

The Influence of the Work Environment on Employee Performance Through Organizational Citizenship Behavior (OCB) in Surabaya Region III Airport Authority Employees

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Abstract

All organizations will definitely require all employees to always develop and optimize every effort so that the performance results achieved can be maximized. To maximize performance, it needs to be supported by a good work environment. The better the work environment in the company results in the better the Organizational Citizenship Behavior (OCB) of employees which will improve performance. This study aims to determine the effect of the work environment on employee performance through Organizational Citizenship Behavior (OCB) in Region III Airport Authority employees. This study used a quantitative method with data collection techniques using a questionnaire. The population in this study is 150 Civil Servants of the Airport Authority Office Region III with a sample of 109 obtained using the slovin formula calculation. Data analysis techniques were performed using SPSS software version 15.0. The results of this study indicate that: (1) there is a significant influence between the work environment on OCB; (2) there is a significant influence between OCB on performance; (3) there is a significant effect of work environment on performance; and (4) there is no indirect effect of work environment on performance through OCB as an intervening variable.

Keywords: Work Environment, Organizational Citizenship Behavior (OCB), and Performance



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INTRODUCTION

Human resources are the most important resources in a company. The role of human resources within the company includes planning, implementing and controlling the activities carried out by the company. To achieve the company's goals, we need human resources that work in maximum synergy. If the company can manage its human resources optimally, the company's goals will be achieved. However, if the company cannot manage its human resources properly, it can hinder the achievement of company goals.

To carry out their duties, they need to be supported by an adequate and good work environment. The work environment can be defined as everything that is around employees that can influence these employees in carrying out their work, both physically and psychologically. Employees cannot complete their work properly without a good, clean and comfortable work environment. This work environment includes colleagues and the company's internal conditions. The factor of a comfortable work environment is also a way to improve employee performance, as in research conducted by Bahril et al (2018), the work environment has a significant effect on employee performance. An unsupportive work environment will result in poor performance, so the work environment is very important to improve employee performance.

In every organization, be it government agencies, companies, institutions, or other organizations, it will definitely require all employees, employees, or members to always develop and optimize each of their efforts so that the performance results they achieve can be

maximized. Employee performance is always a concern for agencies when employee abilities are not optimally managed. Given the importance of human resources for agencies, agencies will make every effort to optimize the ability of employees to be able to obtain maximum performance results. Employee performance is the core of the running of a company to achieve its goals. This is in accordance with the opinion of Campbell et al. in Sonnentag (2002) that employee performance is visible, where employee behavior is relevant to company goals. According to Campbell et al. in Sonnentag (2002) Employee performance is said to be good when the performance they produce achieves high work productivity, this is inseparable from the good quality of human resources. Employee performance is said to be successful if employees carry out their duties in accordance with work standards, targets or goals set by the company.

Employee performance will increase along with the emergence of feelings of comfort, sincerity and the appearance of mutual help. The nature of helping each other is one of the behaviors of Organizational Citizenship Behavior (OCB). Organizational citizenship behavior (OCB) can be said to be the behavior of an individual outside of his obligations. According to Suhardi (2019) it shows that the work environment has a significant positive effect on organizational citizenship behavior (OCB). That is, the better the work environment in the company results in the better the employee's OCB at work. In research conducted by Arianto (2017) Organizational citizenship behavior (OCB) affects employee performance. So if an employee who has OCB behavior causes an increase in the employee's performance so that it can help the organization achieve its goals. Each individual has a degree of OCB, and organizations must understand this situation. An organization will run well if it has members who have the characteristics of good citizens, including fulfilling organizational goals.

The Airport Authority Office has the task of carrying out the regulation, control and supervision of flight activities at the airport. This is in accordance with the Regulation of the Minister of Transportation Number PM 41 of 2011 concerning the Organization and Work Procedure of the Airport Authority Office. To carry out their duties, not a few employees go on official trips both within and outside the city. Employees who carry out these services will leave the office temporarily and leave their work in the office. For this reason, sometimes there are some jobs that still have to be done in the office and can be done by colleagues who are not on business trips. If the employee has a high degree of OCB, then the employee will help his colleague to do the work of his colleague outside of the employee's obligations. This aims to achieve organizational goals so that work can be completed on time.

