

The Influence of Job Satisfaction and Work Environment on Employee Performance through Organizational Citizenship Behaviour on BKPSDM of Malang District Government



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ABSTRACT: All organizations expect to have human resources (HR) who have good performance to achieve the goals of an organization. Employee performance is influenced by several factors, such as job satisfaction, work environment, and organizational citizenship behaviour (OCB). This study aims to analyze the effect of job satisfaction and work environment on employee performance through Organizational Citizenship Behaviour at BKPSDM Malang Regency Government. This quantitative research obtained a sample of 81 respondents with a saturated sampling method. The data analysis technique used is descriptive analysis, classic assumption test, t-test, and path analysis. The results of the study concluded that job satisfaction and work environment significantly affect organizational citizenship behaviour; job satisfaction and work environment do not affect employee performance; organizational citizenship behaviour affects employee performance. The mediation results show that organizational citizenship behaviour can mediate the effect of job satisfaction and work environment on employee performance.

KEYWORDS: Job Satisfaction, Work Environment, Organizational Citizenship Behaviour, Employee Performance, BKPSDM

I. INTRODUCTION

The organization is a planning process that includes preparing, developing, and maintaining a structure or pattern of working relationships between people in a workgroup (Dale, 1997). One way to achieve this goal is human resource management. This is due to the role and importance of human resources in organizations that all potential human resources can be utilized to achieve success in achieving goals both individually and within the organization. These resources include time, energy, and human abilities, which can be utilized in an integrated and optimal manner for the organization's benefit. Therefore, the critical role of human resources in an organization is essential as the primary and controlling element for organizational success.

Good or bad human resource management in an organization can be seen from the performance of employees in the organization itself. This is because employee performance can influence organizational productivity, which can help achieve organizational goals. Every organization wants its goals to be achieved, which to achieve those goals, one of which is optimal employee performance. Likewise, Taurisa (2012) said that employee performance is an essential factor; if employee performance is high, then the productivity of the company or organization as a whole will also increase. Several factors can influence performance: job satisfaction, work environment, and organizational citizenship behaviour.

According to Locke (1976), job satisfaction is defined as a person's cognitive (evaluative), affective (emotional), and behavioural response to their work, which is then measured by a person's evaluation of the characteristics of their work, emotional responses to events that arise in their work, and behavioural intentions. in position. Employees who have a high level of job satisfaction tend to show loyalty to the organization and company. This is because the job satisfaction obtained by employees will form employee commitment to work, which can then improve employee performance. When employees are dissatisfied with their work, it will affect their performance. Job satisfaction can be defined as an individual's feelings and reactions to their work environment. According to Robbins (2006), employee job satisfaction is an individual thing about a person's feelings towards their work.

The work environment also influences employee performance (Wibawa, 2021). This can be seen from the work environment, which influences the employee's mood. The work environment can create high comfort for employees. The comfort created by this work environment affects employees' seriousness in working, encouraging employees to work better because a comfortable environment supports it. An adequate work environment will make employees feel at home doing their work, which will give rise to work enthusiasm and enthusiasm in carrying out their work. Sara (2022) states that a work environment that can create a positive mood, whether from the physical or non-physical environment, will improve employee performance. A comfortable workspace for

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employees will create a positive mood so that an employee will be more enthusiastic about fulfilling the responsibilities that have been given so that they will carry out their duties as well as possible.

Good performance can be seen in an employee who carries out his duties according to the responsibilities he has been given. However, it would be better if an employee could exceed the duties or standards of the work that have been determined. An employee's behaviour like this is called OCB (Organizational Citizenship Behaviour). Lukito (2020) stated that employee OCB behaviour in the company is reflected through their attitude of complying with workplace rules and policies, volunteering for extra tasks, helping colleagues, and carrying out different tasks given by the company well without any additional rewards. According to Luthans (2006), OCB is a form of employee behaviour on their initiative that is not related to the formal reward system but can indirectly increase organizational effectiveness. This OCB behaviour is associated with the employee's level of performance (Mandasari, 2015). Employees who help other colleagues will speed up completing other colleagues' tasks to improve the colleague's performance as an employee.

The OCB behaviour shown by Malang Regency BKPSDM employees is where employees who are more skilled at something help colleagues who are experiencing difficulties completing individual tasks. This incident often occurs to employees who have good relationships with other employees. Malang Regency BKPSDM employees also seem to be familiar with each other, and this can be seen when, within the scope of work, they joke with each other amid their busy schedules in completing their tasks. This behaviour illustrates how employees maintain relationships with other employees; superiors sometimes do the same to their staff.

