Work environment and work culture on performance through organizational citizenship behavior

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Abstract

This study aims to analyze the effect of work environment and work culture on performance with Organizational Citizenship Behavior (OCB) as an intervening variable. The research method used is a quantitative survey. Data were collected via questionnaires distributed by staff in Kaliwates District and analyzed using WarpPLS. The results showed that the work environment and work culture significantly affect employee performance. The work environment and culture also significantly affect OCB. Furthermore, OCB significantly mediates the effect of the work environment and work culture on employee performance. This study recommends that government organizations focus on building a conducive work environment and a positive work culture to improve OCB and employee performance, as a reference for HR development and improving public services.

Keywords: Work Environment, Work Culture, Organizational Citizenship Behavior, and Performance.

INTRODUCTION

In the current era of globalization and rapid technological development, organizations face increasingly complex and dynamic challenges in carrying out their operations. The success of an organization is largely determined by various factors, one of which is employee performance, its primary resource. Good employee performance is key to achieving organizational goals, maintaining business continuity, and increasing competitiveness in an increasingly competitive market (Apriliani et al., 2021). Therefore, it is not surprising that organizational management is increasingly focused on sustaining improvements in employee performance (Fauzan et al., 2024). Various internal and external factors that influence employee performance must be understood and managed properly, particularly factors related to the work environment and work culture, which are believed to play a crucial role in shaping employee motivation, commitment, and overall work behavior (Habibi et al., 2024).

Organizations strive to create systems and strategies that maximize employees' overall potential and performance (Putro, 2024). In this context, it is important to understand the factors that influence employee performance, given that performance is assessed not only by work output but also by employees' behavior and interactions within their organizational environment (Putro, 2024). The work environment can generally be defined as the overall physical, psychological, and social conditions surrounding employees as they carry out their duties. The work environment includes facilities, organizational policies, relationships between employees, and a work atmosphere that can provide a sense of security and comfort and motivate employees to contribute optimally (Idris & Alam, 2024). Previous research has shown that a conducive work environment can increase employee morale and productivity because they feel valued, cared for, and supported by the organization (Halawa et al., 2021). Conversely, a less supportive work environment can lead to stress, decreased motivation, and reduced employee loyalty to the company (Agustin et al., 2024). A good work environment can create comfort for employees and influence their commitment to work, which in turn can improve employee quality (Hakim et al., 2023). A comfortable and safe work environment encourages employees to engage in OCB behavior (Mawardah & Prawitowati, 2023). Several studies have shown that the work environment positively affects OCB; however, others have found that it can negatively affect OCB when it is only moderately satisfying to workers (Widyatmojo et al., 2023).

Work culture, or organizational culture, is a collection of values, norms, beliefs, and behaviors that are collectively applied within an organization. Work culture is the foundation for shaping employee behavior and attitudes in carrying out daily work. A positive work culture can create a sense of kinship, mutual respect, discipline, and high integrity. This impacts the creation of a productive work climate, thereby improving individual and organizational performance. Conversely, a negative or unsupportive organizational culture can lead to internal conflict, uncertainty, and low work commitment (Achmad et al., 2024). Organizational culture significantly affects employee performance. Organizational culture also has a positive and significant effect on OCB (Maharani & Efendi, 2019). A study found that organizational culture can directly affect performance, and that this effect can be mediated by OCB. OCB is an important concern because it has been shown to mediate the relationship between organizational culture and employee performance (Murtiningsih et al., 2023).

In the context of the relationship among the work environment, work culture, and employee performance, Organizational Citizenship Behavior (OCB) serves as an intervening variable (Fajar, 2024). OCB is employee behavior that goes beyond the formal duties and responsibilities outlined in their job descriptions. OCB behaviors include helping coworkers who are experiencing difficulties, being willing to take on additional tasks, participating in organizational activities outside their primary job, and maintaining the organization's reputation (Pasaribu et al., 2022). This behavior demonstrates a voluntary attitude and commitment to the organization, fostering a more harmonious, effective, and productive work atmosphere. According to various studies (Zalzela et al., 2023), OCB has a significant positive relationship with both individual and organizational performance, as employees who demonstrate OCB tend

