

EFFECT WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS INTERVENING

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ABSTRACT

The purpose of this study was to examine and analyze the influence of the Work Environment and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as an intervening variable for PT Masaji Tatanan Kontainer Indonesia, directly or indirectly. The approach used in this study is an associative approach. Data collection techniques in this study used observation techniques and questionnaires. Data analysis techniques in this study used a quantitative approach using statistical analysis using the Outer Model Analysis test, Inner Model Analysis, and Hypothesis Testing. Data processing in this study uses the PLS software program. The results of this study prove that the work environment directly has a significant effect on employee performance. Organizational Commitment has a significant effect on Employee Performance. Work Environment has a significant effect on Organizational Citizenship Behavior. Organizational Citizenship Behavior has a significant effect on Employee Performance. And indirectly the Work Environment has a significant effect on Employee Performance with Organizational Citizenship Behavior as an intervening variable.

Keywords: Work Environment, Organizational Commitment, Employee Performance and Organizational Citizenship Behavior

INTRODUCTION

Every company must have goals that must be achieved. In achieving these goals, the company cannot be separated from employee contributions. Employees are the most important asset for a company. With employee satisfaction with the company. Not only that, employees also have an important role in the company's business development. Performance measurement is a system that evaluates to increase the likelihood of an agency's success in implementing strategies, which is carried out to determine whether there are deviations (differences or irregularities) between planned progress and reality. Performance is a work result that can be achieved by an employee in accordance with their respective authority and responsibilities, in order to achieve organizational goals (Jufrizen Jufrizen, 2017). Performance is the work result that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authority and duties, in an effort to achieve the goals of the organization concerned legally, without violating the law and in accordance with norms and ethics (Moehriono, 2014). One of the factors that influences performance is Organizational Citizenship Behavior (Prayogi, Farisi, et al., 2021). Organizational Citizenship Behavior refers to behavior that goes beyond the normal obligations of what employees should do. Organizational Citizenship Behavior is manifested in individual attitudes by helping co-workers, volunteering to help organizational effectiveness, being loyal to the company, volunteering to do extra activities at work, avoiding conflicts with co-workers, using time effectively at work. This behavior is a form of prosocial behavior, namely positive social behavior. Individuals who display Organizational Citizenship Behavior well can be called good employees (Bahagia et al., 2018).

In order to increase Organizational Citizenship Behavior in workers, it is very important for companies or organizations to know what causes the increase or emergence of Organizational Citizenship Behavior. (Sedarmanyanti, 2018) said that there are several variables that influence employee Organizational Citizenship Behavior, including job satisfaction, justice, intrinsic motivation, leadership style, organizational culture and climate, gender, length of service, perceptions of organizational support

Another factor that influences performance is the work environment (Marbun & Jufrizen, 2022). The work environment is all physical conditions found around the workplace that can affect employees either directly or indirectly. Meanwhile, the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and colleagues, or relationships with subordinates (S. Hasibuan, 2002). The existence of a comfortable work environment will make a positive contribution to the implementation of various work activities easily, so that it can maintain a balance in the facilities run by the company (Farisi & Utari, 2020). And another factor that influences performance is organizational commitment (Farisi & Lesmana, 2021). Organizational commitment is an important factor in realizing better employee performance. Where an employee who has high organizational commitment will always try to develop themselves for the betterment of the organization (Prayogi, Asmuni, et al., 2021). Organizational commitment is a condition where an employee takes sides with an organization and its goals, and intends to maintain its membership. A person's high involvement in a job means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruits the individual (Nasution, 2017)

LITERATURE REVIEW

1. Understanding Employee Performance

According to (Nasution et al., 2022) employee performance is the result of performance which can be obtained by individuals or groups in an organization both qualitatively and quantitatively. And performance is a sign of the success or failure of a person or group in carrying out real work that has been determined by an organization (Jufrizen Jufrizen, 2018).

According to (Siswadi & Fahmi, 2023) performance is a set of results achieved and refers to the action of achieving and carrying out the work requested. And according to (Hakiki & Sari, 2022) performance is defined as the result of a person's efforts which are achieved through abilities and actions in certain situations.

Meanwhile, according to (Rosmaini & Tanjung, 2019) performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets, or objectives and criteria that have been determined in advance and mutually agreed upon.

