational performance of PDAMs in West Kalimantan will also significantly impact the fulfilment of basic clean water needs and the achievement of national development targets, particularly Sustainable Development Goal (SDG) 6 on access to clean water and proper sanitation. Meanwhile, from an academic perspective, this research contributes to enriching the literature on public sector HR management, particularly through integrating motivation, discipline, organisational culture, and OCB as determinants of employee performance.

With reference to several previous studies and the problem formulation above, this research aims to find solutions for improving employee performance at PDAMs in West Kalimantan by first creating a research framework, as shown in the following figure:

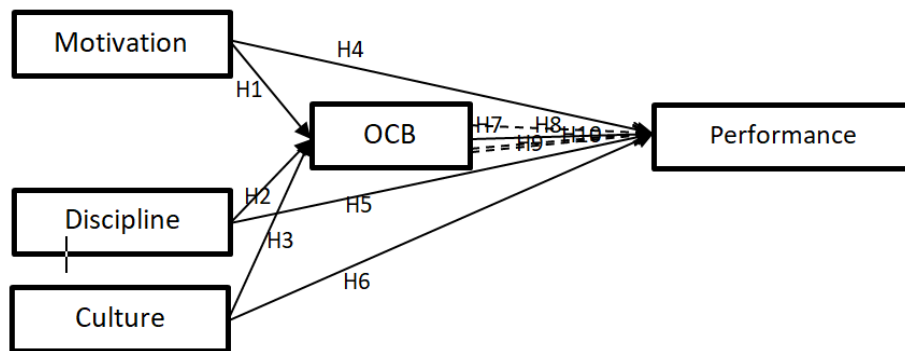


Figure 1. Conceptual Framework of Research

Based on the conceptual framework of research above, the hypothesis for this research is formulated as follows:

- H1 : Motivation has a significant direct influence on employee performance at PDAMs in West Kalimantan.
- H2 : Discipline has a significant direct influence on employee performance at PDAMs in West Kalimantan.
- H3 : Organisational culture has a significant direct influence on employee performance at PDAMs in West Kalimantan.
- H4 : OCB has a significant direct influence on employee performance at PDAMs in West Kalimantan.
- H5 : Motivation has a significant direct influence on OCB among PDAM employees in West Kalimantan.
- H6 : Discipline has a significant direct influence on OCB among PDAM employees in West Kalimantan.
- H7 : Organisational culture has a significant direct influence on OCB among PDAM employees in West Kalimantan.
- H8 : Motivation has a significant indirect influence on employee performance through OCB as a mediating variable at PDAMs in West Kalimantan.
- H9 : Discipline has a significant indirect influence on employee performance through OCB as a mediating variable at PDAMs in West Kalimantan.
- H10 : Organisational culture has a significant indirect influence on employee performance through OCB as a mediating variable at PDAMs in West Kalimantan.

2. METHOD

This research employs a quantitative method with an explanatory research design. The quantitative method is chosen because this research aims to test hypotheses regarding the influence of independent variables (motivation, discipline, and organisational culture) on the dependent variable (employee performance) with OCB as a mediating variable. The explanatory design is used to explain causal relationships between variables through hypothesis testing [27].

The research population comprises all employees of PDAM Tirta Pancur Aji, one of 13 PDAMs in West Kalimantan Province. Simple random sampling is used because this research is a pilot project. The formula by [28], which calculates the sample based on the number of indicators multiplied by five, was used to establish the sample size, where the

number of indicators is 22, the sample taken is 5x22, or 110. Data collection is conducted using a questionnaire survey distributed to employees at PDAM Tirta Pancur Aji. The questionnaire consists of five sections measuring: (1) work motivation, (2) work discipline, (3) organisational culture, (4) OCB, and (5) employee performance. Each variable is measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire is distributed directly to respondents at PDAM. The questionnaire consists of variables such as: Work motivation is measured using indicators adapted from [29] Self-Determination Theory, consisting of intrinsic motivation (interest in work, sense of accomplishment), extrinsic motivation (salary, recognition, career development opportunities), autonomy, and competence. The work motivation scale comprises 12 items distributed across four dimensions: intrinsic motivation (3 items, e.g., "I find my work at PDAM interesting and enjoyable"), extrinsic motivation (4 items, e.g., "The salary and benefits I receive motivate me to work better"), autonomy (3 items, e.g., "I have the freedom to determine how to complete my tasks"), and competence (2 items, e.g., "I feel capable of handling the challenges in my work").