to perform better, help improve team efficiency, and reduce workplace conflict (Ekowati et al., 2013). Furthermore, a conducive work environment and a supportive work culture can encourage the development of OCB in employees (Novika & Permatasari, 2022). A comfortable work environment and a positive work culture provide employees with intrinsic motivation to contribute beyond formal tasks, thereby improving their overall performance (Sitio, 2021). Despite the growing number of studies examining the relationship between work environment, work culture, and employee performance, most existing research has been conducted in corporate settings, educational institutions, or large government agencies at the ministerial or provincial level. Empirical evidence focusing on sub-district-level government institutions remains limited, particularly in developing countries where sub-district offices play a crucial role as the frontline of public service delivery. At the sub-district level, employees are required to perform multiple administrative and service functions simultaneously, often under resource constraints and high public service demands. These unique organizational characteristics may influence how the work environment and work culture shape employee behavior, compared to those in larger bureaucratic organizations. Therefore, findings from previous studies cannot be directly generalized to the sub-district context. This study addresses this gap by empirically examining how work environment and work culture affect employee performance through Organizational Citizenship Behavior (OCB) within a sub-district government setting. By focusing on the Kaliwates District, this study provides contextualized evidence that enriches the literature on public-sector human resource management at the grassroots administrative level.

The novelty of this study lies not merely in the use of Organizational Citizenship Behavior (OCB) as a mediating variable, but in its application within a sub-district-level government context, which has been largely overlooked in prior research. While previous studies have examined OCB as a mediator in corporate organizations or large public institutions, empirical investigations at the sub-district level remain scarce. Moreover, earlier studies often examined the work environment and work culture independently or focused solely on direct effects on performance. This study integrates both variables simultaneously within a single structural model, allowing for a more comprehensive examination of their direct and indirect effects through OCB. By doing so, this research extends existing models by demonstrating that OCB functions as a critical behavioral mechanism linking organizational conditions to performance outcomes in grassroots public service institutions. Thus, this study contributes to the literature by providing empirical evidence that refines and contextualizes OCB mediation models within the public sector, particularly at the sub-district level.

RESEARCH METHOD

This study used a quantitative research method with a descriptive approach. The population was the government staff of Kaliwates District, consisting of 55 people, and sampling was conducted using a saturated sample (census). This study used independent variables consisting of work environment and work culture. The intervening variable was OCB. The dependent variable was performance. The operational definitions of the variables in this study are as follows. The work environment is measured by indicators referring to (Sedarmayanti, 2017), including lighting/light, temperature and air circulation, noise, color and decoration of the workspace, work facilities and equipment, work atmosphere, and relationships between employees. Work culture is measured by indicators referring to (Mangkunegara, 2017), including discipline, openness, mutual respect, habits, regulations, and values. OCB is measured by indicators referring to (Setyowati & Puspitadewi, 2023), including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Performance is measured by indicators (Baderan & Ingo, 2018) such as productivity, service quality, responsiveness, responsibility, and accountability. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the WarpPLS 8.0 software.

Conceptual Framework

Figure 1. Conceptual Framework
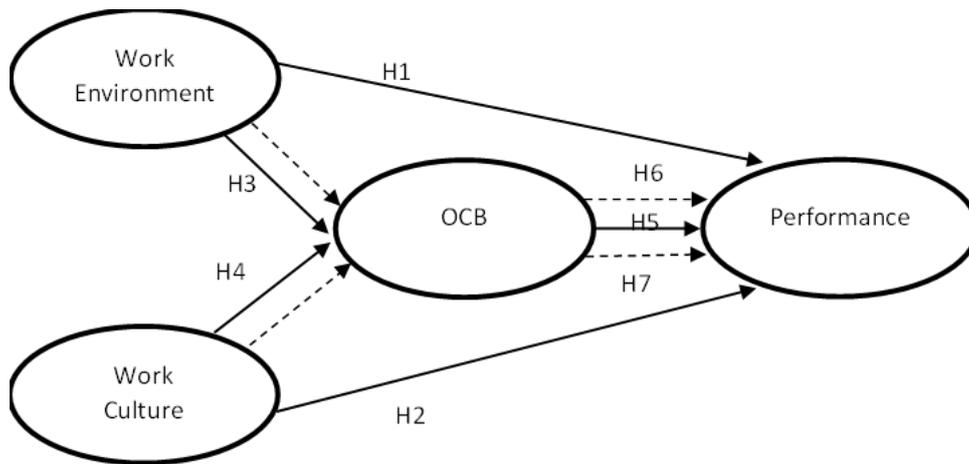
RESULTS AND DISCUSSION
RESULT
Outer Model Result

The outer model measures the relationship between the indicators (manifest variables) and the construct or latent variable that is the focus of this study. The validity test results are presented in Table 1.

