

The Influence of Work Environment and Organizational Citizenship Behavior (OCB) on Employee Performance at the Department of Communication and Informatics of the Province of Bangka Belitung Islands

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Abstract

This research aims to examine the impact of the work environment and Organizational Citizenship Behavior (OCB) on employee performance within the Department of Communication and Informatics of the Bangka Belitung Islands Province. A quantitative research design with a descriptive-verification approach was applied, utilizing questionnaires, interviews, and observations as data collection methods among Department of Communication and Informatics of the Bangka Belitung Islands Province personnel. The findings reveal that the work environment has been enhanced through office space restructuring, additional cleaning facilities, and the introduction of digital filing systems and internal applications that support smoother communication and coordination across divisions. Regarding employee behavior, the level of discipline and responsibility is generally satisfactory due to the implementation of a digital attendance system, although a few employees still demonstrate inconsistency in punctuality and task completion. Moreover, physical conditions such as temperature and noise are found to influence both the psychological and physical aspects of employee productivity. Overall, improvements in the work environment and the reinforcement of Organizational Citizenship Behavior (OCB) principles positively contribute to employee motivation, enthusiasm, and performance. Hence, sustained initiatives to establish a supportive work atmosphere and nurture a culture of collaboration are crucial for achieving optimal and long-term employee performance.

INTRODUCTION

In the globalization era, human resources (HR) are considered the most vital asset of an organization because they function as planners, implementers, and controllers in achieving institutional objectives (Hasibuan & Bahri, 2018). Effective human resource management is a key determinant of organizational success, both in the private and public sectors. The Indonesian Law No. 20 of 2023 concerning State Civil Apparatus (ASN) underscores that civil servants are the main pillars of governmental institutions, emphasizing professionalism, integrity, and accountability. Furthermore, Law No. 13 of 2003 on Manpower and Government Regulation No. 30 of 2019 highlight the importance of fair, transparent, and accountable performance appraisal systems, which assess not only work outcomes but also behavioral aspects such as Organizational Citizenship Behavior (OCB).

Employee performance within the Department of Communication and Informatics of the Bangka Belitung Islands Province (Diskominfo Babel) is influenced by various factors, particularly the work environment and Organizational Citizenship Behavior (OCB). A supportive and

comfortable work environment contributes significantly to employee satisfaction and productivity. Meanwhile, Organizational Citizenship Behavior (OCB), which refers to employees' voluntary behaviors that go beyond formal job requirements, plays an essential role in fostering cooperation, coordination, and organizational efficiency (Organ, 2018). To strengthen human resource quality, the local government has implemented several regulations, such as Regional Regulation No. 4 of 2019 on Manpower Implementation and Regional Regulation No. 6 of 2022 concerning Electronic-Based Government Systems (SPBE), demonstrating a clear commitment to digital transformation and effective HR governance.

However, preliminary observations indicate a discrepancy between formal performance achievements and actual workplace conditions. Although Diskominfo Babel has received several national awards in communication and public information management, internal challenges persist. These include issues related to office cleanliness, limited workspace, weak interdepartmental communication, and underutilized internal information systems. Some employees also do not fully demonstrate Organizational Citizenship Behavior (OCB) traits, such as willingly assisting colleagues, taking initiative, or contributing beyond their assigned tasks (Rahmawati & Atika, 2016).

Performance data further reveal a gap between set targets and actual outcomes. While performance scores exceed the predetermined benchmarks, obstacles remain in workload distribution, digital infrastructure readiness, and training accessibility. These challenges have led to variations in public satisfaction levels with government services (Diskominfo Babel, 2024).

Based on these findings, both the work environment and Organizational Citizenship Behavior (OCB) play a crucial role in enhancing employee performance. A well-managed and conducive environment fosters comfort, motivation, and engagement, while strong Organizational Citizenship Behavior (OCB) values encourage collaboration, responsibility, and mutual support among employees. Therefore, this study aims to analyze the influence of the work environment and Organizational Citizenship Behavior (OCB) on employee performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. The research findings are expected to provide theoretical insights into employee behavior and organizational dynamics, as well as practical recommendations for improving human resource management in public institutions.

