

The Role of Organizational Citizenship Behavior (OCB) in Mediating the Relationship Between Work Environment and Employee Performance: A Case in PT Air Minum Giri Menang

Siti Sukma Maulida¹, Abdul Azis Bagis^{2*}

Faculty of Economics and Business, University of Mataram

Corresponding Author: Abdul Azis Bagis azis.bagis@unram.ac.id

ARTICLE INFO

Keywords: Work Environment, Organizational Citizenship Behavior (OCB), Employee Performance, Public Sector, Mediation

Received : 16, July

Revised : 05, August

Accepted: 22, August

©2025 Maulida, Bagis : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/).



ABSTRACT

This study aims to examine the influence of the work environment on employee performance, with Organizational Citizenship Behavior (OCB) serving as a mediating variable. The research adopts a quantitative approach with a causal-associative design. Data were collected through a structured questionnaire using a Likert scale, distributed to 100 permanent employees of PT Air Minum Giri Menang (Perseroda), selected using purposive sampling. The data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS software. The results show that the work environment does not have a direct and significant effect on employee performance. The findings also demonstrate that OCB fully mediates the relationship between the work environment and employee performance. It is recommended that organizational members require the support of a conducive internal environment and a high level of organizational citizenship behavior to improve their performance.

INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies must continuously improve their quality and productivity to remain competitive and meet customer expectations. A critical factor in organizational success is employee performance. High employee performance will contribute significantly to the achievement of organizational goals. Therefore, organizations make various efforts to create working conditions that support improved employee performance.

One of the factors that can affect employee performance is the work environment. The work environment is the overall condition around employees in carrying out their work. According to Sedarmayanti (2017), a comfortable, safe, and supportive work environment can encourage employees to work more diligently, effectively, and efficiently. The work environment consists of a physical environment, such as work facilities, lighting, and room temperature, and non-physical environments, such as relationships between colleagues and organizational communication. A good work environment is believed to increase motivation and satisfaction and ultimately positively impact employee performance.

In addition to the work environment, employee performance is another essential factor. According to Mangkunegara (2015), performance is the quality and quantity of work an employee achieves in carrying out his duties according to the responsibilities given. Employee performance is the leading indicator in assessing the effectiveness of the implementation of organizational tasks. A good level of performance indicates that employees have carried out their work optimally and by the standards set by the organization.

In addition, some behaviours significantly contribute to organizational effectiveness but are not formally listed in job descriptions, namely Organizational Citizenship Behavior (OCB). According to Organ (1988), OCB is voluntary individual behaviour, not directly rewarded by the formal organizational system, but overall increases the effectiveness of managerial functions. Forms of OCB include altruism (helping colleagues), conscientiousness (high discipline), sportsmanship (not easily complaining), courtesy, and civic virtue (participation in organizational activities). Employees with high levels of OCB show loyalty and concern for the organization's continuity.

Several previous studies have shown the relationship between these three variables. Research by Wuryaningrum and Wibowo (2021) found that the work environment significantly affects employee performance through OCB mediation in the education sector. Similarly, Sari and Nurhidayat (2020), in their research in the health sector, concluded that OCB plays a vital role in strengthening the positive relationship between the work environment and employee performance. These studies indicate that OCB can be a key mechanism in enhancing performance through improved environmental conditions. However, most of these existing studies have been conducted in the education and health sectors, which have different organizational structures and work dynamics compared to public utility sectors. Research that specifically examines

the mediating role of OCB in the relationship between the work environment and employee performance in Regional-Owned Enterprises (BUMD), particularly in drinking water companies, remains scarce. This indicates a research gap that needs to be addressed, considering the strategic role of BUMD in public service delivery and the unique challenges they face in maintaining employee performance under service-oriented pressures.

Based on this background, the objective of this study is to analyze the effect of the work environment on employee performance at PT Air Minum Giri Menang (Perseroda), with Organizational Citizenship Behavior (OCB) as a mediating variable. This research aims to determine whether OCB can strengthen or mediate the relationship between the work environment and employee performance.