Work discipline is measured using indicators adapted from [30], including: Punctuality and attendance, Adherence to work procedures, Responsibility in task completion, and Use of work facilities and equipment. The work discipline instrument contains 10 items across four dimensions: punctuality and attendance (3 items, e.g., "I always arrive at work on time"), adherence to work procedures (3 items, e.g., "I consistently follow established standard operating procedures"), Responsibility in task completion (2 items, e.g., "I complete assigned tasks according to predetermined deadlines"), and use of work facilities (2 items, e.g., "I use office equipment and facilities responsibly"). Organisational culture is measured using indicators adapted from [31] model, consisting of: involvement (participation, teamwork), consistency (coordination, core values), adaptability (customer focus, innovation), and mission (organisational goals, strategic direction).

The organizational culture scale includes 16 items distributed across four dimensions: involvement (4 items, e.g., "Employees are encouraged to participate in decision-making processes"), consistency (4 items, e.g., "There is strong coordination between different departments"), adaptability (4 items, e.g., "Our organization responds quickly to customer needs and complaints"), and mission (4 items, e.g., "All employees understand and are committed to organizational goals"). OCB is measured using indicators adapted from [32], including: altruism (helping colleagues), conscientiousness (extra effort), sportsmanship (positive attitude), courtesy (interpersonal respect), and civic virtue (organisational participation). The OCB scale comprises 15 items across five dimensions: altruism (3 items, e.g., "I voluntarily help colleagues who have heavy workloads"), conscientiousness (3 items, e.g., "I perform tasks beyond what is formally required"), sportsmanship (3 items, e.g., "I maintain a positive attitude even when facing workplace difficulties"), courtesy (3 items, e.g., "I respect the rights and privacy of my colleagues"), and civic virtue (3 items, e.g., "I actively participate in organizational meetings and activities").

Employee performance is determined using indicators modified from [3], consisting of: work quantity, work quality, punctuality, Independence, and work effectiveness. The employee performance instrument contains 12 items distributed across five dimensions: work quantity (2 items, e.g., "I complete work targets according to established standards"), work quality (3 items, e.g., "The work I produce meets quality requirements"), punctuality (2 items, e.g., "I complete tasks on time as scheduled"), Independence (3 items, e.g., "I can work independently without constant supervision"), and work effectiveness (2 items, e.g., "I work efficiently and minimize resource waste"). The instrument was translated into Bahasa Indonesia and reviewed by two experienced PDAM managers to ensure contextual appropriateness for the public water utility sector. A preliminary test with 30 employees demonstrated adequate reliability and validity and confirmed that respondents clearly understood all items.

Structural Equation Modelling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software was used to analyse the study's data. The selection of SEM-PLS was based on several methodological considerations: it enables simultaneous testing of complex models with multiple relationships, does not impose strict multivariate normal distribution assumptions, and remains effective with the sample size employed in this study [28]. The analysis proceeded through systematic stages, beginning with measurement model evaluation and progressing to structural model assessment and hypothesis testing.

3. RESULT AND DISCUSSION

3.1 Result

Descriptive Analysis

The descriptive statistics for each research variable are presented in Table 1, showing mean values, standard deviations, and variance for all measured constructs. The results indicate that all variables demonstrated mean scores above 3.50 on a 5-point Likert scale, suggesting generally positive perceptions among respondents regarding work motivation, work discipline, organisational culture, OCB, and employee performance.