METHODS

This study employed a quantitative descriptive approach to examine the influence of the work environment and Organizational Citizenship Behavior (OCB) on employee performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. The quantitative method was chosen to test hypotheses using measurable data analyzed statistically to ensure objectivity (Arikunto, 2019). The research population consisted of 52 employees, and because the number was fewer than 100, a saturated sampling technique was applied, meaning that all employees were included as respondents (Arikunto, 2019).

The data used in this research consisted of primary and secondary sources. Primary data were collected through questionnaires distributed via Google Forms, while secondary data were obtained from institutional reports, academic references, and other relevant documents (Arikunto, 2019). The variables studied included the work environment, Organizational Citizenship Behavior (OCB), and employee performance. The work environment variable was based on Sedarmayanti (2011) dimensions of physical and non-physical factors. Organizational Citizenship Behavior

(OCB) was measured using Podsakoff et al (2018) with five key dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Employee performance was assessed using indicators from Mathis & Jackson (2002), which included work quantity, quality, time management, attendance, and teamwork. All variables were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

Data were gathered through the use of questionnaires, direct observations, and documentation techniques. The obtained information was then processed and analyzed using the Statistical Package for the Social Sciences (SPSS) version 31. The hypothesis testing process included both partial testing using the t-test and simultaneous testing using the F-test. In addition, the coefficient of determination (R^2) was applied to measure how much the independent variables contributed to variations in the dependent variable.

RESULTS AND DISCUSSION

Coefficient of Determination (R^2)

Table 1. Coefficient of Determination Test (r^2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,864 ^a	,746	,736	1,432

a. Predictors: (Constant), Organizational_Citizenship_Behavior, Work_Environment

b. Dependent Variable: Work_Environment

Source: Primary Data Processed in 2025

$$Kd = R^2 \times 100\%$$

$$Kd = 0,746 \times 100\%$$

$$Kd = 74,6\%$$

The results of the coefficient of determination test indicate that the regression model used in this study has a very strong explanatory power regarding the variation in employee performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. The correlation coefficient (R) value of 0.864 indicates a high linear relationship between the variables Work Environment and Organizational Citizenship Behavior (OCB) with Employee Performance. This value shows that both independent variables are closely related and can be used to predict changes in employee performance with a fairly high level of accuracy.

Furthermore, the coefficient of determination (R^2) value of 0.746 means that 74.6% of the variation in employee performance can be explained by the combined influence of Work Environment and Organizational Citizenship Behavior (OCB). In other words, these two factors together have a significant contribution in determining the level of employee performance, whether in terms of work efficiency, responsibility, or achievement of organizational goals. Thus, the better the work environment conditions and the higher the level of Organizational Citizenship Behavior (OCB) behavior demonstrated by employees, the higher the performance that can be achieved by the organization. The remaining 25.4% represents the variation not explained by this research model, which may be caused by other factors beyond the scope of this study, such as

individual motivation, leadership style, reward and compensation systems, and organizational culture. External factors such as government policies, additional workload, and technological changes may also indirectly affect employee performance levels.

In addition, the Adjusted R^2 value of 0.736 shows that after adjustment for the number of independent variables used, the actual influence of Work Environment and Organizational Citizenship Behavior (OCB) on Employee Performance remains high, at 73.6%. This finding reinforces that the regression model used not only possesses good statistical validity but is also capable of explaining the relationships among variables substantially. Therefore, these results emphasize that efforts to improve employee performance in government institutions should focus on creating a conducive work environment and strengthening organizational citizenship behavior, as both factors have been proven to contribute significantly to enhancing employee productivity and work effectiveness.