PT Air Minum Giri Menang (Perseroda), as one of the BUMDs in West Nusa Tenggara Province engaged in providing clean water and sanitation, faces challenges in improving the quality of public services and employee productivity. Based on initial observations and internal reports, it was found that there was an imbalance between working environment conditions and employee performance in several operational units. This opens up opportunities to further examine whether organizational citizenship behaviour acts as a bridge in influencing employee performance in the work environment. Based on the description above, the researcher is interested in conducting a study entitled "The Role of Organizational Citizenship Behavior (OCB) in Mediating the Relationship between Work Environment and Employee Performance: Case at PT Air Minum Giri Menang (Perseroda)".

THEORETICAL REVIEW

Performance Theory

Employee performance is not merely the result of individual work behavior and achievements, but rather a multidimensional outcome shaped by various interrelated factors within an organizational context. Sutrisno (2016) defines performance as the measurable result of tasks completed by employees based on criteria such as quality, quantity, and timeliness. However, performance does not arise in isolation. As emphasized by Wibowo (2020), it is significantly influenced by individual competencies, motivation, the work environment, and the degree of organizational support provided. These elements function interactively: for instance, a supportive work environment can enhance motivation, while strong competencies enable employees to meet performance standards more effectively. In public organizations such as Badan Usaha Milik Daerah (BUMD), these dynamics become critical, as employee performance directly reflects institutional capacity to deliver efficient and effective public services (Rizal & Rahmawati, 2021). Consequently, performance indicators such as productivity, efficiency, effectiveness, and service quality are not only evaluative tools (Yuniarsih & Suwatno, 2019), but also serve as reflections of how internal organizational factors translate into external public value. This highlights the necessity of viewing employee performance through a causal framework, rather than a purely descriptive lens.

Work Environment

The work environment is a critical determinant of employee behavior and performance within an organization, as it shapes the conditions under which employees carry out their tasks. According to Sedarmayanti (2017), the work environment encompasses both physical and non-physical aspects, including workspace layout, equipment, lighting, cleanliness, temperature, and the quality of interpersonal relationships among employees. A conducive work environment fosters comfort, reduces psychological stress, and promotes higher levels of productivity. Sutrisno (2016) further emphasizes that a pleasant work atmosphere characterized by harmonious relationships with supervisors and colleagues, as well as adequate facilities positively affects employee morale and performance.

However, empirical findings regarding the relationship between the work environment and employee performance remain mixed. Some studies support a direct positive influence. For instance, Sutrisno (2020) and Rahmatia, Nugraha, and Julaelha (2022) found that improvements in the work environment significantly enhance employee performance. Conversely, Azhari (2019) reported no significant effect, suggesting that the relationship may not be straightforward. These discrepancies indicate the potential presence of intervening or mediating variables, such as organizational citizenship behavior (OCB) or employee motivation, that may bridge the work environment and performance outcomes. Therefore, it becomes essential for further studies to explore not only the direct effects of the work environment but also its indirect pathways, to provide a more comprehensive understanding of how the work environment contributes to individual and organizational performance.

Previous research by Subu and Rokhman (2023) demonstrated that the work environment positively influences Organizational Citizenship Behavior (OCB). Similarly, Ayu and Safrizal (2023) found that the work environment has a positive and significant effect on OCB.

H1: The work environment has a significant effect on employee performance.

H2: The work environment significantly affects Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a concept developed by Organ (1988), which refers to voluntary employee behaviour outside of their formal role but positively impacts organizational effectiveness. This behaviour is not directly rewarded through a formal reward system but is critical in creating a supportive and productive work environment (Luthan, 2019). Organizational Citizenship Behavior (OCB) represents individual contributions that exceed formal workplace role requirements. This concept encompasses several key behaviours, including helping colleagues, volunteering for extra tasks, and complying with workplace rules and procedures. These behaviours exemplify "employee value-added" contributions, which constitute prosocial behaviour - specifically, positive, constructive social actions that provide meaningful assistance (Allen & Rush, as cited in Fish, 2020).