Table 1. Descriptive Statistics of Research Variables

Variable	N	Mean	Std. Deviation	Variance
Work Motivation (X1)	110	3.79	0.658	0.433
Work Discipline (X2)	110	3.88	0.612	0.375
Organisational Culture (X3)	110	3.73	0.685	0.469
OCB (Z)	110	3.82	0.625	0.391
Employee Performance (Y)	110	3.91	0.601	0.361

The frequency distribution analysis revealed that the majority of respondents provided positive responses (agree and strongly agree) across all variables, with percentages ranging from 66% to 76%. This indicates favourable conditions for the measured constructs within PDAM organisations in West Kalimantan. Specifically, employee performance exhibited the highest mean score ($M = 3.91$, $SD = 0.601$), indicating effective work execution among PDAM employees. Work discipline also demonstrated a high mean score ($M = 3.88$, $SD = 0.612$), suggesting strong adherence to

organisational rules and procedures. Organisational culture showed the lowest mean score ($M = 3.73$, $SD = 0.685$), though still within the positive range, suggesting potential areas for improvement in cultural aspects such as involvement, consistency, adaptability, and mission alignment.

Convergent and Discriminant Validity

Convergent validity was assessed through factor loading values and Average Variance Extracted (AVE). The results, presented in Table 2, demonstrate that all indicators possess factor loading values exceeding the threshold of 0.70, and all constructs have AVE values above 0.50, thereby satisfying convergent validity requirements [28].

Table 2. Results of Convergent Validity

Variable	Indicator	Loading Factor	AVE
Work Motivation (X1)	Intrinsic motivation	0.839	0.685
	Extrinsic motivation	0.828	
	Autonomy	0.812	
	Competence	0.829	
Work Discipline (X2)	Punctuality	0.854	0.718
	Adherence to procedures	0.861	
	Responsibility	0.838	
	Facility usage	0.830	
Organisational Culture (X3)	Involvement	0.820	0.694
	Consistency	0.843	
	Adaptability	0.832	
	Mission	0.835	
OCB (Z)	Altruism	0.848	0.712
	Conscientiousness	0.859	
	Sportsmanship	0.836	
	Courtesy	0.841	
	Civic virtue	0.832	
Employee Performance (Y)	Work quality	0.864	0.731
	Work quantity	0.851	
	Punctuality	0.838	
	Effectiveness	0.869	
	Independence	0.846	

Discriminant validity has been examined by the Fornell-Larcker criterion and cross-loading analysis. The Fornell-Larcker criterion results are shown in Table 3, where each construct's diagonal values (square root of AVE) are greater than its correlation values with other constructs, indicating sufficient discriminant validity.

Table 3. Fornell-Larcker Criterion

Variable	X1	X2	X3	Z	Y
Work Motivation (X1)	0.828				
Work Discipline (X2)	0.605	0.847			
Organisational Culture (X3)	0.631	0.647	0.833		
OCB (Z)	0.664	0.685	0.708	0.844	
Employee Performance (Y)	0.636	0.680	0.691	0.727	0.855

Reliability Testing

Construct reliability has been examined using Composite Reliability and Cronbach's Alpha coefficients. Table 4 shows that all constructions have Composite Reliability and Cronbach's Alpha values more than 0.70, indicating adequate reliability [28].

Table 4. Results of the Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Work Motivation (X1)	0.865	0.897
Work Discipline (X2)	0.888	0.911
Organisational Culture (X3)	0.874	0.899
OCB (Z)	0.899	0.924
Employee Performance (Y)	0.909	0.931

Hypothesis Testing Results

The bootstrapping method was used to test hypotheses with 5,000 subsamples at a 5% significance level. If the p-value is less than 0.05 or the t-statistic value is more than 1.96, the hypothesis is accepted. The complete hypothesis testing results are presented in Table 5.