The research objectives are as follows: To obtain empirical evidence of the influence of the Work Environment on Organizational Citizenship Behavior of Surabaya Region III Airport Authority employees. To obtain empirical evidence of the influence of Organizational Citizenship Behavior on the performance of Surabaya Region III Airport Authority employees. To obtain empirical evidence of the influence of the Work Environment on the Performance of Surabaya Region III Airport Authority employees. To obtain empirical evidence of the indirect influence of the Work Environment on employee performance through Organizational Citizenship Behavior of Surabaya Region III Airport Authority employees.

Theoretical Basis

Work Environment

The work environment is everything that is around employees when they work, whether physical or non-physical, directly or indirectly that can affect employees while working (Nugrahaningtyas et al. 2017). Performance is the result of employees in terms of quality and quantity. Performance is a display of the employee's personality and the employee's work

group, reports of work results in an organization cover the whole of the activities carried out by all employees without exception (Listianto, 2020). Employee performance is what affects how much they contribute to the organization. employees are the main executors of every organizational function from facilities, existing infrastructure, and infrastructure. Employees are one of the key organizational factors that must be considered because they always experience various dynamics within the organization (Listianto, 2020). The work environment is divided into two, namely the physical work environment and non-physical work environment. The physical work environment is everything that is around the workplace that can affect employees either directly or indirectly. While the non-physical work environment is all the circumstances that occur related to work relations, both with superiors and with fellow co-workers or relations with subordinates. According to Sedarmayanti (2001), physical work environment indicators consist of coloring such as the interior color of the room, cleanliness, both floor and room cleanliness, air exchange such as whether the work space is cold and whether the air conditioner can function properly, lighting such as the lights in the work space are dim or Obviously, security is like having a security guard guarding the office space. While the non-physical work environment consists of relationships between employees such as working together with colleagues and good treatment among colleagues, and relationships with superiors, for example, communicating intensely with superiors and supervision carried out by superiors. These indicators can affect employee performance directly or indirectly. If the conditions of the employee's work environment are good, the employee's performance will also be good.

Performance

According to Suhardi (2019) performance is the level of success of an employee/group of people in carrying out a task or activity assigned to him in accordance with his responsibilities with the expected results. Employee performance is a very important thing in achieving company goals. The definition of performance according to Mangkunegara (2011) is the result of work in quality and quantity achieved by an employee/employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance is what affects how much they contribute to the organization. Performance is the result of work achieved by a person in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). High performance needs to be supported by employee activities that exceed expectations. Employees are the main executors of every organizational function from facilities, existing infrastructure, and infrastructure. Employees are one of the key organizational factors that must be considered because they always experience various dynamics within the organization.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is said to be behavior in the workplace that is in accordance with personal judgments beyond individual basic work (Listianto, 2020). Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace and is rewarded based on individual performance results. Organizational Citizenship Behavior (OCB) involves several behaviors such as helping others, volunteering for extra tasks, complying with workplace rules and procedures (Suhardi, 2019a). Organizational Citizenship Behavior (OCB) is behavior that makes an individual do something that is not described in his work and has no strings attached (wages or rewards for that action), but which he does consciously and of his own free will, such as helping co-workers do their

work, or assisting the leadership even outside the specified working hours (Suhardi, 2019b). Organizational Citizenship Behavior (OCB) is part of the personal characteristics/behavior of employees in carrying out their duties and obligations which will have an impact on the success of the company (Listianto, 2020). According to M. Ristiana (2013) organizational citizenship behavior is an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company. Because companies must continue to run and there are many obstacles that are not wanted by agencies, OCB behavior can minimize the occurrence of decreased employee performance.

According to Organ, Podsakoff, and MacKenzie (2006) indicators of OCB are Altruism (Helping Others), for example, helping colleagues who are on sick leave or on business trips to complete their work, Conscientiousness (Conscientiousness), for example, coming to work on time, Sportmanship (Sportmanship).) for example, namely being able to welcome changes in agencies, Civic Virtue (Citizenship Awareness), for example, namely maintaining the good name of the institution and always carrying out obligations, and Courtesy (Kindness).