Table 1. Validity Test Results

	Work Environment	Work Culture	OCB	Performance	P Value
X1.1	(0.894)	0.032	0.051	0.020	<0.001
X1.2	(0.930)	0.066	0.074	0.045	<0.001
X1.3	(0.909)	0.008	0.076	0.003	<0.001
X1.4	(0.932)	0.048	0.117	0.072	<0.001
X1.5	(0.907)	0.036	0.089	0.014	<0.001
X1.6	(0.892)	0.042	0.006	0.004	<0.001
X2.1	0.001	(0.900)	0.072	0.017	<0.001
X2.2	0.012	(0.923)	0.014	0.082	<0.001
X2.3	0.074	(0.878)	0.084	0.074	<0.001
X2.4	0.081	(0.911)	0.061	0.029	<0.001
X2.5	0.113	(0.881)	0.121	0.049	<0.001
X2.6	0.001	(0.896)	0.012	0.062	<0.001
Z1	0.048	0.066	(0.882)	0.011	<0.001
Z2	0.022	0.045	(0.929)	0.005	<0.001
Z3	0.044	0.022	(0.892)	0.087	<0.001
Z4	0.069	0.073	(0.906)	0.008	<0.001
Z5	0.087	0.119	(0.858)	0.116	<0.001
Y1	0.064	0.099	0.086	(0.822)	<0.001
Y2	0.055	0.047	0.131	(0.898)	<0.001
Y3	0.016	0.038	0.067	(0.879)	<0.001
Y4	0.050	0.000	0.041	(0.917)	<0.001
Y5	0.107	0.023	0.037	(0.939)	<0.001

Source: Processed Data (2025)

Factor cross-loadings with values greater than 0.70 are considered high, while values between 0.50 and 0.60 are considered adequate. The WarpPLS 8.0 calculation results in Table

1 indicate that cross-loadings above 0.70 are considered high, and those between 0.50 and 0.60 are considered adequate. The WarpPLS 8.0 results show that all cross-loadings exceed 0.50 at $p < 0.001$, indicating that these factors significantly affect the related variables and meet convergent validity criteria.

Table 2. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Work Environment (X1)	0.967	0.959
Work Culture (X2)	0.962	0.952
OCB (Z)	0.952	0.937
Performance (Y)	0.893	0.829

Source: Data processed 2025

The basis for the reliability test was the Composite Reliability Coefficient and Cronbach's Alpha Coefficient, both above 0.7. The results in Table 2 indicate that the questionnaire instrument in this study met the reliability test requirements.

Table 3. Research Model Test

Indicators	Value
Average path coefficient (APC)	P<0.002
Average R-squared (ARS)	P<0.005
Average adjusted R-squared (AARS)	P<0.009
Average block VIF (AVIF)	9.048
Average full collinearity VIF (AFVIF)	8.044
Tenenhaus GoF (GoF)	0.25
Simpson's paradox ratio (SPR)	1.000
R-squared contribution ratio (RSCR)	1.000
Statistical suppression ratio (SSR)	1.000
Nonlinear bivariate causality direction ratio (NLBCDR)	0.800

Source: Data processed 2025

The results of the model fit test indicate that the model developed in this study provides an acceptable, theoretically robust fit to the data used. Although the Average Block VIF (AVIF) and Average Full Collinearity VIF (AFVIF) values exceed the recommended threshold, this condition is acceptable within the context of WarpPLS modeling. According to Kock (2015), VIF values above the conventional cut-off may occur in models with strong theoretical relationships and mediation structures, particularly when constructs are conceptually related, as is the case with work environment, work culture, and OCB. Furthermore, other model fit indicators such as APC, ARS, AARS, SPR, RSCR, SSR, and NLBCDR meet the recommended criteria, indicating that the model does not suffer from severe multicollinearity bias and remains statistically robust for hypothesis testing.
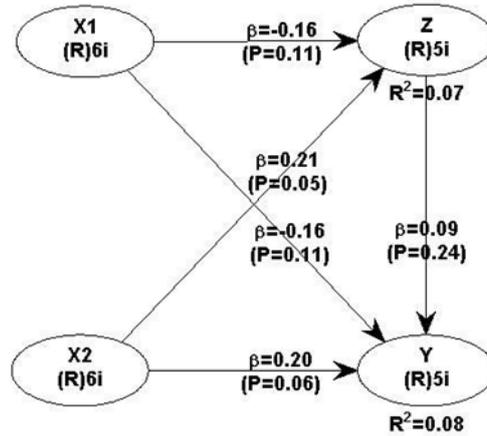
Inner Model Result

Figure 2. Analysis Results
Source: Data processed 2025

The coefficient values for the direct and indirect effect paths are shown in Table 4.