Table 5. Results of Path Coefficient and Hypothesis Testing

Hypothesis	Path	Original Sample (O)	T-Statistics	P-Values	Decision
H1	WM → OCB	0.242	3.156	0.002	Supported
H2	WD → OCB	0.305	4.012	0.000	Supported
H3	OC → OCB	0.361	4.678	0.000	Supported
H4	WM → EP	0.181	2.598	0.010	Supported
H5	WD → EP	0.217	3.104	0.002	Supported
H6	OC → EP	0.235	3.287	0.001	Supported
H7	OCB → EP	0.347	5.012	0.000	Supported
H8	WM → OCB → EP	0.084	2.741	0.006	Supported
H9	WD → OCB → EP	0.106	3.189	0.001	Supported
H10	OC → OCB → EP	0.125	3.456	0.001	Supported

Based on Table 5, the analysis reveals that all direct effect hypotheses are supported:

1. Work Motivation → OCB (H1): The path coefficient of 0.242 ($t = 3.156$, $p = 0.002$) indicates that work motivation significantly and positively influences OCB. This finding suggests that employees with higher motivation levels are more likely to engage in extra-role behaviours.

2. Work Discipline → OCB (H2): The path coefficient of 0.305 ($t = 4.012$, $p = 0.000$) demonstrates that work discipline exerts a substantial direct influence on OCB. Employees with greater discipline tend to exhibit higher citizenship behaviours.
3. Organisational Culture → OCB (H3): The path coefficient of 0.361 ($t = 4.678$, $p = 0.000$) indicates that organisational culture has the strongest direct effect on OCB among the three antecedents. A supportive, participative organisational culture significantly enhances employees' willingness to contribute beyond formal requirements.
4. Work Motivation → Employee Performance (H4): The path coefficient of 0.181 ($t = 2.598$, $p = 0.010$) confirms that work motivation directly and positively influences employee performance, though with moderate magnitude.
5. Work Discipline → Employee Performance (H5): The path coefficient of 0.217 ($t = 3.104$, $p = 0.002$) indicates that work discipline contributes significantly to improved employee performance.
6. Organisational Culture → Employee Performance (H6): The path coefficient of 0.235 ($t = 3.287$, $p = 0.001$) shows that organisational culture directly enhances employee performance.
7. OCB → Employee Performance (H7): The path coefficient of 0.347 ($t = 5.012$, $p = 0.000$) demonstrates that OCB significantly and positively influences employee performance, representing the strongest direct effect on performance among all predictors.

Mediation Effects Testing

Mediation analysis was conducted using the Variance Accounted For (VAF) method to determine the type and magnitude of mediation effects. The VAF calculation formula is: $VAF = (\text{indirect effect}) / (\text{total effect})$. The mediation test results are presented in Table 6.

Table 6. Results of Mediation Analysis

Path	Direct Effect	Indirect Effect	Total Effect	VAF	Mediation Type
WM → OCB → EP	0.181	0.084	0.265	31.7%	Partial Mediation
WD → OCB → EP	0.217	0.106	0.323	32.8%	Partial Mediation
OC → OCB → EP	0.235	0.125	0.360	34.7%	Partial Mediation

Based on Table 6, indicates that:

1. OCB mediates the relationship between Work Motivation and Employee Performance (H8): The indirect effect of 0.084 is significant ($t = 2.741$, $p = 0.006$), with a VAF value of 31.7%. This indicates partial mediation, whereby OCB serves as an intermediary mechanism through which motivation influences performance, while a direct pathway remains significant.
2. OCB mediates the relationship between Work Discipline and Employee Performance (H9): The indirect effect of 0.106 is significant ($t = 3.189$, $p = 0.001$), with a VAF value of 32.8%. OCB partially mediates this relationship, suggesting that discipline enhances performance both directly and through encouraging citizenship behaviours.

3. OCB mediates the relationship between Organisational Culture and Employee Performance (H10): The indirect effect is significant (0.125; $t = 3.456$, $p = 0.001$), with a VAF of 34.7%. This represents the strongest mediation effect among the three paths, indicating that organisational culture substantially influences performance by fostering OCB while maintaining a direct effect.