According to Robbins and Judge (2017), OCB reflects an attitude of loyalty and commitment to the organization, which is manifested in the form of helping colleagues, dealing with problems with tolerance, and active participation in organizational activities. The positive impact of OCB on performance is further supported by research from Karyawan et al. (2024), which found that OCB has a significant positive effect on employee performance. Similarly, Arum Purwaningtyas (2023) demonstrated that OCB positively and significantly influences employee performance. Previous research by Pramudyo (2021) shows that OCB significantly improves employee performance, and it can become an intermediate variable in the relationship between organizational factors and performance.

Previous research by Rahmatia, Nugraha, and Julaeha (2022) demonstrated that the work environment significantly enhances performance, with Organizational Citizenship Behavior (OCB) serving as an intervening variable. Similarly, Damayanthi's (2023) study found that the work environment positively influences employee performance when mediated by OCB.

H3: Organizational Citizenship Behavior (OCB) significantly affects employee performance.

H4: Organizational Citizenship Behavior (OCB) mediates the effect of work environment on employee performance.

Based on the theoretical review above, the model in this study is as follows:

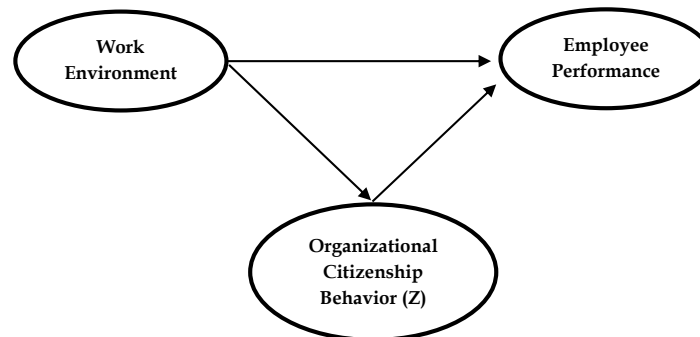


Figure 1. Research Model

METHODOLOGY

This study uses a quantitative approach with a causal associative design, which is research that aims to determine the cause-and-effect relationship between independent and dependent variables through mediating variables. The primary focus of this study is to examine the effect of work environment on employee performance with Organizational Citizenship Behavior (OCB) as a mediating variable in the case of PT Air Minum Giri Menang (Perseroda), a BUMD engaged in clean water services in West Nusa Tenggara Province. This design was chosen because it can describe the structural relationship between variables simultaneously and objectively.

The population in this study consisted of permanent employees actively working at PT Air Minum Giri Menang (Perseroda). The sampling technique

used is purposive sampling, a sample selection method based on specific criteria relevant to the research objectives. The criteria used in this study include: (1) permanent status employees, (2) have a minimum working period of one year, and (3) are willing to become respondents and fill out the questionnaire completely. The sample size was set at 100 respondents, considering the feasibility of the number of indicators and the ability of researchers to manage and analyze data effectively.

The data collection technique was carried out by distributing a closed questionnaire prepared on a 5-point Likert scale, from a score of 1 (strongly disagree) to 5 (strongly agree). This questionnaire includes three main parts: statements that measure work environment variables, Organizational Citizenship Behavior (OCB), and employee performance. Each indicator in the questionnaire is based on relevant theories and previous research results. Before full-scale distribution, the validity and reliability of the instrument were tested through a trial on a small proportion of respondents to ensure that each item could be used appropriately.

To analyze the data, this study used the Structural Equation Modeling (SEM) method with the Partial Least Squares (PLS) approach and processed using the latest version of SmartPLS software. The analysis procedure includes testing the outer model (to test the validity and reliability of constructs) and the inner model (to test the relationship between variables in the structural model). In addition, a mediation test analysis was conducted to determine how organizational citizenship behaviour mediates the relationship between work environment and employee performance. This approach is expected to provide a comprehensive picture of the relationship mechanism between variables in the context of employee performance in regional companies.