Region III Airport Authority

According to the Regulation of the Minister of Transportation Number 41 of 2011 concerning the Organization and Work Procedure of the Airport Authority Office in CHAPTER I concerning Position, Duties, Functions and Classification, the Airport Authority Office is a Technical Implementation Unit within the Ministry of Transportation which is under and responsible to The Minister of Transportation through the Director General of Civil Aviation. The Airport Authority Office has the task of carrying out the regulation, control and supervision of flight activities at the airport

Relevant Research

Table 1. Relevant Research

No	Name and Year	Research Title	Research Result
1	Andreas Listianto (2020)	The Effect of Work Environment and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior (OCB) as Mediator (Study at KPP Pratama Singosari)	The structural model using the Partial Least Square (PLS) method is used for data analysis indicating that the work environment and organizational commitment have a significant and positive effect on Organizational Citizenship Behavior (OCB), work environment and organizational commitment have a significant and positive effect on employee performance, Organizational Citizenship Behavior (OCB) has a significant and positive effect on employee performance, and Organizational Citizenship Behavior (OCB) is able to mediate the relationship between the work environment and organizational commitment to employee performance.
2	Wulandari and Prayitno (2017)	The Effect of Work Motivation and Work Environment on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable	The results of the analysis show that the variables of work motivation, work environment and job satisfaction have a positive and significant effect on organizational commitment and organizational commitment has a positive and significant effect on OCB. Job satisfaction is the dominant factor in forming organizational commitment which has an impact on OCB.
3	Bahri, Zaki, and	The Influence of Organizational Citizenship Behavior	The results showed that OCB did not affect work stress, work environment had a significant effect on work stress, work stress did not affect employee performance, OCB had a significant effect

	Zulkarnain (2018)	(OCB) and Work Environment on Employee Performance Through Work Stress at PT. PLN (Persero) North Sumatra Development Main Unit	on employee performance, work environment had a significant effect on employee performance, OCB did not affect employee performance through work stress and the environment work does not affect employee performance through work stress.
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RESEARCH METHODS

Research Design

The research design is the strategy chosen by the author to thoroughly integrate the research components in a logical and systematic way to discuss and analyze what is the focus of the research. The definition of a research method based on Sugiyono (2017) is "a research method can be interpreted as a scientific way to obtain valid data with the aim of finding, developing, and proving, a certain knowledge can be used to understand, solve, and anticipate problems". This research uses quantitative methods. According to Sugiyono (2016) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical with the purpose of testing the hypotheses that have been set. Based on the explanation above, this study uses a quantitative approach to measure the Effect of the Work Environment on Employee Performance Through Organizational Citizenship Behavior (OCB) in Region III Airport Authority Employees.

Population

Population Is a combination of all elements in the form of events, things or people who have similar characteristics which are the center of attention of a writer because it is seen as a universe of research (Ferdinand, 2011). The population in this study were 150 Civil Servants (PNS) at the Airport Authority Office Region III. The author's reason for choosing civil servants at the Surabaya region III airport authority office is because civil servants have a structured burden and performance appraisal so that performance appraisals can be measured properly.

Sample

According to Ferdinand (2011) The sample is a subset of the population, consisting of several members of the population. Subsets are needed because in many cases it is not possible to examine all members of the population, therefore forming a representative which is called a sample.

Sampling Technique

Sampling technique is a technique for sampling. To determine the sample in the study there are various sampling techniques used. Sampling techniques can be grouped into two, namely probability sampling and non-probability sampling (Sugiyono 2017). The sampling technique in this study used the Probability Sampling technique. According to Sugiyono (2017) probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. This probability sampling consists of Simple Random Sampling, Proportionate Stratified Random Sampling, Disproportionate Stratified Random Sampling, and Cluster Random Sampling.

The probability sampling method used in this study is simple random sampling, which according to Sugiyono (2017) is the taking of sample members from the population which is done randomly without regard to the strata in the population. The number of samples that the authors used in this study was 109. So the number of samples that would be used as respondents in this study were 109 respondents.

