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## Mediation of Organizational Citizenship Behavior on Non-Physical Work Environment, Organizational Culture, and Employee Performance in Steel Companies in Indonesia

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**Abstract:** The purpose of this study was to examine the effect of non-physical work environment on Organizational Citizenship Behavior (OCB), the influence of organizational culture on Organizational Citizenship Behavior (OCB), the effect of non-physical work environment on employee performance, the influence of organizational culture on employee performance and the influence of Organizational Citizenship Behavior (OCB) on employee performance at Steel Company in Indonesia. The population in this study were employees of Steel Company in Indonesia. The sample size was determined using a partial least squares approach, which is 10 times the size of the formative indicators, namely the non-physical work environment with six indicators, organizational culture with six indicators plus employee performance with six indicators, for a total of  $24 \times 7$  parameter variables, namely 168 employees. The sampling method used is a non-probability sampling technique. The results showed that the non-physical work environment had a positive and significant effect on Organizational Citizenship Behavior (OCB) and also had a positive and insignificant effect on employee performance. Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) and employee performance, and Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance.

**Keywords:** Organizational Culture, Non-Physical Work Environment, Employee Performance, and Organizational Citizenship Behavior (OCB).

## INTRODUCTION

The high demand for steel from within the country and abroad (exports) in 2024, as well as the success of steel companies in Indonesia in implementing production effectiveness and efficiency, has made Steel Companies in Indonesia continue to increase their production capacity by up to 20 percent. On the other hand, this success is also supported by the good relationship that the company has established with customers, where the company has been a trusted partner and always strives to provide a supply of quality steel products at competitive prices. Based on this, Steel Companies in Indonesia must be able to improve the performance

of their employees. The following is a performance assessment carried out internally by the company in the last 3 (three) years, namely in 2022-2024.

**Table 1.1. Employee Performance Assessment Data of Steel Companies in Indonesia 2022-2024**

Assessment criteria	Mark	Year 2022		Year 2023		Year 2024	
		Number of people)	Percentage (%)	Number of people)	Percentage (%)	Number of people)	Percentage (%)
Very good	≥91	159	19.36	172	20.97	132	16.13
Good	76 – 90	384	46.77	318	38.71	225	27.42
Enough	61 – 75	238	29.03	304	37.09	384	46.77
Bad	≤50	40	4.84	27	3.23	80	9.68
Amount		821	100	821	100	821	100

Source: HRD of Steel Companies in Indonesia, 2024.

Based on Table 1.1, employee performance assessments at steel companies in Indonesia in 2022-2024 are not optimal and tend to decline, namely from 2022 with good criteria of 46.77 percent, then in 2023 it was 38.71 percent and further decreased in 2024 by 27.42 percent. Furthermore, the researcher conducted preliminary research to determine (analyze) the causes of low employee performance at steel companies in Indonesia through a questionnaire to 30 employees containing statements related to factors that influence employee performance. This aims to strengthen research data from the phenomena that occur in employee performance above, as follows:

**Table 1.2. Recapitulation of Preliminary Research Results on Steel Companies in Indonesia**

No.	Factors Affecting Employee Performance	Mean (%)
1.	Organizational Citizenship Behavior (OCB)	63.5
2.	Organizational culture	58
3.	Non-Physical Work Environment	55
4.	Job satisfaction	45
5.	Job Stress	42
6.	Work motivation	36.5
7.	Physical Work Environment	38
8.	Leadership Style	28

Source: Data Processed From Preliminary Research Results (2024).

Table 1.2. above explains, there are 8 (eight) factors that affect employee performance, where the three most dominant factors are Organizational Citizenship Behavior (OCB) of 63.5 percent, Organizational Culture of 58 percent, and Non-Physical Work Environment of 55 percent. Many studies adopt Organ's (1988) definition according to which OCB is an individual's behavior that is free, not directly or explicitly recognized by the formal reward system, and overall promotes the effective functioning of the organization (p. 4). Organizational Citizenship Behavior (OCB) is a typical form of work behavior and is defined as individual behavior that benefits the organization and is discretionary, not directly or explicitly known by the prescribed reward system. In general, it is part of an informal psychological agreement where employees believe that such extra-role behavior can be perceived and then rewarded by the organization (Islam et al., 2016; Ahmad et al., 2020). This idea can help employees make additional efforts in performing their job tasks, while others choose to maintain such work behavior, especially when such behavior is not accepted or does not affect direct or indirect rewards (Wang, 2015; Ahmad et al., 2020). Therefore, this study found that it is feasible to measure the impact of organizational actions such as organizational support and employee development on employee extra-role behavior in steel