RESULTS

Outer Model

The outer model in SmartPLS (Partial Least Squares) is part of the PLS-SEM model, which describes the relationship between latent constructs (latent variables) and their indicators. In this study, the outer model is often called the measurement model. The outer model in this study is as follows:

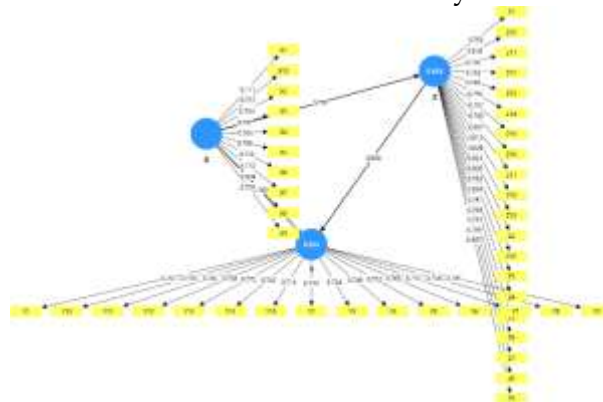


Figure 2. Outer Model

Convergent Validity

Convergent validity assesses the extent to which indicators strongly correlate with the latent variable they measure. The results of Convergent Validity testing in this study are as follows:

Table 1. Outer Loadings

Indicator	Outer Loadings
X1	0.777
X2	0.722
X3	0.754
X4	0.707
X5	0.705
X6	0.786
X7	0.756
X8	0.772
X9	0.804
X10	0.703
Y1	0.767
Y2	0.746
Y3	0.782
Y4	0.768
Y5	0.772
Y6	0.743
Y7	0.714
Y8	0.740
Y9	0.724
Y10	0.749
Y11	0.732
Y12	0.765
Y13	0.770
Y14	0.758
Y15	0.741
Z1	0.753
Z2	0.816
Z3	0.736
Z4	0.783
Z5	0.760
Z6	0.790
Z7	0.787
Z8	0.780
Z9	0.801
Z10	0.815
Z11	0.839
Z12	0.823

Z13	0.806
Z14	0.783
Z15	0.824
Z16	0.747
Z17	0.769
Z18	0.794
Z19	0.799
Z20	0.807

The table above shows that the Loading Factor value for each indicator on the research variable is greater than 0.7. Therefore, it can be concluded that the instruments in this study are valid.

Discriminant Validity

Discriminant validity aims to ensure that a latent variable is clearly different from other latent variables. The results of Discriminant Validity testing in this study are as follows:

Table 2. Cross Loadings

Indicator	X	Y	Z
X1	0.777	0.466	0.649
X10	0.722	0.381	0.559
X2	0.754	0.355	0.593
X3	0.707	0.246	0.515
X4	0.705	0.384	0.577
X5	0.786	0.494	0.655
X6	0.756	0.332	0.576
X7	0.772	0.411	0.618
X8	0.804	0.454	0.707
X9	0.703	0.317	0.469
Y1	0.499	0.767	0.617
Y10	0.379	0.746	0.580
Y11	0.333	0.782	0.469
Y12	0.491	0.768	0.581
Y13	0.390	0.772	0.553
Y14	0.398	0.743	0.528
Y15	0.391	0.714	0.521
Y2	0.362	0.740	0.566
Y3	0.269	0.724	0.506
Y4	0.310	0.749	0.465
Y5	0.432	0.732	0.563