As previously explained, based on previous research, the work environment can influence OCB behavior, but research also states that the work environment does not affect OCB behaviour. More research is needed to be done regarding OCB being a mediating variable. This research gap makes researchers want to examine further the relationship between job satisfaction, work environment, OCB, and employee performance.

II. METHOD

This study uses quantitative research by examining factors influencing employee performance in BKPSDM Malang Regency. Population: This research was conducted on BKPSDM Malang Regency employees, totaling 81 employees. Sampling technique: The sampling technique used in this study was the saturated sample method, where all population members become research subjects.

The data analysis technique used is descriptive analysis for each variable and a requirements analysis test for further hypothesis testing using multiple regression and path analysis. The analysis requirements tests performed were the normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

III. RESULT AND DISCUSSION

A. Result

1. Partial test (t-test)

The basis for decision-making in this partial test is that if the significance value t is < 0.05 , H_a is accepted, whereas if the significance value t is > 0.05 , H_a is rejected. Partial test results (t-test) are presented in the following table:

Table 1. Partial Test Results Model 1

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	16,867	2,986		5,648	0,000
Job Satisfaction (X1)	0,456	0,089	0,528	5,145	0,000
Work Environment(X2)	0,180	0,088	0,209	2,035	0,045

The job satisfaction variable (X1) obtained a positive t-count of 5,145 with a sig. of $0.000 < 0.05$. So, the job satisfaction variable positively and significantly affects the organizational citizenship behaviour variable. It shows that hypothesis 1, which is that job satisfaction has a positive and significant effect on organizational citizenship behaviour, is accepted.

The work environment variable (X2) obtained a positive t-count of 2,035 with a sig. of $0.045 < 0.05$. So, the work environment is positive and significantly affects organizational citizenship behaviour variable. It shows that hypothesis 2, which is that the work

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environment positively and significantly affects organizational citizenship behaviour, is accepted.

Table 2. Partial Test Results Model 2

Model	Standardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	7,817	2,623		2,980	0.004
Job Satisfaction (X1)	0,039	0,076	0,067	0,508	0,613
Work Environment(X2)	0,041	0,067	0,071	0,614	0,541
Organizational Citizenship Behaviour (Y1)	0,329	0,084	0,491	3,926	0,000

The job satisfaction variable (X1) obtained a positive t-count of 0,508 with a sig. of 0.613 > 0.05. So, the job satisfaction variable positively and insignificantly affects the employee performance variable. It shows that hypothesis 3, which is that job satisfaction has a positive and significant effect on employee performance, is rejected.

The work environment variable (X2) obtained a positive t-count of 0,614 with a sig of 0.541 > 0.05. So, the work environment variable positively and insignificantly affects the employee performance variable. It shows that hypothesis 4, which work environment has a positive and significant effect on employee performance, is rejected.

The organizational citizenship behaviour (Y1) obtained a positive t-count of 3,926 with a sig. of 0.000 < 0.05. So, the organizational citizenship behaviour variable positively and significantly affects the employee performance variable. It shows that hypothesis 5, which is that organizational citizenship behaviour positively and significantly affects employee performance, is accepted.

2. Path Analysis

Table 3. Path Analysis Results

Variable	Direct Effect	Indirect Effect	Total Effect	Information
Job Satisfaction (X1) – OCB (Y1) – Employee Performance (Y2)	0,067	0,528 x 0,491 = 0,259	0,067 + 0,259 = 0,326	Indirect effect > direct effect, 0,259 > 0,067
Lingkungan Kerja (X2) – OCB (Y1) – Kinerja Pegawai (Y2)	0,071	0,209 x 0,491 = 0,102	0,071 + 0,102 = 0,173	Indirect effect > direct effect, 0,102 > 0,071

The indirect effect of job satisfaction on the employee performance variable through the organizational citizenship behaviour variable is 0.259 > direct effect 0.067. This means that the organizational citizenship behaviour variable is able to become a mediating variable for the job satisfaction variable on the employee performance variable.

The indirect effect of work environment on the employee performance variable through the organizational citizenship behaviour variable is 0.102 > direct effect 0.071. This means that the organizational citizenship behaviour variable is able to become a mediating variable for the job satisfaction variable on the employee performance variable.