companies in Indonesia. Based on the description above, the researcher is interested in conducting a study entitled Mediation of Organizational Citizenship Behavior on Non-Physical Work Environment, Organizational Culture, and Employee Performance at Steel Companies in Indonesia.

### **Formulation Of The Problem**

1. Employee performance assessment data at steel companies in Indonesia in 2022-2024 is not yet optimal and is continuing to decline.
2. There are factors that influence the decline in employee performance in steel companies in Indonesia, namely the non-physical work environment, organizational culture, and Organizational Citizenship Behavior (OCB).
3. The existence of a research gap in previous studies is the inconsistency of research between the non-physical work environment and organizational culture on employee performance. Therefore, an intervening variable is needed, namely Organizational Citizenship Behavior (OCB) to bridge the relationship between the non-physical work environment and organizational culture on employee performance.

### **Research Questions**

1. Is there an influence of non-physical work environment on employee performance in steel companies in Indonesia?
2. Is there an influence of organizational culture on employee performance in steel companies in Indonesia?
3. Is there an influence of non-physical work environment on Organizational Citizenship Behavior (OCB) in steel companies in Indonesia?
4. Is there an influence of organizational culture on Organizational Citizenship Behavior (OCB) in steel companies in Indonesia?
5. Is there an influence of Organizational Citizenship Behavior (OCB) on employee performance in steel companies in Indonesia?

### **Research Purposes**

1. To analyze the influence of non-physical work environment on employee performance in steel companies in Indonesia.
2. To analyze the influence of organizational culture on employee performance in steel companies in Indonesia.
3. To analyze the influence of non-physical work environment on Organizational Citizenship Behavior (OCB) in steel companies in Indonesia.
4. To analyze the influence of organizational culture on Organizational Citizenship Behavior (OCB) in steel companies in Indonesia.
5. To analyze the influence of Organizational Citizenship Behavior (OCB) on employee performance in steel companies in Indonesia.

### **Literature Review**

#### **Performance**

According to Robins & Judge (2017:65) performance is all types of performance related to the main tasks and responsibilities of a job and is often directly related to the functions contained in the formal job description, in reality task performance is the most important human output in its contribution to organizational effectiveness. On the other hand, Nurhayati et al., (2016) defines performance as the work results that a person has achieved from his work behavior in carrying out work activities. Then The Ward (2018) reveals that, in managing employee performance, goal setting is an important part. Organizations use a new

paradigm, namely linking more effectively company goals and employee goals to motivate employees to develop better goals. Individual performance of their work tasks must be measured and compared to appropriate standards, and the results must be communicated to employees regularly so that their performance can be improved. Based on the definition above, performance is synthesized as the work results that have been achieved by someone related to the main tasks and responsibilities of a job and are often directly related to the functions in the formal job description, with the following indicators: (1) Efficiency, (2) Effectiveness, (3) Level of Quantity and Quality, (4) Level of Initiative, (5) Level of Ability and Speed, and (6) Level of Work Spirit and Positive Attitude.

### **Non-Physical Work Environment**

Sedarmayanti (2009: 29) in (Azharuddin, 2019) defines non-physical work environment as all conditions that occur that are related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. Meanwhile, Ahyari (2001:126) in (Kristanty, 2017) stated that, another factor in the non-physical work environment that should not be ignored is employee relations within the company concerned. According to Wursanto (2009) in (Izzah et al., 2019), the non-physical work environment is referred to as the psychological work environment which is defined as something that concerns the psychological aspects of the work environment. It can be said that the non-physical work environment is also called the psychic work environment, namely the conditions around the workplace that are non-physical. Based on the definition above, the non-physical work environment is summarized as the conditions around the workplace that are non-physical that occur and are related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates, with the following indicators: (1) Relationships between Employees, (2) Attention and Support from Leaders, (3) Cooperation between Groups, (4) Smooth Communication, (5) Opportunities to Advance, and (6) Security in work.