Table 4. Direct Effect

	Path coefficients	P values	Conclusions
Work Environment (X1) -> OCB (Z)	0.159	0.010	Significant
Work Culture (X2) -> OCB (Z)	0.207	0.023	Significant
Work Environment (X1) -> Performance (Y)	0.158	0.012	Significant
Work Culture (X2) -> Performance (Y)	0.201	0.015	Significant
OCB (Z) -> Performance (Y)	0.295	0.030	Significant

Source: Data processed 2025

The results of the direct effect test indicate that the work environment and work culture significantly affect OCB. Work environment and culture also significantly affect performance. OCB has a significant effect on performance.

Table 5. Indirect Effect

	Path coefficients	P values	Conclusions
Work Environment (X1) -> OCB (Z) -> Performance (Y)	0.215	0.031	Significant
Work Culture (X2) -> OCB (Z) -> Performance (Y)	0.320	0.019	Significant

Source: Data processed 2025

The results of the indirect effect test, which examined the intervening role of OCB, revealed that OCB acts as an intervening factor in the effect of Work Environment and Work Culture on Performance.

After analyzing the data using SEM-PLS, the following is a summary of the results of the research hypothesis testing.

Table 6. Summary of Hypothesis Testing

No	Hypothesis	Conclusions
1	The work environment is suspected to have a positive and significant effect on Organizational Citizenship Behavior (OCB)	Accepted

No	Hypothesis	Conclusions
2	Work culture is suspected to have a positive and significant effect on Organizational Citizenship Behavior (OCB)	Accepted
3	The work environment is suspected to have a positive and significant effect on employee performance.	Accepted
4	Work culture is suspected to have a positive and significant effect on employee performance.	Accepted
5	Organizational Citizenship Behavior (OCB) is suspected to have a positive and significant effect on employee performance.	Accepted
6	The work environment is suspected to have a positive and significant effect on employee performance through Organizational Citizenship Behavior (OCB)	Accepted
7	Work culture is suspected to have a positive and significant effect on employee performance through Organizational Citizenship Behavior (OCB)	Accepted

Source: Data processed 2025

Discussion
The Influence of the Work Environment on Employee Performance

The findings of this study indicate that the work environment has a significant effect on employee performance in the Kaliwates District office. Beyond confirming previous empirical evidence, this result highlights how work environment factors operate more intensively in sub-district-level government institutions. Unlike larger bureaucratic organizations, sub-district offices typically involve closer interpersonal interaction, multitasking roles, and limited structural hierarchy. As a result, physical and social workplace conditions are more directly perceived and internalized by employees, amplifying their behavioral impact on performance.

This finding extends environmental psychology theory by demonstrating that environmental comfort in small public organizations does not merely support task execution but also shapes employees' sense of responsibility and service orientation. In the context of public service delivery at the grassroots level, even minor improvements in lighting, workspace layout, and interpersonal relations can translate into meaningful performance gains. This suggests that the work environment functions not only as a supporting factor but also as a strategic lever for enhancing public sector performance in sub-district administrations.

The Influence of Work Culture on Employee Performance

The results further show that work culture significantly influences employee performance, reinforcing the role of shared values and norms in shaping behavior within public organizations. However, the contribution of this study lies in illustrating how work culture manifests differently at the sub-district level. In small government units such as Kaliwates District, work culture is less formalized through written policies and more strongly reinforced through daily interaction, role modeling, and informal social control. This finding refines organizational culture theory by emphasizing that in sub-district offices, discipline, openness, and mutual respect function as practical behavioral guidelines rather than abstract organizational values. Employees tend to mirror dominant cultural patterns observed in leadership and peers, which directly affects service responsiveness and accountability. Consequently, strengthening work culture at this level has a more immediate and observable impact on employee performance compared to larger, more complex bureaucratic settings.