2. Understanding Organizational Citizenship Behavior

According to (Siswadi et al., 2023) Organizational Citizenship Behavior (OCB) is a term for employees who place more value in the work assigned and provide added value to the organization. Increasing employee OCB is very important for organizations, therefore it is important to understand what causes or increases OCB

According to (Farisi et al., 2021) Organizational Citizenship Behavior is behavior that is profitable and beneficial for organizations, administration, groups and individuals. Employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service, is known as Organizational Citizenship Behavior (J. Jufrizen et al., 2022)

3. Understanding the Work Environment

According to (Sedarmanyanti, 2018) the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and as a group.

According to (Andriany, 2019) The work environment is the environment where work is carried out which includes equipment and facilities, workplace environment, and work atmosphere. And the work environment is something that is around the worker and can influence him in carrying out the assigned tasks (J. S. Hasibuan, 2018)

According to (Sinambela & Tanjung, 2018) the work environment is all the conditions around workers, so that they can directly or indirectly influence them in carrying out their assigned tasks. Meanwhile, according to (Astuti & Iverizkinawati, 2019) the work environment is a very important component when employees carry out work activities.

4. Understanding Organizational Commitment

According to (Bismala et al., 2017) Organizational commitment is a situation where an employee sides with a particular organization as well as the goals and desire to maintain membership in that organization. So high job involvement means siding with an individual's particular job.

According to (Muis et al., 2018) Organizational commitment in general is a provision that is mutually agreed upon by all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future.

And according to (Adhan et al., 2020) organizational commitment is a commitment that appears not to be passive loyalty, but involves an active relationship with the organization. Organizational commitment is the commitment of colleagues upwards but not just passive loyalty, but to participate in an active relationship with the organization. Meanwhile, according to organizational commitment, it is an employee's attitude of loyalty towards the organization, by remaining in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason (Farisi et al., 2021).

RESEARCH METHOD

The research approach used in this research is an associative approach. Associative research according to (Sugiyono, 2019) is "research that aims to determine the relationship between two or more variables". The location of this research was carried out at PT Masaji Tatanan Kontainer Indonesia which is located at JL Raya Pelabuhan Belawan II, Medan, Belawan City, Medan City, North Sumatra. The population and sample of this research are all employees of PT Masaji Tatanan Kontainer Indonesia whose address is JL Raya Pelabuhan Belawan II, Medan, Belawan City, Medan City, North Sumatra, totaling 39 people. The sampling technique in this research is saturated sampling. Saturated sampling is a sample that represents the total population. Usually done if the population is less than 100 (Hendrayadi, 2015). The technique and instrument used in the research is a questionnaire (questionnaire/list of questions). This measurement scale uses a Likert scale, to measure people about social phenomena. The data will be analyzed using a quantitative approach using statistical analysis, namely partial least squares – structural equation model (PLS-SEM) which aims to carry out path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghozali & Latan, 2015).

RESULTS

1. Measurement Model Analysis (Outer Model)

1.1. Convergent Validity

Convergent validity is used to see the extent to which a measurement correlates positively with alternative measures of the same construct. To see whether an indicator of a construct variable is valid or not, look at the outer loading value. If the outer loading value is > 0.4 then an indicator is valid (Hair Jr et al., 2017).

Based on the results of research conducted that

1. The outer loading value for the Work Environment variable is > 0.4 , so all indicators in the Work Environment variable are declared valid.
2. The outer loading value for the Organizational Commitment variable is > 0.4 , so all indicators on the Organizational Commitment variable are declared valid.
3. The outer loading value for the Employee Performance variable is > 0.4 , so all indicators in the Employee Performance variable are declared valid.
4. The outer loading value for the Organizational Citizenship Behavior variable is > 0.4 , so all indicators in the Organizational Citizenship Behavior variable are declared valid.