Y6	0.445	0.765	0.630
Y7	0.346	0.770	0.542
Y8	0.491	0.758	0.619
Y9	0.292	0.741	0.510
Z1	0.538	0.623	0.753
Z10	0.730	0.529	0.816
Z11	0.472	0.623	0.736
Z12	0.559	0.653	0.783
Z13	0.565	0.689	0.760
Z14	0.509	0.664	0.790
Z15	0.564	0.687	0.787
Z16	0.694	0.505	0.780
Z17	0.720	0.523	0.801
Z18	0.710	0.506	0.815
Z19	0.731	0.556	0.839
Z2	0.588	0.649	0.823
Z20	0.676	0.540	0.806
Z3	0.546	0.649	0.783
Z4	0.617	0.677	0.824
Z5	0.493	0.587	0.747
Z6	0.741	0.454	0.769
Z7	0.739	0.537	0.794
Z8	0.680	0.475	0.799
Z9	0.692	0.543	0.807

Reliability Test

A reliability test is a test to determine the extent to which a measurement instrument can provide consistent and stable results when used repeatedly under the same conditions. The results of the reliability test in this study are as follows:

Table 3. Reliability Test

Variable	Cronbach's alpha	Average variance extracted (AVE)
X	0.913	0.562
Y	0.945	0.565
Z	0.968	0.626

Based on the table above, the Cronbach's Alpha value for each variable is greater than 0.05. Therefore, the data in this study are reliable. In addition, the Average variance extracted (AVE) value for each variable is greater than 0.5. So, the data in this study are worth continuing to the inner model stage.

Inner Model

According to Ghazali (2020: 9), the Inner model describes the causal relationship between latent variables (variables that cannot be measured directly) in a model. The inner model is an overview of the relationship between latent variables in a study. The results of the Inner model test in this study are as follows:

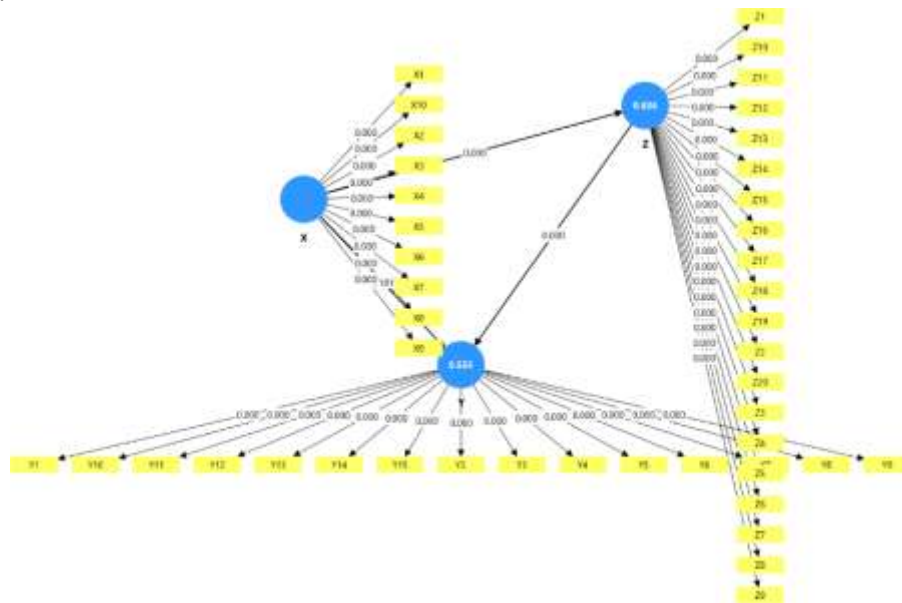


Figure 3. Inner Model

R Square

Table 4. R Square

Variable	R-square	R-square adjusted
Employee Performance (Y)	0.555	0.546
Organizational Citizenship Behavior (Z)	0.636	0.632

Based on the table above, the R-square value for the Employee Performance variable (Y) of 0.555 indicates that 55.5% of the variation in employee performance can be explained by the work environment and Organizational Citizenship Behavior (OCB) variables, while other factors outside the model influence the rest. The R-square value for the OCB variable (Z) of 0.636 means that the work environment can explain 63.6% of OCB variations. The

adjusted R-square value, close to the R-square value, indicates that the model used is quite good and stable in explaining the relationship between variables in this study.