Multiple Linear Regression Test

Based on the results of the multiple regression analysis, the following equation model was obtained:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 5,891 + 0,399X_1 + 0,087X_2 + e$$

Table 2. Multiple Linear Regression Results
Coefficients^a

Model		Unstandardized Coefficients ^a		Standardized Coefficients ^a	t	Sig.	Collinearity Statistic	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,891	2,588		2,276	,027		
	Work_Environment	,399	,058	,638	6,864	,000	,599	1,668
	Organizational_Citizenship_Behavior	,087	,027	,305	3,281	,002	,599	1,668

a. Dependent Variable: Work_Environment

Source: Primary Data Processed in 2025

The results of the multiple linear regression analysis in this study show a positive and significant influence between Work Environment (X_1) and Organizational Citizenship Behavior (OCB) (X_2) on Employee Performance (Y) at the Department of Communication and Informatics of the Bangka Belitung Islands Province. Based on the calculation results, the regression equation obtained is $Y = 5,891 + 0,399X_1 + 0,087X_2 + e$. The constant value of 5.891 indicates that even if both independent variables are zero, employee performance remains at a positive level. This suggests that there are other factors outside the model that also influence performance, such as motivation, leadership style, or reward systems.

The regression coefficient for the Work Environment variable is 0.399 with a significance level of 0.000 (<0.05), indicating that the Work Environment has a positive and significant effect on Employee Performance. This means that every one-unit increase in the Work Environment variable will increase Employee Performance by 0.399 points. This result shows that the Work Environment makes a substantial contribution to improving performance, with a partial

determination coefficient of 15.9%. These findings confirm that aspects such as workspace comfort, adequate facilities, and a harmonious work atmosphere play an important role in enhancing employee productivity.

Meanwhile, the Organizational Citizenship Behavior (OCB) variable shows a regression coefficient of 0.087 with a significance level of 0.002 (<0.05), which also indicates a positive and significant influence on Employee Performance. Although the contribution of Organizational Citizenship Behavior (OCB) to performance is relatively small, at 0.76%, voluntary behaviors such as willingness to help colleagues, discipline, and responsibility still have a positive impact on work effectiveness and a conducive work atmosphere.

Overall, the regression results show that both independent variables have a positive and significant effect on Employee Performance, with the Work Environment contributing more dominantly than Organizational Citizenship Behavior (OCB). This indicates that improving the quality of the work environment is the main factor in driving better employee performance, while organizational citizenship behavior remains an important element that strengthens teamwork and commitment to organizational goals. Therefore, organizations should simultaneously enhance the quality of the work environment and foster a work culture that encourages Organizational Citizenship Behavior (OCB), so that employee performance can develop optimally and sustainably.

t-Test (Partial)

The results of the partial analysis (t-test) show that both independent variables, Work Environment (X_1) and Organizational Citizenship Behavior (OCB) (X_2), have a positive and significant influence on Employee Performance (Y) at the Department of Communication and Informatics of the Bangka Belitung Islands Province. This means that the better the work environment conditions and the higher the level of Organizational Citizenship Behavior (OCB) demonstrated by employees, the greater the improvement in their performance.

Table 3. t-Test Results (Partial Test)
Coefficients^a

Model		Unstandardized Coefficients ^a		Standardized Coefficients ^a	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,891	2,588		2,276	,027
	Work_Environment	,399	,058	,638	6,864	,000
	Organizational_Citizenship_Behavior	,087	,027	,305	3,281	,002

a. Dependent Variable: Work_Environment

Source: Primary Data Processed in 2025

The Influence of Work Environment (X_1) on Employee Performance (Y)

The analysis results show that the Work Environment (X_1) variable has a regression coefficient value of 0.399, with a t-count of 6.864, which is greater than the t-table value of 1.677, and a significance value of $0.000 < 0.05$. Based on these testing criteria, it can be concluded that the Work Environment has a positive and significant influence on Employee Performance. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

The positive regression coefficient of 0.399 indicates that every one-unit increase in the Work Environment variable will increase the Employee Performance score by 0.399 points, assuming other variables remain constant. This means that better work environment conditions such as workspace comfort, supporting facilities, safety, and interpersonal relationships will encourage improved employee performance.