1.2. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria that a variable is said to be reliable if the composite reliability value is > 0.600 (Hair Jr et al., 2017)

Table 1 Internal Consistency Analysis

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Average Variance Extracted (AVE)
X1. Work environment	0.975	0.977	0.980	0.891
X2. Organizational Commitment	0.900	0.902	0.924	0.670
Y. Employee performance	0.935	0.945	0.946	0.690
Z. Organizational Citizenship Behavior	0.935	0.945	0.946	0.688

Source: SEM PLS (2023)

Based on the internal consistency analysis data in the table above, the results obtained are variable

1. Work Environment has a composite reliability value of $0.980 > 0.600$, so the Work Environment variable is reliable
2. Organizational Commitment has a composite reliability value of $0.924 > 0.600$, so the Organizational Commitment variable is reliable

3. Employee Performance has a composite reliability value of $0.946 > 0.600$, so the Employee Performance variable is reliable

4. Organizational Citizenship Behavior has a composite reliability value of $0.946 > 0.600$, so the Organizational Citizenship Behavior (Z) variable is reliable.

1.3. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio of Correlation (HTMT) value < 0.90 , then the variable has good discriminant validity (valid).

Table 2 Discriminant Validity

	X1. Work environment	X2. Organizational Commitment	Y. Employee performance	Z. Organizational Citizenship Behavior
X1. Work environment				
X2. Organizational Commitment	0.567			
Y. Employee performance	0.712	0.754		
Z. Organizational Citizenship Behavior	0.657	0.658	0.754	

Source: SEM PLS (2023)

Based on the table above, the results of the Heterotrait - Monotrait Ratio of Correlation (HTMT) correlation are obtained

1. Work Environment Variable with Organizational Commitment of $0.567 < 0.900$, correlation between Heterotrait - Monotrait Ratio Of Correlation variables. Work Environment with Employee Performance is $0.712 < 0.900$, the Heterotrait - Monotrait Ratio of Correlation variable Work Environment with Organizational Citizenship Behavior is $0.657 < 0.900$, thus all Work Environment correlation values are declared valid.

2. The correlation value of the Heterotrait - Monotrait Ratio Of Correlation variable of Organizational Commitment with Employee Performance is $0.754 < 0.900$, the correlation value of the Heterotrait - Monotrait Ratio Of Correlation variable of Organizational Commitment with Organizational Citizenship Behavior is $0.658 < 0.900$, thus all The Organizational Commitment correlation value is declared valid.

3. The Heterotrait - Monotrait Ratio of Correlation correlation value for the Employee Performance variable towards Organizational Citizenship Behavior is $0.754 < 0.900$, thus all Employee Performance correlation values are declared valid.

1.4. Collinearity (Collinearity / Variance Inflation Factor / VIF)

Collinearity testing is to prove whether the correlation between latent variables/constructs is strong or not. If there is a strong correlation, it means that the model contains problems from a methodological point of view, because it has an impact on the estimation of statistical significance. This problem is called collinearity. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value.

If the VIF value is greater than 5.00, it means there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is < 5.00 .

Table 3 Collinearity

	X1. Work environment	X2. Organizational Commitment	Y. Employee performance	Z. Organizational Citizenship Behavior
X1. Work environment			1.815	1.432
X2. Organizational Commitment			1.765	1.432
Y. Employee performance				
Z. Organizational Citizenship Behavior			2.108	

Source: SEM PLS (2023)

From the data above it can be described as follows:

1. VIF for the correlation between Work Environment and Employee Performance is $1.815 < 5.00$ (no collinearity problems occur)

2. VIF for the correlation between Organizational Commitment and Employee Performance is $1.765 < 5.00$ (no collinearity problems occur)

3. VIF for the correlation between Work Environment and Organizational Citizenship Behavior is $1.432 < 5.00$ (no collinearity problems occur)

4. VIF for the correlation between Organizational Commitment and Organizational Citizenship Behavior is $1.432 < 5.00$ (no collinearity problems occur)
5. VIF for the correlation between Organizational Citizenship Behavior and Employee Performance is $2.108 < 5.00$ (no collinearity problems occur)
Thus, from the data above, the structural model in this case is not all correlations that are free from collinearity problems.

1.5. Structural Model Analysis (Inner Model)

In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect influence hypothesis. The hypothesis testing path coefficients are in the image below:

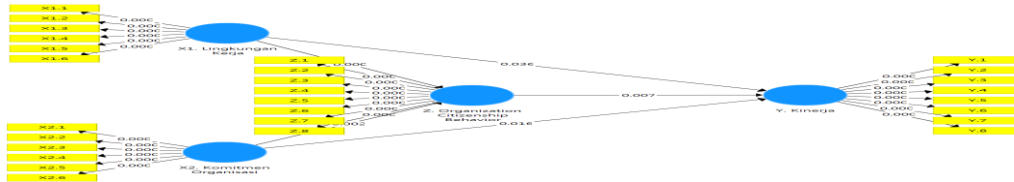


Figure 1. Hypothesis Testing

2. Direct Effect Testing

Direct influence hypothesis testing aims to prove the hypotheses of the influence of a variable on other variables directly (without intermediaries), namely:

1. If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable.
2. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable.