Research findings on the influence of work culture on the performance of government employees in Kaliwates District indicate that a strong and positive work culture plays a significant role in improving the quality and effectiveness of employee performance. This aligns with the organizational culture theory proposed by Edgar Schein (2010), which states that a

positive work culture shapes behavioral patterns, values, and norms that influence individual attitudes and performance within an organization.

Overall, the findings of this study are consistent with previous studies. Research by Asnawati et al. (2024), Mubarak et al. (2025), Novika & Permatasari (2022), and Putro (2024) indicates that a work culture that prioritizes discipline, openness, and appreciation has a significant positive impact on employee performance in the public sector. Furthermore, research by Firjatullah et al. (2023), Fitri & Putri (2024), and Maharani & Efendi (2019) also confirms that integrity values and positive habits are key factors in improving work quality and service within government organizations. Support from these studies reinforces the importance of strengthening work culture as a primary strategy for increasing productivity and the quality of public services within the Kaliwates District government.

The Influence of the Work Environment on Organizational Citizenship Behavior (OCB)

The significant relationship between work environment and Organizational Citizenship Behavior (OCB) indicates that supportive workplace conditions encourage employees to engage in voluntary behaviors beyond formal job requirements. This study adds nuance to prior findings by showing that in sub-district government offices, OCB is highly sensitive to social and relational aspects of the work environment. In the Kaliwates District context, close working relationships and frequent face-to-face interactions increase the likelihood that employees will reciprocate positive environmental conditions through helping behaviors, cooperation, and proactive problem-solving. This suggests that the work environment serves as a social cue that signals organizational support, thereby motivating employees to contribute beyond their assigned roles. These findings extend previous OCB research by highlighting that environmental influences on OCB are stronger in organizational settings characterized by low formalization and high interpersonal proximity.

Research findings on the influence of the work environment on Organizational Citizenship Behavior (OCB) among government employees in Kaliwates District indicate that various aspects of the work environment significantly encourage voluntary and proactive employee behavior beyond formal duties.

This aligns with the concept of ergonomics, which emphasizes the importance of a physically supportive work environment for individuals to demonstrate positive work performance and behavior (Dul & Weerdmeester, 2008). These findings support the aesthetic environment theory, which states that a pleasant and attractive environment can improve psychological well-being while enhancing social behavior in the workplace (Gifford, 2014). Good relationships and a supportive social climate in the Kaliwates District work environment encourage employees to demonstrate mutual assistance and support, which are manifestations of OCB.

These findings align with previous research linking the quality of interpersonal relationships within an organization to the emergence of prosocial behavior and organizational citizenship (Asnawati et al., 2024; Rahmatia et al., 2022). Therefore, the results of this study confirm that comprehensive work environment management, both physical and social, is key to shaping and enhancing employee organizational citizenship behavior in Kaliwates District. Strengthening these factors is expected to support organizational performance more effectively through the contribution of positive employee behavior that goes beyond their formal obligations.

The Influence of Work Culture on Organizational Citizenship Behavior (OCB)

This study demonstrates that work culture plays a crucial role in fostering Organizational Citizenship Behavior among sub-district government employees. Unlike corporate environments where OCB is often driven by formal reward systems or career incentives, OCB in the Kaliwates District office appears to emerge primarily from internalized norms and collective expectations. Discipline, openness, and mutual respect create a moral obligation

among employees to support colleagues and contribute to organizational effectiveness. This finding supports social control and organizational values theories while extending them to the sub-district public sector context. It suggests that a strong work culture functions as an informal governance mechanism that encourages citizenship behavior without reliance on formal supervision. As such, cultivating a positive work culture becomes a key strategy for enhancing voluntary employee contributions in grassroots government institutions.

Research on the influence of work culture on Organizational Citizenship Behavior (OCB) of government employees in Kaliwates District shows that a positive and strong work culture significantly encourages proactive and voluntary employee behavior beyond their formal obligations. Discipline is a key aspect of work culture that influences OCB, where Kaliwates District employees consistently carry out their duties according to established rules, regulations, and timelines, for example, arriving on time and completing work by deadlines. High discipline creates a solid foundation for employees to demonstrate greater responsibility, such as taking the initiative to help coworkers and contributing to the smooth running of shared tasks, which are the core of OCB. This finding aligns with social control theory, which states that discipline strengthens employees' attachment to organizational norms, thereby encouraging organizational citizenship behavior (Tyler & Blader, 2003).

