

## The Influence Of Work Environment And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior (Ocb) As A Mediation Variable (Case Study On Kashantee Village)

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### Abstract

Human resources are an essential element in achieving success for any organization or company. Every company strives to maintain its existence, improve employee welfare and achieve its stated goals. In an organization, employees are the main element that drives various activities. The research is intended to evaluate the influence of the work environment, organizational commitment, OCB, and employee performance. This research involved 42 respondents as samples. The data analysis technique used is Path Analysis with the Structural Equation Modeling-Partial Least Square (SEM PLS) approach. The results of the research show that the work environment has a positive impact on employee performance. Organizational commitment also has a positive impact on employee performance, and *Organizational Citizenship Behavior* (OCB) has a positive impact on employee performance. In addition, organizational commitment shows a positive influence on OCB, and OCB acts as a mediator in the relationship between the work environment and employee performance as well as between organizational commitment and employee performance and also the work environment influences OCB positively.

**Keywords:** *work environment, organizational commitment, Organizational Citizenship Behavior, employee performance*

### INTRODUCTION

#### Research background

Human Resources (HR) are the most valuable and essential assets for every organization or company, because the success of an organization really depends on the quality and performance of its individuals. According to Sudaryo et al . (2018), HR is a crucial element in the organizational structure, therefore HR consists of a group of individuals who collaborate to achieve certain goals.

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Performance in an organizational entity is realized through the contribution of all HR members within it, also including elements of leadership of staff members. Employee ways of working include various employee attitudes that contribute to achieving organizational goals. (Colquitt et al , 2011: 35).

The work environment is one of the factors that influences employee performance, having a significant impact on productivity because a bad environment can be an additional burden for employees, while a good environment can encourage optimal performance (Kailola, 2018). A work environment is said to be good if it provides security, comfort and a healthy atmosphere for employees, so that work can be completed optimally, efficiently and quickly (Jufrizen & Rahmadhani, 2020).

Another factor that also influences employee performance is the strong desire of the organization. Commitment is defined as a strong urge to maintain affiliation with an organizational entity. This drive is reflected through the dedication shown in carrying out duties on behalf of the organization, based on belief and recognition of the values and mission carried out by the organization. Organizational commitment is reflected through an attitude of loyalty shown by team members that is sustainable for the success and prosperity of the organization (Mobley, 2018).

Apart from that, work environment and organizational commitment, along with OCB, play an important role in improving employee performance. An emerging consideration is the extent to which a particular job facilitates the work context, such that employees are willing to go beyond their formal obligations on an initiative basis with no supervision. Aldag and Reschke (1997:4) define *Organizational Citizenship Behavior* (OCB) as an individual contribution that significantly exceeds the expected formal tasks expected in the organization, which supports the achievement of excellent performance.

### ***Social Exchange Theory***

This research is based on *Social Exchange Theory* , referring to the concept of interpersonal transactions involving mutually beneficial exchanges, often based on deep emotional relationships . According to Serim et al . (2014), relationships in the work environment involve elements that are in line with the concept of social exchange theory. When an organizational leader understands the needs of employees and is able to outline the benefits that will be obtained if employees achieve the expected work targets, such as providing rewards commensurate with their performance, then employees will strive to achieve optimal performance. Good interaction between leaders and employees will be established, facilitating a smooth flow of communication between them. With effective communication, all employee members will have a deeper understanding of the organizational values or company culture adopted. This will certainly improve employee performance, which can be seen from the results of their work. Therefore, Social Exchange Theory can be

the basis of this research, where leaders and employees as well as employees and companies maintain balance in their social exchanges.

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

A number of studies on the work environment, such as those carried out by Masoud and Hmeidan (2013), confirm that previous research shows that the work environment has a positive and significant impact on organizational performance. Research conducted by Vita and Suwanto (2015) also emphasizes that the work environment has a positive and significant impact on employee performance. Aripin et al . (2013) reached the same conclusion, namely that the work area environment has a good impact on employee performance. Sugiarti (2020) Research states that the work environment has a significant impact on employee performance. Another finding from research conducted by Brenda et al . (2022) also concluded that the work environment has a positive and significant effect on employee performance. Based on these empirical findings, the hypothesis that can be formulated is :

H1: The work environment has a positive impact on employee performance.