### **Organizational Culture**

Organizational culture is a complex phenomenon related to the values, beliefs, attitudes and behaviors that are unique to an organization. Stemberger et al., (2018) defines it as a pattern of basic assumptions, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. According to Ocampo et al., (2018) Organizational culture is a pattern of basic assumptions that has been created or discovered by a particular group, developed in learning to cope with problems of external adaptation and internal integration, and that has worked well enough to be considered valid, therefore to be taught to new members as the correct way to understand, think, and feel in relation to problems in the organization. Based on this explanation, organizational culture is defined as the correct way to understand, think, and feel in relation to the values, beliefs, attitudes and behaviors that are unique to an organization. Indicators of organizational culture are: (1) Observed Behavioral Regularities, (2) Innovation and Risk Taking, (3) Attention to Detail, (4) Results Orientation, (5) People Orientation, and (6) Team Orientation.

### **Organizational Citizenship Behavior (OCB)**

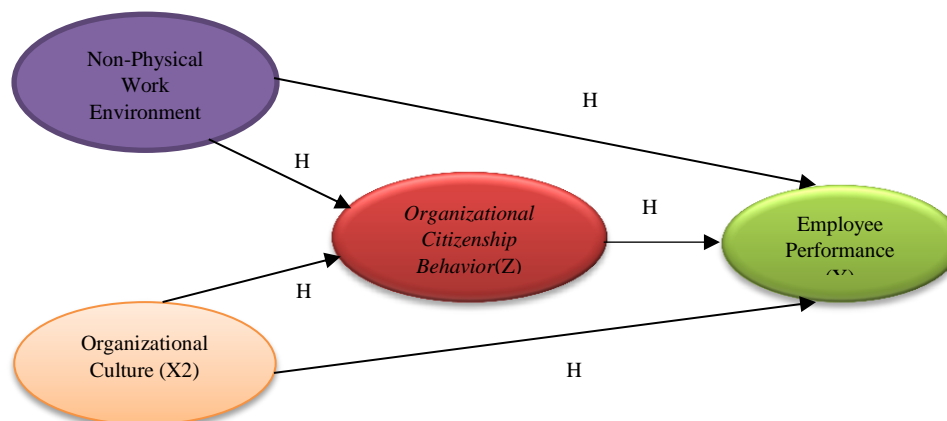
Organizational Citizenship Behavior (OCB) is a unique aspect of individual activities at work. According to McShane & Glinow (2018:36) OCB is various forms of cooperation that are beneficial to others in the workplace, social organization and psychological context. More recent studies suggest that some OCBs are job requirements even if not explicitly

stated. According to (Kapil & Rastogi, 2020), OCB can be described as extra-role employee behavior that is not included in their job description or formal job role requirements but results in the overall effectiveness of the organization. More precisely, OCB can be described as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Based on the definition above, then Organizational Citizenship Behavior (OCB) synthesized a extra-role behavior of employees that is not included in their job description or formal job role requirements but results in overall organizational effectiveness (in aggregate to promote the effective functioning of the organization). Indicators of OCB are: (1) Helping When Co-Workers Are Sick, (2) Willing to Work Overtime to Complete Work, (3) Supporting Each Other When Failure Occurs at Work, (4) Understanding and Empathy, (5) Expressing Personal Interest in the Work of Others, and (6) Caring About Organizational Property.

### Research Hypothesis

- H1: The better the non-physical work environment, the more employee performance increases.
- H2: The better the organizational culture, the better employee performance.
- H3: The better the non-physical work environment, the better the Organizational Citizenship Behavior.
- H4: The better the organizational culture, the better the Organizational Citizenship Behavior.
- H5: The better the Organizational Citizenship Behavior, the more employee performance increases.