B. Discussion

1. The Influence of Job Satisfaction on Organizational Citizenship Behaviour

Based on the results of research analysis, Job Satisfaction has a significant effect on Organizational Citizenship Behaviour. This means that job satisfaction which includes work, salary, promotions, work supervision, and co-workers among BKPSDM Malang Regency employees can foster organizational citizenship behaviour (OCB). Job satisfaction which has a significant effect on OCB is reflected in the co-worker indicators which get the highest average score in line with courtesy which gets the highest average score on the OCB variable. The good relationships that exist between colleagues at BKPSDM Malang Regency are able to foster a sense of mutual respect and respect between colleagues.

In line with Wirawan's (2021) research, OCB will appear if employee job satisfaction has been achieved. This is also in accordance with the attribution theory expressed by Luthans (1998) which explains that the causes of the behaviour of other people or oneself can be determined whether internal or external and the influence will be seen in the behaviour of other individuals. Empirical evidence was obtained when a co-worker had difficulty doing a job, other co-workers volunteered to help to do the work immediately, but still within reasonable limits. This good relationship between co-workers is what can foster a sense of mutual

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respect and respect for fellow co-workers.

2. The Influence of Work Environment on Organizational Citizenship Behaviour

The research results show that the work environment influences Organizational Citizenship Behaviour (OCB). A good work environment at BKPSDM Malang Regency can foster OCB behaviour. The work environment that significantly influences OCB is reflected in lighting indicators, in which case good lighting quality can increase OCB. Lighting, which received the highest average score, is in line with courtesy, which received the highest average score on the OCB variable indicator. Good quality lighting will make employees feel comfortable and at home in the room, thus increasing enthusiasm for work due to interaction between co-workers who have the same feeling about good lighting.

In line with Lionata's (2022) research, a good work environment will give rise to a person's OCB behaviour. This also follows the attribution theory that Robbins (1996) expressed, which explains that situational attributions refer to the environment that influences a person's behaviour. Still, in line with attribution theory, Kelley (1972) stated that one of the factors that determine a person's behavior is consistency, which can be interpreted as the same behaviour in a person's actions from time to time, which will shape individual behaviour.

3. The Influence of Job Satisfaction on Employee Performance

Based on the research analysis results, Job Satisfaction does not affect Employee Performance. This means job satisfaction cannot improve employee performance at BKPSDM Malang Regency. This differs from research by Nurhainingsih (2017), which found that employee performance increased after job satisfaction. The lack of influence of job satisfaction on employee performance is reflected in the promotion indicator, which received the lowest average score. This means that the promotional opportunities obtained have yet to improve employee performance.

Empirical evidence shows that all employees have been given promotion opportunities, but they are uneven. This is due to a phenomenon in the personnel sector, namely the simplification of bureaucracy. By simplifying the bureaucracy, most existing structural positions are eliminated, so opportunities to occupy structural positions become increasingly limited and competitive. Implementing the merit system, especially in job promotion, is not all done through open selection. Another finding that shows that job satisfaction does not have a significant effect on performance is the salary indicator. Some of the respondents in this study are non-permanent employees, so there is a difference in the nominal salary they receive from those with civil servant status, where it is known that civil servants in the Malang Regency Government also receive income improvement allowances. This gave rise to dissatisfaction among several respondents, which resulted in job satisfaction not affecting employee performance.

4. The Influence of Work Environment on Employee Performance

The research results show that the work environment does not affect employee performance. This means that the work environment cannot improve employee performance at BKPSDM Malang Regency. This is different from research by Bahri (2017), which states that the work environment has a significant positive effect on employee performance. The research also does not agree with the opinion of Transilvanus (2019), which explains that the work environment is one of the factors that can improve employee performance. A conducive work environment can also create comfort for employees. This means employee performance will also increase if the work environment improves. The lack of influence of the work environment on employee performance is reflected in the color indicator, which received the lowest average score. This means that the color composition in the work space needs to be better to improve employee performance.

Empirical evidence shows that employee workrooms at BKPSDM do not have a good color composition, because the colour composition in the work room only has one color white and seems monotonous. Some employees feel bored with the conditions of their work space which makes them less enthusiastic about working. Another finding that the work environment has no effect on employee performance is the air indicators. Some employees feel suffocated by the conditions in their work space which makes them less enthusiastic about working. The work room is located at the back of the building and is closed by other buildings, meaning that air circulation does not run well. This results in the work environment not significantly affecting employee performance.

5. The Influence of Organizational Citizenship Behaviour on Employee Performance

Based on the results of the research analysis, OCB influences employee performance. This means that the level of OCB in BKPSDM Malang Regency can improve employee performance. OCB, which has a significant effect on employee performance, is reflected in the courtesy indicator, which obtains the highest average score in line with quantity, which obtains the highest average score of the indicators on the employee performance variable. The relationship of mutual respect and respect for Malang Regency BKPSDM employees can increase work morale, ultimately impacting the ability to complete the assigned tasks and work well and according to predetermined targets. The good relationships that exist between colleagues at Malang Regency BKPSDM can foster mutual feelings. Appreciate and respect co-workers.