And the probability value is:

1. If the probability value (P-Value) $< \alpha$ (0.05) then H_0 is rejected (the influence of one variable on other variables is significant).
2. If the probability value (P-Value) $> \alpha$ (0.05) then H_0 is accepted (the influence of one variable on other variables is not significant)

Tabel 4 Hipotesis Pengaruh Langsung

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
X1. Work environment -> Y. Employee performance	0.257	0.253	0.122	2.103	0.036
X1 Work environment -> Z. Organizational Citizenship Behavior	0.426	0.440	0.099	4.285	0.000
X2. Organizational Commitment -> Y. Employee performance	0.343	0.337	0.142	2.423	0.016
X2. Organizational Commitment -> Z. Organizational Citizenship Behavior	0.397	0.397	0.125	3.175	0.002
Z. Organizational Citizenship Behavior -> Y. Employee performance	0.358	0.375	0.131	2.722	0.007

Source: SEM PLS (2023)

Based on the table above, it can be obtained

1. The direct influence of the Work Environment on Employee Performance has a path coefficient of 0.257, and has a P-Values value of 0.036, so $0.036 < 0.05$, so it can be stated that the Work Environment has a significant effect on Employee Performance.
2. The direct influence of the Work Environment on Organizational Citizenship Behavior has a path coefficient of 0.426 and has a P-Values value of 0.000, so $0.000 < 0.05$, so it can be stated that the Work Environment has a significant effect on Organizational Citizenship Behavior.
3. The direct effect of Organizational Commitment on the Employee Performance variable has a path coefficient of 0.343, and has a P-Values value of 0.016, so $0.016 < 0.05$, so it can be stated that Organizational Commitment has a significant effect on Employee Performance.

4. The direct influence of Organizational Commitment on Organizational Citizenship Behavior has a path coefficient of 0.397 and has a P-Values value of 0.002, so it can be stated that Organizational Commitment has a significant effect on Organizational Citizenship Behavior.

5. The direct influence of Organizational Citizenship Behavior on Employee Performance has a path coefficient of 0.358 and has a P-Values value of 0.007, therefore $0.007 < 0.05$, so it can be stated that Organizational Citizenship Behavior has a significant effect on Performance.

3. Testing the Indirect Effect Hypothesis

Indirect influence hypothesis testing aims to prove hypotheses about the influence of a variable on other variables indirectly (through intermediaries).

1. If the indirect influence coefficient value $>$ direct influence coefficient, then it mediates the relationship between one variable and another variable.
2. If the indirect influence coefficient value is $<$ direct influence coefficient, then it does not mediate the relationship between one variable and another variable.

Tabel 5 Hipotesis Pengaruh Tidak Langsung

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
X1. Work environment -> Z. Organizational Citizenship Behavior -> Y. Employee performance	0.152	0.166	0.073	2.077	0.038
X2. Organizational Commitment -> Z. Organizational Citizenship Behavior -> Y. Employee performance	0.142	0.148	0.072	1.981	0.048

Source: SEM PLS (2023)

Based on the table above, it is obtained

1. The indirect influence of the Work Environment on Employee Performance through Organizational Citizenship Behavior as an intervening variable has a path coefficient of 0.152 and has P Value of 0.038 so $0.038 < 0.05$, thus it can be stated that the Work Environment has a significant effect on Employee Performance through Organizational Citizenship Behavior as an intervening variable.
2. The indirect effect of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior as an intervening variable has a path coefficient of 0.142 and has P Value of 0.048, so $0.048 < 0.05$, thus it can be stated that Organizational Commitment has a significant effect on Employee Performance through Organizational Citizenship Behavior. as an intervening variable.