### Research Framework



**Figure 2.1. Research Framework**  
Source: Research Hypothesis, 2025.

## METHOD

This research is included in quantitative research, which will test the theory (HR) by examining the relationship between variables measured by research instruments so that data consisting of numbers can be analyzed based on statistical procedures.

**Table 3.1. Operational Definition of Variables**

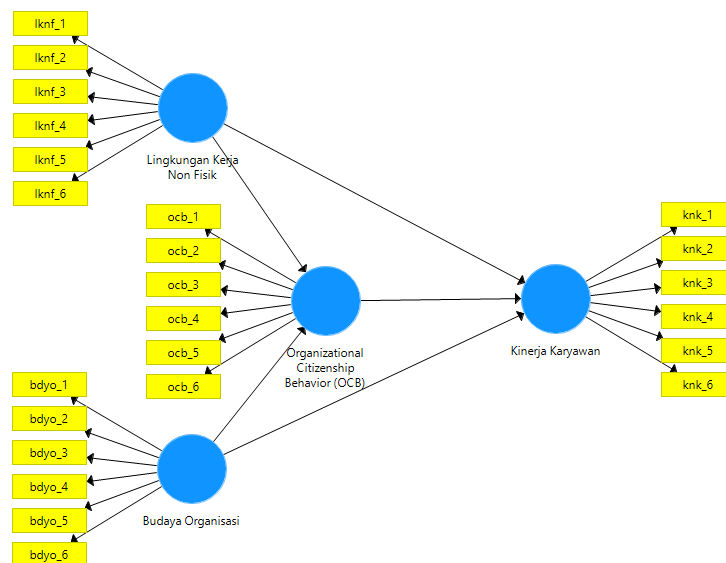
Variables	Conceptual Variable Definition	Definition of Operational Variables	Indicator	Measurement
Employee performance (Y)	Performance is a combination of effectiveness and efficiency in performing primary tasks. <b>Robbins &amp; Judge(2017:65)</b>	Performance is the work results achieved by a person based on the provisions applicable in the company.	1. Efficiency 2. Effectiveness 3. Quantity and quality levels 4. Level of initiative 5. Ability and speed level 6. Level of work enthusiasm and positive attitude <b>Mathis&amp; Jackson (2015:368) and Sutrisno (2016:152-153)</b>	Measured using an interval scale from number 1 which states strongly disagree to number 10 which states strongly agree.
Non-physical work environment (X1)	The non-physical work environment is called the psychological work environment which is interpreted as something that concerns the psychological aspects of the work environment. It can be said that the non-physical work environment is also called the psychic work environment, namely the conditions around the workplace that are non-physical. <b>(Wursanto, 2009) in Nidaul Izzah et al (2019)</b>	The non-physical work environment is part of the overall work environment which includes individual and company behavior.	1. Relationships between employees. 2. Attention and support of leaders. 3. Cooperation between groups 4. Smooth communication 5. Opportunity to advance 6. Security in employment <b>Azzaudin, et al (2019); Lumbanraja (2021)</b>	Measured using an interval scale from number 1 which states strongly disagree to number 10 which states strongly agree.
Organizational culture (X2)	Organizational culture is a pattern of shared basic assumptions that a group has learned as it solves its problems of external	It is a system that is understood together and serves as a guideline for members of an organization that is different from other organizations.	1. Observed behavioral regularities. 2. Innovation and risk taking. 3. Attention to detail 4. Results orientation. 5. People	Measured using an interval scale from number 1 which states strongly disagree to number 10 which states strongly agree.



	adaptation and internal integration, that has worked well enough to be considered valid, to be taught to new members as the correct way to behave. <b>Edgar Scheinin Fred Luthans (2011:71)</b>		orientation. 6. Team orientation. <b>Fred Luthans(2011:72) and Robbins &amp; Judge (2017:565)</b>	
OCB (Z)	Organizational Citizenship Behavior(OCB) as individual behavior that is discretionary in nature, not recognized directly or explicitly by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.  <b>Organin Luthans (2011:149)</b>	OCB is employee behavior that goes beyond the required role, which is not directly or explicitly recognized by the formal reward system.	<ol style="list-style-type: none"> <li>1. Helping out when a coworker is sick.</li> <li>2. Willing to work overtime to complete a job.</li> <li>3. Support each other when failure occurs at work.</li> <li>4. Understanding and empathetic.</li> <li>5. Expression of personal interest in the work of others.</li> <li>6. Care about organizational property</li> </ol> <b>Organin Luthans (2011:149) and Kinicki &amp; Fugate(2018:68-69)</b>	Measured using an interval scale from number 1 which states strongly disagree to number 10 which states strongly agree.