### **Organizational Commitment to Employee Performance**

The organizational commitment shown by company employees is able to improve individual performance. A study conducted by Diamintidis and Chatzoglou (2019) confirmed that organizational commitment contributes substantially positively to significant performance achievements. Sintaasih et al . (2019) also found that organizational commitment has a positive and meaningful impact on employee performance. The research results exemplified by Tolentino (2019) provide similar results, namely that organizational commitment has a positive impact on employee performance. Based on these empirical findings, a hypothesis can be proposed , namely :

H2: Commitment to the organization has a positive impact on employee performance

### **Organizational Citizenship Behavior on Employee Performance**

Chien (2018) revealed that *Organizational Citizenship Behavior* (OCB) contributes well to employee performance. Bachrach et al . (2018) concluded that OCB has a positive and significant impact on employee performance. A similar thing was expressed by George and Joseph (2019), who emphasized that OCB has a positive and significant impact on employee performance. Research by Kilinc and Ulusoy (2019) and Sugianingrat et al . (2018) also shows that OCB plays a positive and significant role in influencing employee performance. Based on this empirical evidence, the hypothesis can be formulated as follows :

H3: *Organizational Citizenship Behavior* (OCB) has a positive impact on employee performance.

### **Work Environment on Organizational Citizenship Behavior (OCB)**

Empirical evidence regarding the influence of the work environment on *Organizational Citizenship Behavior* (OCB) has been strengthened by a number of studies, including Sukmawati et al . (2018) researched this and confirmed that the work environment has a positive effect on OCB. Argo et al . (2020) and Farisi et al . (2021) also revealed similar results, confirming that the work environment plays an important and significant role in shaping *Organizational Citizenship Behavior* (OCB). Research by Enrico & Setyo (2021) also produced consistent findings, confirming that the work environment has a positive and significant effect on OCB. Based on this set of empirical evidence, the following hypothesis formulation can be proposed: H4: The work environment positively influences OCB. in forming *Organizational Citizenship Behavior* (OCB)

### **Organizational Commitment to Organizational Citizenship Behavior**

Employee commitment to the company is a manifestation of a person's attitude that reflects loyalty or dissatisfaction with the company where they work. Employee commitment reflects the extent to which individuals feel responsible for their contributions to the organization. Purwanto et al . (2021), also supports this research which confirms that organizational commitment has a positive and significant impact on OCB. Nugroho et al . (2020) also show that organizational commitment has a positive and significant impact on OCB. Similar findings were also found in Ridwan's (2020) research, concluding that organizational commitment contributes positively and significantly to *Organizational Citizenship Behavior* (OCB). From the results of this research, the following hypothesis can be formulated based on existing empirical evidence :

H5: Commitment to the organization has a positive effect on *Organizational Citizenship Behavior*

### **The Role of Organizational Citizenship Behavior (OCB) in Mediating the Work Environment on Employee Performance**

This research is supported by Nastyoko (2022), who emphasizes that OCB plays a mediator role in relation to the influence of the work environment on employee performance. Similar findings were also found in research conducted by Enrico & Setyo (2021), which showed that *Organizational Citizenship Behavior* (OCB) strengthens the relationship between the work environment and employee performance. Similar findings were also obtained from research by Hapsari et al . (2022) indicate that *Organizational Citizenship Behavior* (OCB) functions as a link between the impact of the work environment on employee performance. Based on the empirical evidence described, the hypothesis can be formulated as follows:

H6: *Organizational Citizenship Behavior* (OCB) Can mediate the influence of the work environment on employee performance.

### The Role of *Organizational Citizenship Behavior (OCB)* in Mediating *Organizational Commitment* on *Employee Performance*

A study conducted by Rauf (2019) confirmed that *Organizational Citizenship Behavior (OCB)* mediates the relationship between organizational commitment and employee performance. Research conducted by Baihaqi and Saifudin (2021) also concluded the same thing, namely that OCB acts as a mediator in mediating the influence of organizational commitment on employee performance. Similar findings were also revealed in a study conducted by Oscarius (2020), which confirmed that OCB acts as a mediator in the influence of organizational commitment on employee performance. Based on this empirical evidence, the following hypothesis can be formulated :

H7: *Organizational Citizenship Behavior (OCB)* can act as an intermediary in the influence of organizational commitment on employee performance.

Based on the literature review, the conceptualization of the framework in this study is explained visually through Figure 1, while proposing seven hypotheses to be investigated in this research.