All three mediation hypotheses demonstrate partial mediation ($20\% < \text{VAF} < 80\%$), confirming that OCB functions as a significant but not exclusive pathway through which motivation, discipline, and organisational culture influence employee performance. The presence of both direct and indirect effects underscores the complexity of performance determinants in organisational settings.

3.2 Discussion

The Influence of Work Motivation, Work Discipline, and Organisational Culture on OCB

The findings confirm that work motivation, work discipline, and organisational culture significantly influence OCB among PDAM employees in West Kalimantan. Based on data from 110 respondents, organisational culture demonstrates the strongest effect, followed by work discipline and work motivation. These results align with previous research by [22]-[23] and [16], which found that supportive organisational cultures foster voluntary behaviours beyond formal job requirements. The prominent role of organisational culture suggests that PDAM organisations that emphasise participative values, teamwork, and a collective mission create environments conducive to citizenship behaviours. When employees perceive their organisation as valuing contributions and maintaining consistent values, they reciprocate through altruistic behaviours, conscientiousness, and active organisational participation.

Work discipline's substantial influence on OCB represents a notable finding, as discipline is infrequently examined as an OCB antecedent in previous literature. This result supports [14] and [15], indicating that employees who habitually follow rules and procedures are more inclined toward prosocial workplace behaviours. Discipline creates behavioural patterns that extend beyond rule compliance to include voluntary contributions that support organisational effectiveness.

The Influence of Work Motivation, Work Discipline, and Organisational Culture on Employee Performance

All three variables significantly and positively influence employee performance, with organisational culture exerting the strongest direct effect, followed by work discipline and work motivation. These findings corroborate research by [7]-[8] and [10], demonstrating that these factors remain crucial performance determinants even without considering mediating variables.

However, the direct effects are relatively modest compared to the influence of OCB on performance, suggesting that while these factors directly enhance performance, their influence is amplified when channelled through citizenship behaviours. This pattern

indicates that organisations seeking performance improvement should address both direct pathways (through motivation enhancement, discipline enforcement, and culture strengthening) and indirect pathways (by fostering OCB).

The Mediating Role of OCB

The most significant contribution of this study lies in demonstrating OCB's partial mediating role in the relationships among work motivation, work discipline, organisational culture, and employee performance. All three mediation paths are significant, with VAF values ranging from 31.7% to 34.7%, indicating that approximately one-third of the total effects operate through OCB.

These findings support Social Exchange Theory and the norm of reciprocity, in which employees who feel valued and supported by their organisation reciprocate through extra-role behaviours that ultimately enhance performance [12], [24]. The partial mediation pattern suggests that motivation, discipline, and culture influence performance through dual mechanisms: direct effects on task execution and indirect effects via voluntary behaviours beyond formal requirements.

The partial rather than full mediation observed in this study differs somewhat from [16], who found that OCB fully mediates certain relationships. This discrepancy may reflect contextual differences between public enterprises (PDAM) and other organisational settings, where formal structures and bureaucratic procedures maintain direct performance pathways alongside citizenship-based contributions.

Research findings also show that OCB has the strongest direct impact on PDAM employee performance, and therefore needs to be translated into concrete, implementable HR programs. Given that organisational culture has the strongest influence on OCB, PDAM needs to develop programs to strengthen participatory culture through regular dialogue forums and team-building activities; design a citizenship-based reward system that recognises voluntary contributions, such as helping colleagues and process improvement initiatives; and implement a fair and transparent disciplinary system with a coaching approach. In addition, PDAM must redesign KPIs that not only measure individual performance but also team performance and citizenship behavior, including the dimensions of altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, strengthening the role of supervisors as OCB enablers through the development of transformational leadership capacity and coaching skills, and developing an OCB monitoring and evaluation system through periodic surveys and 360-degree assessments to ensure that the program effectively improves citizenship behavior that contributes significantly to improving overall organizational performance.