Source: Processed from various research sources, 2025.

The population in this study were all permanent employees working in steel companies in Indonesia. While the sample in this study amounted to 168 people, which was calculated using the formula for the total number of indicators in this study which amounted to 24, multiplied by the number 5 - 10. In this study, the formula for obtaining the number of samples is  $24 \times 7 = 168$  respondents. The data collection method used in this study was through library research study and field research study, in the form of interviews, questionnaires via the google form questionnaire link, namely a data collection technique carried out by giving a set of written statements to respondents to be answered. For the purposes of this analysis, the author collected and processed the data obtained from each statement. The statements in the questionnaire were measured on an interval scale of 1-10 which stated the respondents' opinions from strongly disagree to strongly agree. The data analysis technique used SmartPLS software version 3.2.9.

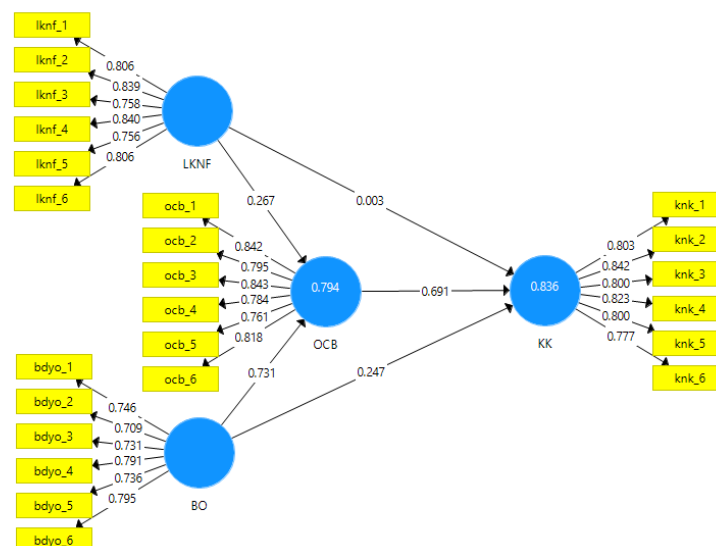


**Figure 3.1. Structural Model of Research**  
Source: Research Hypothesis, 2025.

## RESULTS AND DISCUSSION

### Measurement Model Test Results (Outer Model)

To test the results of convergent validity and discriminant validity, in this study it was obtained from the outer loading and average variance extracted (AVE) values. The indicator is stated to meet the convergent validity assumption if it obtains an outer loading  $> 0.6$ . While discriminant validity can be met if the construct AVE value is obtained  $> 0.5$  ((Ghozali & Latan, 2014)).



**Figure 4.1 Outer model test results**  
Source: Processed Smart PLS 3.2.9 output, 2025.

From the image above, it is known that the range of outer loading values for all variables is  $> 0.6$ , so this result shows that all indicators are declared valid and pass the validity test.



**Table 4.1. Construct Reliability and Validity**

Matrix	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted(AVE)
Organizational culture	0.849	0.859	0.886	0.566
Employee performance	0.894	0.896	0.918	0.653
Non-Physical Work Environment	0.889	0.895	0.915	0.643
Organizational Behavior Citizenship	0.893	0.896	0.918	0.652

Source: Processed Smart PLS 3.2.9 output, 2025.

From the table above, it is known that the four research variables obtained: (1) AVE value  $> 0.5$ , which indicates that they have met the assumption of discriminant validity and passed the validity test; and (2) Composite reliability and Cronbach's alpha values  $> 0.7$ , which indicates that they have met the assumption of composite reliability and passed the reliability test, so that they can be continued with testing the structural model (inner model).