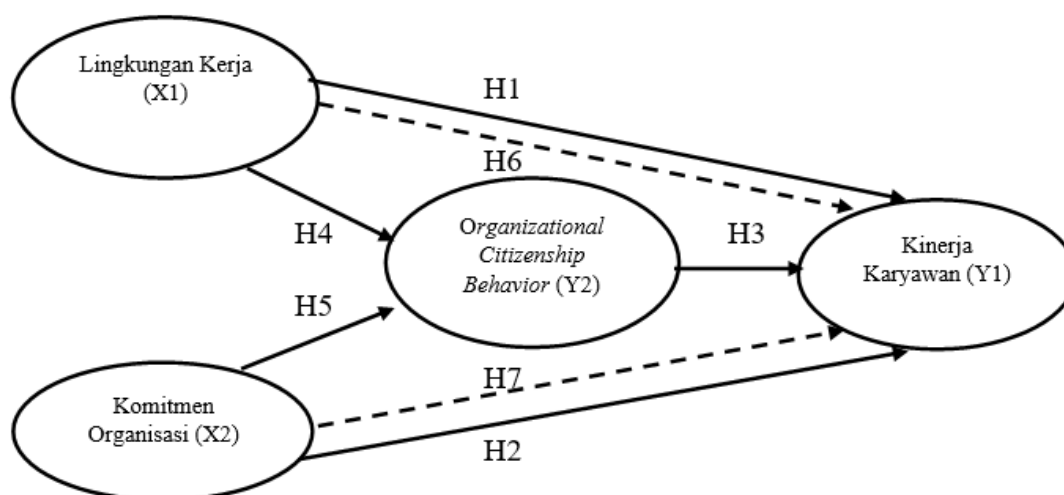


FIGURE 1: Conceptual Thinking Framework

## METHOD

### Research design

This research applies a causal associative approach with quantitative methods. This approach aims to test causality between two or more variables, with an emphasis on understanding causal relationships involving independent and dependent variables.

### The scope of research

This research was conducted by Kashantee Village which is located at Jln. Batu Belig Gg. Seminyak Park . Determining the sample size uses the saturated sample method, which is often referred to as a census. This research will involve a sample of 42 participants.

### Research Instrument

This research method will implement a questionnaire as a data collection tool, using a Likert Scale as an evaluation instrument consisting of a value range of 1 to 5. On this scale, number 1 reflects the extreme level of disagreement (STS), while number 2 indicates the level of disagreement (TS ), number 3 represents a neutral level of agreement (CS), number 4 represents a level of agreement (S), and number 5 represents a very high level of agreement (SS).

### Statistical analysis

This research applies a Structural Equation Model with a Variance-Based SEM (VB-SEM) approach applying the Partial Least Square (PLS) method. The research data analysis process is supported by SmartPLS version 3.0 software. This approach is used to test hypotheses and form appropriate (fit) models, a method commonly used in evaluating path models involving latent variables with multiple indicators (Ghozali, 2014).

## RESULTS AND DISCUSSION

### Evaluation of the Measurement Model (*Outer Model*)

In data analysis using Smart PLS, there are three criteria used to assess the outer model, namely *Discriminant Validity* , *Composite Reliability* and *Convergent Validity*.

#### a. Convergent Validity

In Table 1, you can find the results of the outer model evaluation based on the outer loadings of the indicators on the relevant variables.

**Table 1**  
**Outer Loading Research Indicators**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>
X1.1 <- Work Environment (X1)	0.952	84,781
X1.2 <- Work Environment (X1)	0.909	18,123
X2.1 <- Organizational Commitment (X2)	0.975	94,999
X2.2 <- Organizational Commitment (X2)	0.987	241,194
X2.3 <- Organizational Commitment (X2)	0.985	182,470
Y1.1 <- Employee Performance (Y1)	0.976	110,742
Y1.2 <- Employee Performance (Y1)	0.979	112,245
Y1.3 <- Employee Performance (Y1)	0.978	129,193
Y2.1 <- Organizational Citizenship Behavior (Y2)	0.895	25,703
Y2.2 <- Organizational Citizenship Behavior (Y2)	0.888	29,735
Y2.3 <- Organizational Citizenship Behavior (Y2)	0.922	27,324
Y2.4 <- Organizational Citizenship Behavior (Y2)	0.930	38,954
Y2.5 <- Organizational Citizenship Behavior (Y2)	0.941	37,910

Source: Processed Data, 2024

Based on Table 1, it can be concluded that the indicators show an outer loading value that is greater than 0.7, indicating the validity of all these indicators.

*b. Discriminat Validity*

The measurement results of each cross loading value are shown in Table 2.