This is in accordance with the theory put forward by Robbins (2006), which states that organizations with a high level of OCB in their employees will perform better than others. The behaviour of other individuals around him influences the level of OCB in

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an individual. In line with research by Lionata (2022) employee performance will increase if the level of OCB in employees can be carried out well. This is also following what was expressed by Herzberg (1996), who explained that the influence of individuals who behave well will produce good performance.

6. The Influence of Job Satisfaction on Employee Performance Through Organizational Citizenship Behaviour

The analysis results show that Job Satisfaction influences Employee Performance through Organizational Citizenship Behaviour. This means that organizational citizenship behaviour can mediate the relationship between job satisfaction and employee performance. This shows that the direct relationship between job satisfaction and employee performance, which initially had no effect, becomes influential but is mediated through organizational citizenship behaviour.

Job satisfaction, which includes the ability to do good work, receive an appropriate salary, opportunities for promotion, supportive work supervisors, and good co-worker relationships at BKPSDM Malang Regency, needs to be improved to improve employee performance. However, if job satisfaction with co-workers can create relationships of mutual respect and respect between co-workers, employee performance will increase in line with research by Wirawan (2021) which states that organizational citizenship behaviour is able to mediate the relationship between job satisfaction and employee performance. This means that other forms of job satisfaction are needed for employees to get good performance. As in this research, job satisfaction still requires other factors to be able to strengthen it, so that work, salary, promotions, work supervision and co-workers can foster good behaviour in the form of OCB which will determine future behaviour, namely by increasing performance. employee.

7. The Influence of Environment Work on Employee Performance Through Organizational Citizenship Behaviour

The results of the analysis show that the work environment influences employee performance through organizational citizenship behaviour. This means that organizational citizenship behaviour is able to mediate the relationship between the work environment and employee performance. This shows that the direct relationship between the work environment and employee performance, which initially had no effect, becomes influential but is mediated or through organizational citizenship behaviour.

The work environment which includes room lighting, room color composition, indoor air quality and sound around the work room at BKPSDM Malang Regency is apparently not enough to improve employee performance. However, if good air quality in the work space will be able to raise awareness to obey the regulations in the organization even though no one is supervising it, employee performance will increase. In accordance with research by Lionata (2022) which explains that organizational citizenship behaviour is able to mediate the relationship between the work environment and employee performance. This means that the more supportive the work environment will influence the psychology of an employee who is able to foster good behaviour in the form of OCB which will improve employee performance in the future.

IV. CONCLUSION

Based on the results of research on the influence of job satisfaction, work environment on employee performance through organizational citizenship behaviour on BKPSDM Malang Regency, the following conclusions are drawn:

1. Job satisfaction is able to foster organizational citizenship behaviour in Malang Regency BKPSDM employees. In job satisfaction, employees pay attention to satisfaction with relationships between co-workers, supervision by superiors, and also the ability to complete work.
2. The work environment is able to create organizational citizenship behaviour for BKPSDM Malang Regency employees. In the work environment, employees tend to be comfortable with the lighting and colour composition of the work space which creates awareness of the rules and regulations in the organization.
3. Job satisfaction cannot improve employee performance. The lack of fulfillment of several satisfaction factors such as equal salaries and promotion opportunities is not able to improve the performance of Malang Regency BKPSDM employees.
4. The work environment cannot improve employee performance. Work spaces that are too close to highways and shopping centers create noise that is felt by BKPSDM Malang Regency employees which makes them uncomfortable at work. This causes the work environment to have no effect on employee performance.
5. Organizational citizenship behaviour can improve employee performance. This means that employees who have demonstrated OCB behaviour will increase their performance, this can be reflected in the speed in carrying out the tasks they have been given.
6. In this research, organizational citizenship behaviour is able to mediate the relationship between job satisfaction and employee performance. Job satisfaction cannot directly improve employee performance, but if relationships between co-workers run well, it will foster an attitude of appreciation and respect for co-workers, which will improve employee performance.
7. Apart from being able to mediate the relationship between job satisfaction and employee performance, organizational citizenship behaviour is also able to mediate the relationship between the work environment and employee performance. The work environment cannot directly improve employee performance, but if the work space is comfortable with good lighting and colour composition, it will foster a sense of awareness of existing rules or regulations and will improve employee performance.

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