4. Coefficient of Determination (R Square)

The Coefficient of Determination (R Square) aims to evaluate the accuracy of predictions of a variable. In other words, to evaluate how variations in the value of the dependent variable are influenced by variations in the value of the independent variable in a path model. (Sugiyono, 2019)

1. An R Square value of 0.75 indicates a strong PLS model
2. An R Square of 0.50 indicates a moderate PLS model
3. An R Square value of 0.25 indicates a weak PLS model (Azuar et al., 2015).

Table 6 Coefficient of Determination

	R Square	Adjusted R Square
Y. Employee performance	0.682	0.655
Z. Organizational Citizenship Behavior	0.526	0.499

Source: SEM PLS (2023)

In the table above, the results show that the influence of the Work Environment and Organizational Commitment on Employee Performance is 0.682, meaning the magnitude of the influence is 68.2%, this means it shows a strong PLS. Then, the results of the influence of the Work Environment and Organizational Commitment on

Organizational Citizenship Behavior are 0.526, meaning the magnitude of the influence is 52.6%, this means that PLS is also strong.

DISCUSSION

The Influence of the Work Environment on Employee Performance

The results of this research have a path coefficient of 0.257, and have a P-Values value of 0.036, so $0.036 < 0.05$, so it can be stated that the work environment has a significant effect on employee performance for employees of PT Masaji Tatanan Kontainer Indonesia.

The results of this research are also supported by research conducted by (Iskandar & Yusnandar, 2021), (Farisi & Utari, 2020), and (Lesmana et al., 2021), which states that the Work Environment on Employee Performance

The work environment is a means of supporting the smooth working process, where comfort and safety at work are also taken into account in creating a conducive and enjoyable work atmosphere for employees so that it can support employee performance in carrying out their work activities. The work environment is also a series of conditions or conditions of the work environment of an agency which is the place of work for employees who work in that environment (Sinambela & Tanjung, 2018).

The Effect of Organizational Commitment on Employee Performance

The results of this research have a path coefficient of 0.343, and have a P-Values value of 0.016, therefore $0.016 < 0.05$, so it can be stated that Organizational Commitment has a significant effect on Employee Performance for employees of PT Masaji Tatanan Kontainer Indonesia.

The results of this research are also supported by research conducted by (Tupti & Siswadi, 2022), and (Prayogi et al., 2019) which concluded that Organizational Commitment influences employee performance

Many methods have been tried to be formulated and produced to improve performance in a company, starting from the layout of a room to the use of robots and computers to streamline company performance (Sembiring et al., 2021).

Organizational commitment is a strong desire to become a member of a group. high willingness to work for the organization, a certain belief and acceptance of the organization's values and goals (Nasution, 2017)

The Influence of the Work Environment on Organizational Citizenship Behavior

The results of this research have a path coefficient of 0.426 (positive) and have a P-Values value of 0.000, so $0.000 < 0.05$, so it can be stated that the Work Environment has a significant effect on Organizational Citizenship Behavior in employees of PT Masaji Tatanan Kontainer Indonesia.

The results of this research are also supported by research conducted by (Siswadi & Lestari, 2020), and (Yusnandar et al., 2020) concluded that the work environment influences Organizational Citizenship Behavior

Organizational Citizenship Behavior is considered important and valuable for the survival of an organization because employees who have Organizational Citizenship Behavior tend to display effective performance which in turn can influence better performance. Additionally, Organizational Citizenship Behavior consists of extra-role behaviors that are important for efficient processes in an organization. Organizational Citizenship Behavior can also predict employee performance, provide initiative in offering many opportunities for employees who are willing to take on additional work responsibilities and face work problems independently (Susilo et al., 2023). Organizational Citizenship Behavior is the positive behavior of members organization. Positive behavior is reflected in the form of willingness to work and contribute to the organization (J Jufrizen et al., 2020)

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The results of this research have a path coefficient of 0.397 (positive) and have a P-Values value of 0.002 so $0.002 < 0.05$, so it can be stated that Organizational Commitment has a significant effect on Organizational Citizenship Behavior in employees of PT Masaji Tatanan Kontainer Indonesia.