Data Collection Technique

1. Questionnaire. Sugiyono (2017) suggests that the questionnaire is a data collection technique that is carried out by providing a set of questions or written statements which are carried out by giving a set of questions on written statements to the respondent to answer. Questionnaires were given to a sample of Region III Airport Authority Office employees to determine the effect of the work environment on performance through Organizational Citizenship Behavior. The scale used to measure the level of data quality uses a Likert scale or a questionnaire which is distributed using rating points 1 to 5.
2. Literature Study. Literature study is a method of collecting data by searching for information through books, newspapers, magazines and other literature (Arikunto, 2014). The author can take advantage of all information and ideas relevant to research, especially those concerning the work environment and OCB at the Regional Airport Authority Office Region III. This is done to get input in the form of concepts, principles, and theories related to the research being carried out.

RESEARCH RESULTS AND DISCUSSION

1. There is an Influence of the Work Environment on the Organizational Citizenship Behavior (OCB) of the Surabaya Region III Airport Authority office employees. Testing the first hypothesis examines the direct effect of work environment variables on OCB. Where the results of the study show the value of Sig. of $0.001 < 0.05$ and unstandardized beta coefficients of 0.128. In other words, H1 is accepted, meaning that the better the work environment, the more it will affect OCB.
2. There is an influence of Organizational Citizenship Behavior (OCB) on the performance of the Surabaya Region III Airport Authority office employees. Testing the second hypothesis examines the direct effect of the OCB variable on performance. Where the results of the study show the value of Sig. of $0.000 < 0.05$ and unstandardized beta coefficients of 0.321. In other words, H2 is accepted, meaning that the better the OCB, the more it will affect the employee's performance.
3. There is an influence of the work environment on the performance of the Surabaya Region III Airport Authority office employees. Testing the third hypothesis examines the direct effect of work environment variables on performance. Where the results of the study show the value of Sig. of $0.000 < 0.05$ and unstandardized coefficients beta of 0.269. In other words, H3 is accepted, meaning that the better the work environment, the better the employee's performance.
4. There is an indirect effect of the work environment on employee performance through Organizational Citizenship Behavior (OCB) for employees of the Surabaya Region III Airport Authority office. Testing the fourth hypothesis examines the indirect effect of work environment variables on performance through OCB as an intervening variable. Where the results of the study show that the value of the indirect effect is 0.136 which is smaller than the value of the direct influence of the work environment on performance, which is equal to 0.640. In other words H4 is rejected, meaning that because one of the two direct relationships involved is not in accordance with the hypothesis and no discussion is needed.

The results of this study are in line with previous research conducted by Suhardi (2019), namely the work environment has a significant effect on OCB and OCB has a significant effect on performance but there are differences in the work environment which does not have a significant effect on performance. And there are also differences in the results of research conducted by Andreas Listianto (2020), namely Organizational Citizenship Behavior (OCB) is able to mediate between the work environment and performance.

CONCLUSION

The work environment directly influences Organizational Citizenship Behavior (OCB). Indicated by the value of Sig. 0.001 < 0.05. This means that the better the work environment at the company/agency, the better the OCB behavior of employees. Organizational Citizenship Behavior (OCB) has a direct effect on employee performance. Indicated by the value of Sig. 0.000 < 0.05. This explains that if employees have high OCB behavior, it will increase employee performance at the company/agency. The work environment has a direct effect on employee performance. Indicated by the value of Sig. 0.000 < 0.05. This explains that the better the work environment at the company/agency, it will improve the performance of its employees. The work environment on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable has no indirect effect. Indicated by the value of the beta coefficient directly > the value of the indirect effect, namely 0.640 > 0.136. This suggests that the OCB carried out by employees on performance cannot be a mediator that makes a better influence on employee performance.

Suggestions for Region III Airport Authority: As the results of the research show that the work environment influences employee performance, it is recommended for Otban III to always manage and maintain the work environment as best as possible. Because it will improve the performance of its employees. Suggestions for Future Research: This study aims to determine the effect of the work environment on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable. For further research with the same theme, it can be done using the Partial Least Square (PLS) method or with Eviews. This research can also be conducted at other companies/agencies.

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