**Table 2**  
**Measurement of Cross Loading Values for Each Variable**

	<b>Employee Performance (Y1)</b>	<b>Organizational Commitment (X2)</b>	<b>Work Environment (X1)</b>	<b>Organizational Citizenship Behavior (Y2)</b>
X1.1	0.803	0.749	<b>0.952</b>	0.691
X1.2	0.638	0.498	<b>0.909</b>	0.447
X2.1	0.764	<b>0.975</b>	0.654	0.628
X2.2	0.772	<b>0.987</b>	0.686	0.602
X2.3	0.781	<b>0.985</b>	0.690	0.577
Y1.1	<b>0.976</b>	0.775	0.805	0.808
Y1.2	<b>0.979</b>	0.734	0.752	0.856
Y1.3	<b>0.978</b>	0.796	0.749	0.864
Y2.1	0.774	0.603	0.552	<b>0.895</b>
Y2.2	0.775	0.668	0.616	<b>0.888</b>
Y2.3	0.773	0.446	0.529	<b>0.922</b>
Y2.4	0.809	0.566	0.630	<b>0.930</b>
Y2.5	0.812	0.513	0.547	<b>0.941</b>

Source: Processed Data, 2024

Cross loading values , as seen in Table 2, show that each latent variable has a higher cross-loading value than other latent variables, indicating that the discriminant validity of the latent variable has been fulfilled. As an alternative approach, discriminant validity can be assessed by comparing the square root of the average variance extracted (AVE) for each variable with the correlations between that variable and the other variables in the model, which can be found in Table 3.

**Table 3**  
**Comparison of Square Roots of AVE and Correlation Between Variables**

<b>Research variable</b>	<b>AVE</b>	<b>Correlation</b>			
		<b>Employee Performance (Y1)</b>	<b>Organizational Commitment (X2)</b>	<b>Work Environment (X1)</b>	<b>Organizational Citizenship Behavior (Y2)</b>
Employee Performance (Y1)	0.956	1,000	0.786	0.786	0.862

Organizational Commitment (X2)	0.965	0.786	1,000	0.689	0.613
Work Environment (X1)	0.866	0.786	0.689	1,000	0.630
Organizational Citizenship Behavior (Y2)	0.838	0.862	0.613	0.630	1,000

Source: Processed Data, 2024

From the data listed in Table 5.9, it can be concluded that the AVE for each variable has exceeded 0.50, while the correlation between latent variables and these indicators has a higher score than the correlation between other latent variables. This illustrates that the indicators connected to each latent variable are more consistent than with other latent variables. Thus, the results of the analysis confirm that the data show substantial discriminant validity.

### c. Composite Reliability

The research results show that both composite reliability and Cronbach's alpha exceed 0.60, according to the standards that have been fixed by Ghozali (2014) to assess instrument reliability. Details regarding the instrument reliability results can be found in Table 4.

**Table 4**  
**Composite Reliability Values**

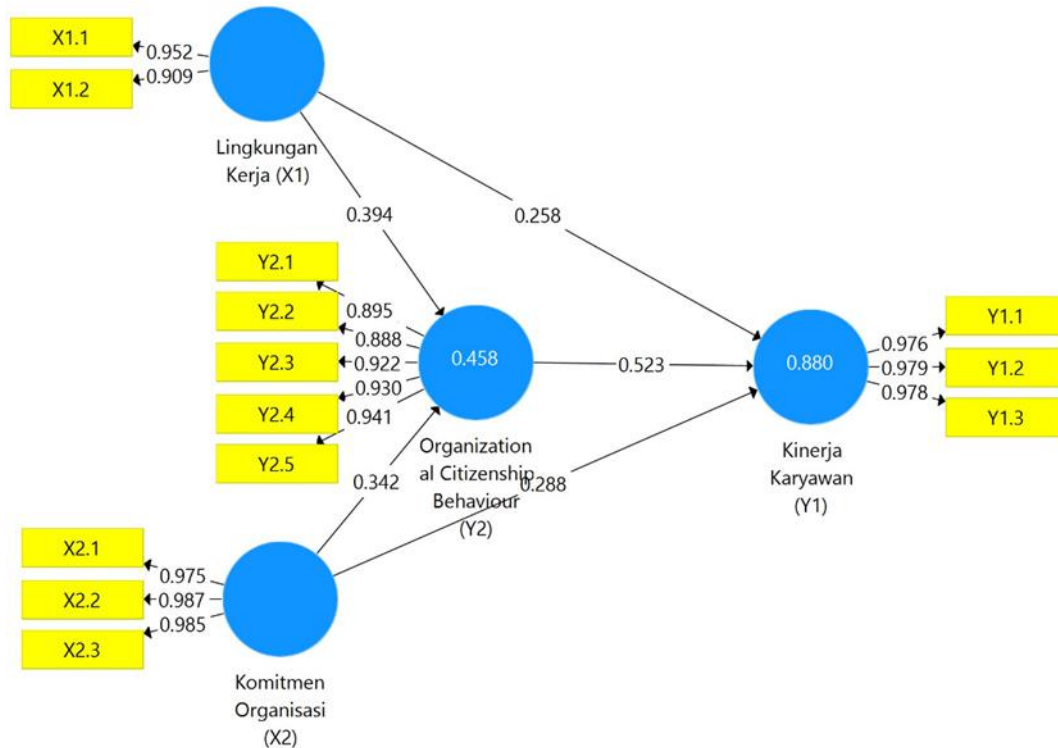
No.	Variable	Cronbach's Alpha	Composite Reliability	Information
1	Employee Performance (Y1)	0.977	0.985	can be trusted
2	Organizational Commitment (X2)	0.982	0.988	can be trusted
3	Work Environment (X1)	0.849	0.928	can be trusted
4	Organizational Citizenship Behavior (Y2)	0.952	0.963	can be trusted