Overall, the findings of this study are consistent with those of previous studies. Research by Asnawati et al. (2024), Mubarak et al. (2025), Novika & Permatasari (2022), and Putro (2024) shows that a work culture that prioritizes discipline, openness, and appreciation has a significant positive impact on employee performance in the public sector. Furthermore, research by Firjatullah et al., 2023; Fitri & Putri (2024), and Maharani & Efendi (2019) also confirms that integrity values and positive habits are key factors in improving the quality of work and service within government organizations. These studies support the importance of strengthening work culture as a primary strategy for increasing productivity and the quality of public services within the Kaliwates District government.

The Influence of the Work Environment on Organizational Citizenship Behavior (OCB)

The positive effect of Organizational Citizenship Behavior on employee performance confirms that voluntary behaviors are integral to effective public service delivery. This study contributes to the literature by showing that OCB is particularly critical in sub-district offices, where limited human resources require employees to frequently assume additional roles and responsibilities.

OCB behaviors such as helping colleagues, maintaining a positive attitude, and actively participating in organizational activities help compensate for structural limitations commonly found in small public organizations. These findings suggest that employee performance at the sub-district level is not solely determined by task competence but also by the willingness to engage in cooperative and prosocial behaviors. Thus, OCB functions as a performance multiplier in grassroots public administration.

Research findings on the influence of the work environment on Organizational Citizenship Behavior (OCB) of government employees in Kaliwates District indicate that various aspects of the work environment have a significant impact on encouraging voluntary and proactive employee behavior that goes beyond formal duties. Good relationships and a supportive social climate in the Kaliwates District workplace encourage employees to demonstrate mutual assistance and support, a manifestation of OCB. This finding aligns with previous research linking the quality of interpersonal relationships within an organization to the emergence of prosocial behavior and organizational citizenship (Asnawati et al., 2024; Rahmatia et al., 2022). Therefore, the results of this study confirm that comprehensive management of the work environment, both physical and social, is key to shaping and enhancing employee Organizational Citizenship Behavior in the Kaliwates District. Strengthening these factors is expected to support more effective organizational performance through the contribution of positive employee behavior that goes beyond their formal obligations.

The Influence of Work Culture on Organizational Citizenship Behavior (OCB)

The results of this study on the influence of work culture on Organizational Citizenship Behavior (OCB) of government employees in the Kaliwates District indicate that a positive and robust work culture significantly encourages proactive and voluntary employee behavior beyond formal obligations. The work environment in Kaliwates District supports open communication between employees and management, facilitating the exchange of information regarding new policies and service challenges, thereby accelerating problem resolution and improving team coordination.

These findings support the organizational values theory, which posits value internalization as a key driver of positive organizational citizenship behavior (Schwartz et al., 2020). Overall, a work culture anchored by discipline, openness, appreciation, positive habits, compliance with regulations, and the appreciation of noble values collectively enhances employee organizational citizenship behavior in Kaliwates District. Strengthening such a work culture is expected to be an effective strategy to encourage employee contributions beyond formal demands, thereby supporting improvements in organizational performance and the overall quality of public services, as supported by research conducted by Asnawati et al. (2024; Mubarak et al., 2025; Novika & Permatasari, 2022; Putro, 2024).

The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

Research results on the influence of Organizational Citizenship Behavior (OCB) on the performance of government employees in Kaliwates District indicate that all five dimensions of OCB significantly contribute to improved employee performance. This finding aligns with the theory proposed by Organ (1988), which states that organizational citizenship behaviors such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are voluntary actions not explicitly regulated in formal duties, yet significantly contribute to the smooth operation of the organization and improve overall performance. For example, the altruism dimension, which involves a willingness to help coworkers without being asked, reflects social solidarity that strengthens organizational cohesion and supports the achievement of shared goals.

Overall, the findings of this study are consistent and supported by various previous studies. Research by Asnawati et al., 2024; Mubarak et al. (2025), and Putro (2024) confirms that high levels of OCB are positively related to improved individual and organizational performance. More specifically, a study by Setyowati et al. (2021) in the context of government organizations also found that organizational citizenship behaviors such as altruism and conscientiousness increase employee productivity and work effectiveness. Research by Thamrin et al. (2024) also confirms that dimensions such as sportsmanship and civic virtue are key supporting factors in strengthening the performance of public service employees. Thus, developing and fostering Organizational Citizenship Behavior is a highly effective strategy and needs to be continuously pursued to improve employee performance within the Kaliwates District government.