The constant value of 5.891 also shows that when the Work Environment and Organizational Citizenship Behavior (OCB) variables are zero, the baseline value of Employee Performance remains positive, at 5.891, indicating that other factors outside the model also influence performance. This finding is consistent with the partial determination coefficient results, which show that the Work Environment contributes 15.9% to the variation in Employee Performance.

These results reinforce the view that the Work Environment is an important factor determining employee productivity and work effectiveness. A workplace that is comfortable, clean, organized, and supported by adequate facilities will create a conducive atmosphere that enhances work motivation. Conversely, a poorly managed work environment can cause stress, fatigue, and decreased performance. The condition at the Department of Communication and Informatics of the Bangka Belitung Islands Province reflects this, where most employees provided positive feedback regarding a supportive work environment, although challenges such as workspace cleanliness and limited digital facilities remain.

This finding aligns with the studies of Sihalohe & Siregar (2019) and Maretasari et al (2022), which state that the work environment positively affects employee performance improvement. A good work environment fosters comfort and enhances work motivation. However, this result differs from Widyaningrum & Rachman (2019), who found that the work environment may negatively affect performance if not managed effectively.

Therefore, it can be concluded that the Work Environment has a strong influence on Employee Performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. Improving the quality of both physical and non-physical aspects of the work environment is a key factor in efforts to enhance the sustainable performance of public servants.

The Influence of Organizational Citizenship Behavior (X_2) on Employee Performance (Y)

The test results show that the Organizational Citizenship Behavior (OCB) (X_2) variable has a regression coefficient value of 0.087, with a t-count of 3.281, which is greater than the t-table value of 1.677, and a significance value of $0.002 < 0.05$. Based on these results, it can be concluded that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance, thus the alternative hypothesis (H_2) is accepted.

The positive coefficient value of 0.087 indicates that every one-unit increase in Organizational Citizenship Behavior (OCB) will increase Employee Performance by 0.087 points.

Although its effect is relatively smaller compared to the Work Environment, this variable still plays an important role in supporting the achievement of optimal performance. Employees with a high level of Organizational Citizenship Behavior (OCB) tend to display voluntary behaviors beyond their formal responsibilities, such as helping colleagues without being asked, maintaining team harmony, and demonstrating loyalty to the organization.

These findings indicate that performance improvement does not only depend on the work environment but also on positive individual behaviors that stem from a sense of responsibility and commitment to the organization. In the Department of Communication and Informatics of the Bangka Belitung Islands Province, tangible forms of Organizational Citizenship Behavior (OCB) can be seen through active employee participation in public service digitalization activities, cross-department collaboration, and willingness to assist colleagues in completing tasks.

This result supports the studies of Waluyo (2020) and Hikmah & Susanta (2018), which state that Organizational Citizenship Behavior (OCB) contributes to performance improvement by creating a positive and collaborative work climate. Furthermore, this research aligns with the findings of Maretasari et al (2022), which explain that Organizational Citizenship Behavior (OCB) can strengthen intrinsic motivation and enhance work productivity. However, this result is not fully consistent with (Widyaningrum & Rachman, 2019), who argue that the effect of Organizational Citizenship Behavior (OCB) on performance may vary depending on individual characteristics and organizational culture.

Therefore, it can be concluded that Organizational Citizenship Behavior (OCB) makes a significant contribution to improving employee performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. Hence, it is important for the organization to continuously encourage Organizational Citizenship Behavior (OCB) by strengthening a collaborative work culture, recognizing individual initiatives, and developing employee competencies so that this positive behavior can continue to grow sustainably.

F-Test (Simultaneous Test)

Substantively, these findings indicate that the combination of a conducive work environment and a high level of Organizational Citizenship Behavior (OCB) can collectively drive improvements in employee performance. A comfortable and well-organized work environment helps create a positive workplace atmosphere, while Organizational Citizenship Behavior (OCB) behaviors strengthen teamwork, concern for others, and initiative among employees. The synergy between these two factors produces a collective effect that enhances productivity, responsibility, and employee dedication to their duties and public service.