Source: Data processed, 2024

### Inner Model Evaluation

Evaluation of the structure or at the inner model stage, analysis is carried out in order to verify the stability and accuracy of the structural model that has been prepared. Testing is carried out by calculating the R square value and predictive relevance (Q2). The R2 value on the dependent variable is used to evaluate the structural model.





**Figure 2. Structural Equation Model**

**Table 5  
R Square**

Construct	R Square
Employee Performance (Y1)	0.880
Organizational Citizenship Behavior (Y2)	0.458

Source : Processed Data, 2024

Table 5 indicates that the R-square value reached 0.880 for the employee performance variable. In conclusion, around 88% of the variation in the employee performance construct can be explained by the work environment variables (X1), organizational commitment (X2), and Organizational Citizenship Behavior (Y2). The remainder, namely 12%, is believed to be caused by other variables not included in the model. The same thing is also related to the Organizational Citizenship Behavior variable (Y2), which shows that most of the variation in this behavior can be concluded that the other variables in the model have an R-square value of 0.458 indicating that around 45.8% of the variation in the Organizational Citizenship variable Behavior (Y2) can be explained by work environment variables (X1) and organizational commitment (X2). Meanwhile, around 54.2% of the variation is believed to be triggered by other variables not included in the model.

## HYPOTHESIS TESTING RESULTS

### Testing direct influence

Summary of Recapitulation of path coefficient validation test results for direct influence evaluated through the path coefficient values listed in Table 6.

**Table 6**  
**Path Coefficient**

<b>Construct</b>	<b>Path Coefficient</b>	<b>t- statistics</b>	<b>P Values</b>	<b>Information</b>
Organizational Commitment (X2) -> Employee Performance (Y1)	0.288	2,862	0.004	Accepted
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y2)	0.342	2,124	0.034	Accepted
Work Environment (X1) -> Employee Performance (Y1)	0.258	2,836	0.005	Accepted
Work Environment (X1) -> Organizational Citizenship Behavior (Y2)	0.394	2,178	0.030	Accepted
Organizational Citizenship Behavior (Y2) -> Employee Performance (Y1)	0.523	6,173	0,000	Accepted

Source: Processed Data, 2024

The hypothesis is tested using t-statistics, where Ho is rejected and the research hypothesis is accepted if the t-statistics value is  $\geq$  t-table value (1.96) or p-value  $<$  0.05. From the results listed in Table 6, it can be seen that the work environment has a correlation coefficient of 0.258 and a t statistics value of 2.863, until the hypothesis is accepted. The correlation coefficient for the organizational commitment variable is 0.288, with a t-statistics value reaching 2.862, confirming the acceptance of the related hypothesis. Meanwhile, the Organizational Citizenship Behavior variable shows a correlation coefficient of 0.523, and the t-statistics value reaches 6.173, which confirms the acceptance of the hypothesis. In the same context, the work environment variable shows a correlation coefficient of 0.394 and a t-statistics value of 2.178, which also results in acceptance of the hypothesis. The correlation coefficient for the organizational commitment variable is 0.342 with a t-statistics value of 2.124, so the hypothesis is accepted.