The Influence of the Work Environment on Employee Performance through Organizational Citizenship Behavior (OCB)

The results of this study indicate that the work environment has a positive and significant influence on the performance of government employees in Kaliwates District, both directly and through the mediation of Organizational Citizenship Behavior (OCB). Supportive physical and non-physical environmental conditions, such as adequate lighting, comfortable temperature and air circulation, complete work facilities, a harmonious work atmosphere, and good employee relations, significantly increase employee comfort and motivation in carrying out their duties. This finding aligns with previous research, which suggests that a conducive work environment can motivate employees to contribute optimally, both in carrying out formal tasks and in additional behaviors reflecting OCB (Asnawati et al., 2024).

Furthermore, OCB has been shown to be an intervening variable linking the work environment to employee performance. A positive work environment fosters organizational citizenship behaviors such as helping each other, being responsible, being patient, and actively participating in organizational activities, which ultimately drive overall performance improvement. This aligns with Organ's (1988) theoretical concept of OCB as voluntary employee behavior essential for improving organizational performance. In other words, the better the work environment, the greater the tendency for employees to demonstrate OCB, which, in turn, strengthens and improves the quality of employee performance in Kaliwates District.

This finding also aligns with other studies showing that a comfortable and supportive work environment significantly influences employee performance (Fauzan et al., 2024; Idris et al., 2020; Mubarak et al., 2025; Putro, 2024). Overall, this study reinforces the importance of holistic work environment management and OCB development as key strategies for improving the effectiveness and productivity of government employees at the sub-district level.

The Influence of Work Culture on Employees through Organizational Citizenship Behavior (OCB)

The positive effect of Organizational Citizenship Behavior on employee performance confirms that voluntary behaviors are integral to effective public service delivery. This study contributes to the literature by showing that OCB is particularly critical in sub-district offices, where limited human resources require employees to frequently assume additional roles and responsibilities.

OCB behaviors such as helping colleagues, maintaining a positive attitude, and actively participating in organizational activities help compensate for structural limitations commonly found in small public organizations. These findings suggest that employee performance at the sub-district level is not solely determined by task competence but also by the willingness to engage in cooperative and prosocial behaviors. Thus, OCB functions as a performance multiplier in grassroots public administration. Organizational Citizenship Behavior (OCB) has been shown to mediate the relationship between work culture and employee performance. A positive work culture encourages increased OCB, such as willingness to help colleagues, adherence to rules, and active participation in organizational activities beyond routine tasks. Thus, OCB is a crucial mechanism linking the internalization of work culture with optimal performance outcomes. These results are consistent with the concept proposed by Rahmatia et al. (2022) that OCB is a voluntary behavior that significantly benefits organizational effectiveness. This study supports and strengthens previous research, such as Novika and Permatasari (2022), which found that organizational culture significantly influences employee performance in Kaliwates District. In addition, research conducted by [4] and [38] also confirmed that work culture positively contributes to motivation, prosocial behavior, and employee performance across various government agencies.

CONCLUSION

This study contributes theoretically by extending the application of Organizational Citizenship Behavior (OCB) as a mediating mechanism in sub-district-level public-sector organizations. The findings confirm that OCB serves as a critical behavioral pathway through which work environment and work culture influence employee performance, thereby refining existing OCB mediation models in public administration literature.

In practice, this study highlights that improving employee performance in sub-district offices does not depend solely on formal control mechanisms, but also on fostering a supportive work environment and a positive work culture that encourages voluntary employee contributions. Policymakers and sub-district leaders are encouraged to prioritize low-cost, high-impact interventions, such as improving interpersonal relations, openness in communication, and workplace comfort, to enhance public service performance.

Based on the findings of this study, the practical implications are that institutions need to continuously improve work environment management, strengthen a positive work culture, and develop OCB to further improve performance.

The future research agenda should aim to expand the scope of the research object and area to make the results more generalizable. Researchers can also include other variables that may influence employee performance, such as leadership, work motivation, and work stress, to gain a more comprehensive understanding. In addition to using a quantitative approach, future research can utilize qualitative or mixed-methods methods to gain a more comprehensive understanding of the factors influencing employee performance.

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