F Square

Table 5. F Square

Variable	X	Y	Z
Work Environment (X)		0.027	1.745
Employee Performance (Y)			
Organizational Citizenship Behavior (Z)		0.634	

Based on Table 4.1.2 above, the f-square value shows the magnitude of the influence of each variable on other variables in the model. The f-square value of 1.745 indicates that the work environment (X) has a significant impact on Organizational Citizenship Behavior (Z) because the value is above 0.35, which, according to Cohen (1988), is categorized as a significant effect. Meanwhile, the impact of the work environment on employee performance (Y) of 0.027 is low or small because it is below 0.02-0.15. The f-square value of 0.634 shows that Organizational Citizenship Behavior (Z) greatly influences employee performance (Y). This strengthens the role of OCB as a significant mediating variable in the relationship between work environment and employee performance.

Hypothesis Testing

Direct Effect Test

Direct effect analysis tests the direct effect between exogenous and endogenous latent variables. The results of Direct Effect testing in this study are as follows:

Table 6 *Direct Effect Test*

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Y	-0.180	-0.173	0.134	1.339	0.181

X -> Z	0.797	0.802	0.037	21.399	0.000
Z -> Y	0.880	0.880	0.107	8.214	0.000

Based on the table above, it can be seen that the direct effect of the work environment (X) on employee performance (Y) has an original sample value of -0.180 with a p-value of 0.181, which means it is not significant because $p > 0.05$. This shows that the work environment does not substantially affect employee performance directly. This indicates that the work environment does not directly affect employee performance. In contrast, the direct impact of the work environment (X) on Organizational Citizenship Behavior (Z) shows an original sample value of 0.797 with a p-value of 0.000, which means that the work environment has a positive and significant effect on OCB. Furthermore, the direct impact of OCB (Z) on employee performance (Y) is also substantial, with an original sample value of 0.880 and a p-value of 0.000. These results indicate that OCB plays an essential role in improving employee performance and is the main pathway for the influence of the work environment on performance, strengthening the mediating role of OCB in this research model.

Indirect Effect Test

Indirect Effect analysis tests the indirect effect between exogenous and endogenous latent variables through mediating variables. The results of Indirect Effect testing in this study are as follows:

Table 7 *Indirect Effect Test*

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Z -> Y	0.702	0.704	0.082	8.554	0.000

Based on the table above, it is known that the original sample value on the path $X \rightarrow Z \rightarrow Y$ is 0.702 with a p-value of 0.000 and a t-statistic of 8.554, which means that the indirect effect between the work environment (X) on employee performance (Y) through Organizational Citizenship Behavior (OCB) is statistically significant because $p < 0.05$ and $t > 1.96$. This result shows that although the direct effect of the work environment on employee performance is not significant, through OCB, the effect becomes significant. Thus, OCB is proven

to act as a full mediation variable in the relationship between work environment and employee performance at PT Air Minum Giri Menang (Perseroda).

DISCUSSION

Effect of Work Environment on Employee Performance

Based on the results of the direct effect analysis, it is known that the effect of work environment on employee performance shows the original sample value of -0.180 with a p-value of 0.181. Because the $p\text{-value} > 0.05$, this effect is not statistically significant. This means that the work environment has no significant impact on improving employee performance at PT Air Minum Giri Menang (Perseroda). This result shows that although the work environment is essential, it does not necessarily improve performance if it is not accompanied by positive behavioural encouragement from individual employees. This finding is different from several previous studies, such as Rivai (2015) and Sedarmayanti (2017), which state that the work environment contributes to performance, but can be explained because other factors are more dominant in influencing performance, such as commitment, motivation, or voluntary work behaviour such as OCB.