Tabel 3. F-Test Results (Simultaneous Test)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	295,574	2	147,787	72,067	,000 ^b
	Residual	100,484	49	2,051		
	Total	396,058	51			

a. Dependent Variable: Work_Environment

b. Predictors: (Constant), Organizational_Citizenship_Behavior, Work_Environment

Source: Primary Data Processed in 2025

Based on the results of the simultaneous test presented in Table 3, the F-count value obtained was 72.067, which is greater than the F-table value of 3.18, with a significance level of $0.000 < 0.05$. This result indicates that the regression model involving the variables Work Environment (X_1) and Organizational Citizenship Behavior (OCB) (X_2) simultaneously has a significant effect on Employee Performance (Y) at the Department of Communication and Informatics of the Bangka Belitung Islands Province. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating that the regression model used is valid and reliable.

In the context of Diskominfo Babel, this simultaneous influence is evident through the implementation of the Electronic-Based Government System (SPBE), which requires adaptation to a digital work environment and a collaborative culture. Adequate work facilities and employees' voluntary behaviors in supporting the digitalization of public services serve as the main drivers for organizational performance improvement. This demonstrates that the success of employee performance is influenced not only by structural factors but also by voluntary work behavior dimensions.

These findings are consistent with the studies of Maretasari et al (2022) and Waluyo (2020), which state that a good work environment and strong Organizational Citizenship Behavior (OCB) can enhance employee efficiency and productivity. The results also reinforce the perspective of Hikmah & Susanta (2018) that Organizational Citizenship Behavior (OCB) can strengthen social relationships in the workplace when supported by favorable working conditions. However, this study differs from Widyaningrum & Rachman (2019), which emphasized that the strength of the combined effect of the two variables depends on organizational characteristics and leadership style.

Therefore, it can be concluded that simultaneously, Work Environment and Organizational Citizenship Behavior (OCB) have a positive and significant effect on Employee Performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. These two variables complement each other in forming a collaborative, productive work culture that is oriented toward high-quality public service. This study also contributes new insights by showing that in the context of government digital transformation, the synergy between an adaptive work environment and strong Organizational Citizenship Behavior (OCB) is a key factor in sustainably improving employee performance.

CONCLUSION

The findings of this study demonstrate that both the work environment and Organizational Citizenship Behavior (OCB) have a significant and positive impact on employee performance at the Department of Communication and Informatics of the Bangka Belitung Islands Province. A well-organized and supportive work environment plays a crucial role in enhancing employee motivation, concentration, and overall productivity. When employees work in comfortable and safe conditions, they tend to perform tasks more effectively and with greater enthusiasm, which contributes to improved institutional outcomes. Furthermore, Organizational Citizenship Behavior (OCB) was found to be an essential behavioral factor influencing performance. Employees who voluntarily assist their colleagues, maintain discipline, and show strong commitment and initiative toward organizational goals tend to achieve higher performance

levels. This voluntary behavior fosters teamwork, strengthens interpersonal relationships, and builds a collaborative work culture that benefits the entire organization.

In addition, the simultaneous analysis confirmed that the combination of a conducive work environment and strong Organizational Citizenship Behavior (OCB) values produces a synergistic effect that enhances motivation, engagement, and performance across all levels of the organization. The regression model used in this research explained approximately 68.2% of the variation in employee performance, indicating that most changes in performance can be attributed to the quality of the work environment and the level of Organizational Citizenship Behavior (OCB) demonstrated by employees. The remaining variation may be related to other organizational factors such as leadership style, motivation systems, and reward mechanisms. Overall, this study concludes that improving employee performance within public institutions requires two main strategic efforts: creating a physically and psychologically supportive work environment and fostering a strong culture of Organizational Citizenship Behavior (OCB). These elements not only improve individual performance but also enhance teamwork, service quality, and long-term organizational sustainability. The results highlight the importance of continuous development initiatives and participatory leadership practices to strengthen employee engagement and achieve optimal performance outcomes.

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