4. CONCLUSION

This study examined the influence of work motivation, work discipline, and organisational culture on employee performance, with Organisational Citizenship Behaviour (OCB) as a mediating variable, among 110 employees across PDAM organisations in West Kalimantan Province. Utilising Structural Equation Modelling-Partial Least Squares (SEM-PLS), the research yielded several significant conclusions:

First, work motivation, work discipline, and organisational culture significantly and positively influence OCB. These findings confirm that both individual (motivation and discipline) and organisational (culture) factors are crucial antecedents of citizenship behaviours in public-sector organisations. The prominent role of organisational culture underscores the need to develop encouraging, participative, and values-driven work environments that foster employee contributions beyond their formal obligations.

Second, work motivation, work discipline, and organisational culture directly and significantly influence employee performance. These results indicate that enhancing these three factors can directly improve employee performance, independent of their influence through OCB. This finding validates the continued importance of traditional human resource management practices focused on motivation enhancement, discipline enforcement, and cultural development.

Third, OCB significantly and positively influences employee performance. This finding confirms that extra-role behaviours, such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, substantially contribute to organisational effectiveness and individual performance. Employees who willingly help others in the workplace, demonstrate initiative, maintain positive attitudes, and actively participate in organisational activities achieve superior performance.

Fourth, and most importantly, OCB partially mediates the relationships among work motivation, work discipline, and organisational culture in predicting employee performance. These results demonstrate that approximately one-third of the total effects of motivation, discipline, and culture on performance operate through OCB as an intermediary mechanism. The partial mediation pattern indicates that these antecedent variables influence performance through dual pathways: directly, through enhanced task execution capabilities, and indirectly, through fostering voluntary citizenship behaviours.

This study has several theoretical and practical implications. Theoretically, this study draws on the body of knowledge on organisational behaviour by simultaneously examining three critical antecedents within a single comprehensive model, explicitly positioning work discipline as an OCB antecedent alongside the more commonly studied factors of motivation and culture. Further, for practical implications, PDAM in improving employee performance involves integrating organisational cultural values, strengthening motivation, improving work discipline, and stimulating Organisational Citizenship Behaviour (OCB). A strong organisational culture serves as a foundation that encourages discipline and work motivation, which, in turn, triggers the emergence of OCB to achieve optimal performance targets.

In addition, this study has several limitations that should be considered when interpreting the results. First, the study was conducted only at PDAM Tirta Pancur Aji, with a sample of 110 employees, so generalising the results to all PDAMs in West Kalimantan or to other public-sector organisations must be done with caution. Second, the cross-sectional design collected data at a single point in time, so it cannot establish causal relationships longitudinally. Third, the use of a survey method with a self-report questionnaire has the potential to cause common method variance bias because all variables are measured from the same source. Fourth, this study focuses only on three

human resource factors (motivation, discipline, and organisational culture), while other variables that potentially influence OCB and employee performance, such as leadership, compensation, and job satisfaction, are not included in the model. Fifth, employee performance measurement relies on subjective perceptions through questionnaires, which may not fully reflect actual performance as measured objectively through organisational performance indicators.

Based on the findings and limitations of this study, several future research agendas can be recommended. First, further research can expand sample coverage by including all PDAMs in West Kalimantan and other provinces, and by using a longitudinal design to validate causal relationships over time. Second, future research should integrate additional variables such as leadership, competence, and job satisfaction to develop a more comprehensive model. Third, to overcome common-method bias, future research should use multi-source methods by combining employee survey data with objective performance data from the organisation's performance management system. Fourth, comparative studies between various PDAMs or comparisons between the public and private sectors can provide insights into the contextual conditions that influence the effectiveness of OCB as a mediator. At the same time, qualitative or mixed-methods approaches can explore the psychological mechanisms and local cultural factors that moderate the relationship between variables.

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