Effect of Work Environment on Organizational Citizenship Behavior (OCB)

The test results show that the work environment positively and significantly affects Organizational Citizenship Behavior, with an original sample value of 0.797 and a p-value of 0.000 ($p < 0.05$). This means that the better the work environment perceived by employees, the higher their tendency to show OCB behaviour, such as helping colleagues, showing loyalty, and being actively involved in the organization. This result supports Organ's (1988) theory and Robbins & Judge's (2017) research, which states that a conducive work environment can encourage the growth of extra-role behaviour. In other words, an environment that is supportive, comfortable, and open to communication triggers the emergence of voluntary initiatives and contributions from employees outside of their formal duties.

The Effect of Work Environment on Employee Performance through OCB (Mediation)

Based on the indirect effect analysis results, the indirect effect path from work environment to employee performance through OCB shows an original sample value of 0.702 with a p-value of 0.000 and a t-statistic of 8.554, which means it is statistically significant. This result indicates that although the direct effect of the work environment on performance is not substantial, through OCB, the effect becomes important. This finding suggests that OCB is a full mediation variable in the relationship between work environment and employee performance. This strengthens the view that OCB behaviour is essential in improving performance, especially in public service organizations such as PT Air Minum Giri Menang (Perseroda). Employees in a good working environment tend to be more motivated to exhibit voluntary behaviours that ultimately positively impact their work performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion that has been carried out, the work environment does not have a significant direct effect on the performance of employees of PT Air Minum Giri Menang (Perseroda). However, the work environment positively and significantly impacts Organizational Citizenship Behavior (OCB), and OCB significantly impacts employee performance. In addition, the indirect impact of the work environment on performance through OCB proved substantial, so OCB acts as a full mediation variable. This shows that a good work environment will encourage the formation of voluntary work behaviour (OCB) in employees, and it is this behaviour that significantly drives performance improvement. Thus, organizations need to pay more attention to creating a work environment that supports and encourages the growth of OCB behaviour as a strategic effort to improve employee performance.

FURTHER STUDY

This research has several limitations that can be an opportunity for further study development. First, this research was only conducted on one object, PT Air Minum Giri Menang (Perseroda), so the results cannot be generalized to other BUMDs or organizations in different sectors. Secondly, the approach used is purely quantitative, which has not been able to explore subjective or contextual aspects in depth. Therefore, future studies are recommended to:

1. Use a mixed-methods approach to better understand the dynamics of the work environment, OCB, and employee performance.
2. Expanding the research object to various BUMDs in other regions or public sectors so that the research results can be tested for external validity.
3. To see more complex relationships, other variables such as transformational leadership, job satisfaction, or organizational culture can be added as mediating or moderating variables.

ACKNOWLEDGMENT

The authors would like to thank all those who have supported and contributed to implementing this research. Special thanks go to the management and employees of PT Air Minum Giri Menang (Perseroda), who have been willing to become respondents and provide the necessary data. The author is also grateful to the supervisor and colleagues who have provided input, encouragement, and enthusiasm while preparing this research. All the help and cooperation given is significant in completing this work.

REFERENCES

- Arum Purwaningtyas. (2023). *Peran organizational citizenship behavior (OCB) sebagai pemediasi hubungan kepemimpinan yang melayani dan pengembangan karir dengan kinerja pegawai (Studi pada Pegawai UPTD Puskesmas Blora)*. *Innovation, Theory & Practice Management Journal*, 2(2), 1-12. <https://doi.org/10.56444/jitpm.v2i2.979>