The results of this research are also supported by research conducted by (Farisi et al., 2020) which states that Organizational Commitment. has a significant effect on Organizational Citizenship Behavior

Organizational Commitment is a psychological condition that characterizes the relationship between employees (members) and the organization which is characterized by the member's acceptance of the organization's goals, reflecting individual strengths and member involvement, which shows the suitability of the organization's goals and values, demonstrated through activities supporting the organization's efforts and the decision to continue membership. in organizations (Lesmana & Prayogi, 2021)

Continuance commitment refers to an individual's awareness of the losses they will incur if they leave the organization, while normative commitment shows how an individual can survive in the organization because he feels he has a moral duty or obligation to his organization.

The Influence of Employee Organizational Citizenship Behavior on Employee Performance

The results of this research have a path coefficient of 0.358 (positive) and have a P-Values value of 0.007 so $0.007 < 0.05$, so it can be stated that Organizational Citizenship Behavior has a significant effect on Employee Performance for employees of PT Masaji Tatanan Kontainer Indonesia.

The results of this research are also supported by research conducted by (Jufrizen Jufrizen & Noor, 2022) which stated that Organizational Citizenship Behavior influences employee performance.

The existence of an Organizational Citizenship Behavior attitude in each employee will influence employee performance. Each employee displays a positive attitude and directed actions, making it easier for employees to carry out their respective duties and responsibilities. Organizational citizenship behavior is a relatively modern management concept that has received the attention of many researchers. Most of these studies show that OCB has important effects on organizations, productivity, organizational competence and organizational effectiveness in meeting goals and improving employee morale (J Jufrizen et al., 2020)

The Influence of the Work Environment on Employee Performance through Organizational Citizenship Behavior as an Intervening Variable

The results of this research have a path coefficient of 0.152 (positive) and have a P Value of 0.038 so $0.038 < 0.05$, thus it can be stated that the Work Environment has a significant effect on Employee Performance through Organizational Citizenship Behavior as an intervening variable for employees of PT Masaji Tatanan Kontainer Indonesia

A work environment is said to be good if employees can carry out activities optimally, healthily, safely and comfortably. The work environment is everything that is around the workers and which can influence them in carrying out the assigned tasks, for example cleanliness, music, lighting and so on. others (Siagian & Khair, 2018)

A conducive work environment supports employees to feel comfortable at work so that employees can be more productive and more enthusiastic about working, but a less conducive work environment will cause employees to feel less satisfied or mentally depressed, which can disrupt the employee's productivity

The Influence of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior as an Intervening Variable

The results of this research have a path coefficient of 0.142 (positive) and have a P Value of 0.048, so $0.048 < 0.05$, thus it can be stated that Organizational Commitment has a significant effect on Employee Performance through Organizational Citizenship Behavior as an intervening variable for employees of PT Masaji Tatanan Kontainer Indonesia.

Performance is basically something that employees determine how much they contribute to the company in the form of production results and services provided. Basically, performance greatly influences the quality of a company, where performance determines the level of success of the running of a company from year to year which is produced by human resources who own the company according to predetermined work standards (J. S. Hasibuan & Silvya, 2019).

Organizational Commitment states the definition of organizational commitment as a manifestation of the totality of individual loyalty to the organization's identity. Organizational commitment from employees is a force that is believed to bind someone to be willing to take actions that are relevant to one or more targets (Adhan et al., 2020) Organizational Citizenship Behavior (OCB) is the positive behavior of organizational members. Positive behavior is reflected in the form of willingness to work and contribute to the organization (Indajang et al., 2020)

CONCLUSION

Work Environment has a significant effect on Employee Performance, Organizational Commitment has a significant effect on Employee Performance, Work Environment has a significant effect on Organizational Citizenship Behavior in employees, Organizational Commitment has a significant effect on Organizational Citizenship Behavior in employees, Organizational Citizenship Behavior has a significant effect on Employee Performance in employees, Environment Work has a significant effect on Employee Performance through Organizational Citizenship Behavior as an intervening variable for employees, Organizational Commitment has a significant effect on Employee Performance through Organizational Citizenship Behavior as an intervening variable for employees

LIMITATION (OPTIONAL)

In this research, the factors used to examine Employee Performance (OCB) only use Work Environment, Organizational Citizenship Behavior and Organizational Citizenship Behavior, whereas there are still many factors that influence Employee Performance (OCB). There is limited time in distributing and filling out this research questionnaire because employees are busy, there are still inconsistent questionnaire answers according to researchers' observations, because respondents tend to be less careful about the statements in the questionnaire so that the questionnaire answers are inconsistent.

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DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article

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