### Testing indirect effects through Mediation Variables

The results of the indirect impact evaluation can be presented in Table 7 format :

**Table 7**  
**Direct Effect, Indirect Effect, and Total Effect and calculation of Variance Accounted For (VAF )**

Variable	Direct Influence	
	Path Coefficient	t-statistics ( O/STDEV )
Organizational Commitment (X2) -> Employee Performance (Y1)	0.288	2,862
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y2)	0.342	2,124
Work Environment (X1) -> Employee Performance (Y1)	0.258	2,836
Work Environment (X1) -> Organizational Citizenship Behavior (Y2)	0.394	2,178
Organizational Citizenship Behavior (Y2) -> Employee Performance (Y1)	0.523	6,173
Variable	Indirect Influence	
Work Environment (X1) -> Organizational Citizenship Behavior (Y2) -> Employee Performance (Y1)	<b>0.206</b>	1,972
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y2) -> Employee Performance (Y1)	<b>0.179</b>	2,301
Variable	Total Influence	
Organizational Commitment (X2) -> Employee Performance (Y1)	<b>0.466</b>	3,177
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y2)	0.342	2,124
Work Environment (X1) -> Employee Performance (Y1)	<b>0.464</b>	3,015
Work Environment (X1) -> Organizational Citizenship Behavior (Y2)	0.394	2,178
Organizational Citizenship Behavior (Y2) -> Employee Performance (Y1)	0.523	6,173
VAF -> Indirect Influence / Total Influence (0.206/0.464)	0.444	
VAF -> Indirect Influence / Total Influence (0.179/0.466)	0.383	

Source: Processed Data, 2024

From Table 7, the results of the direct influence test show that the coefficient connecting work environment variables with employee performance is 0.258, with a t-statistic value of 2.836. The addition of the Organizational Citizenship Behavior variable as a mediating variable has a different influence on the direct relationship between the impact of the work environment on employee performance and can be analyzed through the information documented in Table 7. The Variance Accounted For (VAF) value is 0.444, indicating that Organizational Citizenship Behavior has a role as a mediating variable. is 44.4%. These results show that Organizational Citizenship Behavior has a role as a partial mediator in the relationship between the work environment and employee performance, in accordance with the hypothesis, indicating that Organizational Citizenship Behavior functions as an intermediary in the relationship between work environment conditions and individual employee performance results, so that the hypothesis is proven.

The test results show that there is a correlation between the organizational commitment variable and employee performance, with a coefficient of 0.288, and a t-statistic of 2.862. The addition of the Organizational Citizenship Behavior variable as a mediator produces a differentiating effect, namely the direct relationship between organizational commitment and employee performance. Based on data from Table 7, it can be seen that the Variance Accounted For (VAF) value is 0.383, which indicates that the role of Organizational Citizenship Behavior as a mediating variable is 38.3%. These results show that Organizational Citizenship Behavior plays a role as a partial mediator in the correlation which is in line with the hypothesis confirming that Organizational Citizenship Behavior mediates the influence of organizational commitment on employee performance, so the hypothesis is proven.

### **Research Implications**

The research results provide implications which are divided into two dimensions, namely theoretical and practical implications.

#### **Theoretical Implications**

It is hoped that this research can contribute to understanding the impact of the work environment and organizational commitment on employee performance through (OCB).

#### **Practical Implications**

The policy implications related to the findings hope that this research can provide practical benefits for company leaders in their efforts to improve employee performance to the maximum. This can be achieved through improving the work environment, strengthening organizational commitment, and increasing the level of organizational citizenship behavior, it is hoped that this can help increase employee performance and can be promoted through increasing the level of Organizational Citizenship Behavior.

#### **Research Limitations**

Limitations of this research include coverage that is limited to only one company, causing research results to vary depending on the perceptions or interpretations of respondents in other locations. This research focuses on analyzing the work environment, organizational commitment, organizational citizenship behavior (OCB), and employee performance. In addition, the cross-sectional design used only allows observations at one point in time, which does not take into account potential changes over time. Therefore, the relevance of this research needs to be revisited in the future.

### **CONCLUSION**

Based on the recorded research findings, conclusions can be drawn as follows: 1) The work environment will have a beneficial impact on

employees. 2) Organizational commitment contributes positively to improving employee performance. 3) Organizational Citizenship Behavior (OCB) also has a positive impact on employee performance. 4) The work environment has a very clear influence on Organizational Citizenship Behavior (OCB). Organizational commitment also has a core positive impact on Organizational Citizenship Behavior (OCB). 6) Organizational Citizenship Behavior (OCB) plays a role as an intermediary between the work environment and employee performance. 7) OCB also acts as a mediator between the impact of organizational commitment on employee performance.

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