- Ayu, I., & Safrizal, H. B. A. (2023). Pengaruh lingkungan kerja dan komitmen organisasi pada kinerja pegawai dengan organizational citizenship behavior (OCB) sebagai pemediasi di Kantor Kecamatan Bangkalan. *Akuntabilitas: Jurnal Ilmiah Ilmu-Ilmu Ekonomi*, 15(1), 88–103. <https://doi.org/10.35457/akuntabilitas.v15i1.2860>
- Ayudia, W. M., & Suhartini. (2020). Organizational citizenship behavior dalam memoderasi pengaruh work life policies, pemberdayaan, dan training & development terhadap kinerja. *SAINS: Jurnal Manajemen dan Bisnis*, 12(2), 258–275. <https://doi.org/10.35590/jmb.v12i2.7131>
- Damayanthi, A. A. (2023). Pengaruh lingkungan kerja terhadap kinerja karyawan dengan organizational citizenship behavior (OCB) sebagai variabel mediasi. [Skripsi, Universitas Muhammadiyah Malang]. <https://etd.umm.ac.id/id/eprint/2848/>
- Kristiawan, D. (2022). Pengaruh lingkungan kerja, kompetensi, dan kompensasi terhadap kinerja karyawan dengan organizational citizenship behavior (OCB) sebagai variabel intervening di BNI Kantor Cabang Banyuwangi. [Tesis, Universitas Jember]. <https://repository.unej.ac.id/handle/123456789/108379>
- Karyawan, P., Diar, C. V., Wonosari, R., Syah, A., Asmara, M. E., Kirana, K. C., & Universitas Sarjanawiyata Tamansiswa. (2024). Organizational citizenship behavior. *Jurnal Ilmiah*, 9(5).
- Luthans, F. (2019). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill.
- Mangkunegara, A. A. A. P. (2015). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Maryati, T., & Fernando, A. (2018). Peran organizational citizenship behaviour (OCB) dalam memediasi pengaruh motivasi intrinsik dan kepuasan kerja terhadap kinerja karyawan pada PT. Cinemaxx Branch Lippo Plaza Yogyakarta. *JBTI: Jurnal Bisnis Teori dan Implementasi*, 9(2), 158–173. <https://doi.org/10.18196/bti.92107>
- Rahmatia, R., Nugraha, I. N., & Julaeaha, S. (2022). Pengaruh lingkungan kerja terhadap kinerja pegawai dengan organizational citizenship behavior pada Dinas Pendidikan Kebudayaan, Pemuda dan Olahraga Kabupaten Bima. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 5(3), 474–483. <https://doi.org/10.37481/sjr.v5i3.500>
- Rivai, V. (2015). *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik*. Rajawali Pers.

- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education Limited.
- Rizal, M., & Rahmawati, D. (2021). Kinerja pegawai dalam organisasi publik: Analisis faktor dan implikasinya. *Jurnal Ilmu Administrasi*, 18(2), 134–145.
- Sari, N. A., & Nurhidayat, I. (2020). Peran organizational citizenship behavior dalam memediasi pengaruh lingkungan kerja terhadap kinerja perawat. *Jurnal Manajemen dan Pelayanan Kesehatan*, 23(3), 135–142.
- Sedarmayanti. (2017). *Manajemen sumber daya manusia, reformasi birokrasi dan manajemen pegawai negeri sipil*. Refika Aditama.
- Subu, N. V. D., & Rokhman, N. (2023). Pengaruh lingkungan kerja dan komitmen organisasi terhadap kinerja karyawan Kopi NJongke dengan organizational citizenship behavior (OCB) sebagai variabel mediasi. *Cakrawangsa Bisnis: Jurnal Ilmiah*, 3(2), 249–264.
<http://journal.stimykpn.ac.id/index.php/cb/article/view/358>
- Sutrisno, E. (2016). *Manajemen sumber daya manusia*. Kencana.
- Wibowo. (2020). *Manajemen kinerja* (Revisi ke-5). Rajawali Pers.
- Wuryaningrum, R., & Wibowo, E. (2021). Pengaruh lingkungan kerja terhadap kinerja guru melalui mediasi organizational citizenship behavior (OCB). *Jurnal Pendidikan dan Manajemen*, 4(2), 87–95.
- Yuniarsih, T., & Suwatno. (2019). *Manajemen sumber daya manusia dalam organisasi publik dan bisnis*. Alfabeta.