### Structural Model Test Results (Inner Model)

**Table 4.2. Path Coefficient**

No	Hypothesis	Path Coefficient
1	Non-Physical Work Environment on Organizational Citizenship Behavior	0.267
2	Organizational Culture on Organizational Citizenship Behavior	0.731
3	Non-Physical Work Environment on Employee Performance	0.003
4	Organizational Culture on Employee Performance	0.247
5	Organizational Citizenship Behavior on Employee Performance	0.691

Source: Processed Smart PLS 3.2.9 output, 2025.

From the table above, the following explanation can be outlined:

1. The non-physical work environment on employee performance obtained a path coefficient of 0.003, which means that the non-physical work environment has a positive effect on employee performance. The positive sign on the path coefficient indicates that the better the non-physical work environment, the better employee performance.
2. Organizational culture on employee performance obtained a path coefficient of 0.247, which means that organizational culture has a positive effect on employee performance. The positive sign on the path coefficient indicates that the better the organizational culture, the more employee performance will increase.
3. The non-physical work environment on Organizational Citizenship Behavior obtained a path coefficient of 0.267, which means that the non-physical work environment has a positive effect on Organizational Citizenship Behavior. The positive sign on the path coefficient indicates that the better the non-physical work environment, the better the Organizational Citizenship Behavior.
4. Organizational culture on Organizational Citizenship Behavior obtained a path coefficient of 0.731, which means that organizational culture has a positive effect on Organizational Citizenship Behavior. The positive sign on the path coefficient indicates that the better the organizational culture, the better the Organizational Citizenship Behavior.
5. Organizational Citizenship Behavior on employee performance obtained a path coefficient of 0.691 which means that Organizational Citizenship Behavior has a positive effect on employee performance. The positive sign on the path coefficient indicates that the better Organizational Citizenship Behavior on employee performance, the more employee performance increases.

The magnitude of the simultaneous correlation of the independent variables with the dependent variables in this research model can be seen from the R-Square value, the results of which are presented in the following table:

**Table 4.3. R-Square**

Matrix	R-Square	R-Square Adjusted
Organizational Citizenship Behavior	0.836	0.833
Employee performance	0.794	0.791

Source: Processed Smart PLS 3.2.9 output, 2025.

From the table above, it is known that the R-Square value for the employee performance and Organizational Citizenship Behavior variables is 0.794 and 0.836, respectively. which means that it is included in the category strong. These results also show that Organizational Citizenship Behavior has the ability of 83.6 percent in influencing employee performance and the remaining 16.4 percent is influenced by other variables not studied. Employee performance is influenced simultaneously by the non-physical work environment, organizational culture and Organizational Citizenship Behavior by 79.4 percent, while the remaining 20.6 percent is influenced by other variables not studied.

## Hypothesis Testing Results

**Table 4.4. Path Coefficient (T statistic)**

Path Coefficient	Original Sample (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P value
Organizational Culture -> Employee Performance	0.247	0.247	0.064	3.866	0.000
Organizational Culture -> Organizational Citizenship Behavior	0.731	0.730	0.036	20.274	0.000
Non-Physical Work Environment -> Employee Performance	0.003	0.002	0.035	0.092	0.927
Non-Physical Work Environment -> Organizational Citizenship Behavior	0.267	0.269	0.043	6.183	0.000
Organizational Citizenship Behavior-> Employee Performance	0.691	0.693	0.062	11.087	0.000

Source: Processed SmartPLS 3.2.9 output, 2025.

Based on the provisions above, where  $\alpha = 0.05$ , and  $T_{table} = 1.96$ , then:

1. Hypothesis 1: Non-Physical Work Environment -> Employee Performance, obtaining a t statistic of 0.092 with a p value of 0.927. This result indicates that the non-physical work environment has a positive and insignificant effect on employee performance by obtaining a path coefficient of 0.003 which is positive, with  $t_{statistic} (0.092) > t_{table} (1.96)$  and  $pvalue (0.927) > \alpha (0.05)$ .
2. Hypothesis 4: Organizational Culture -> Employee Performance, obtained  $t_{statistic} 3.866$  with p value 0.000. This result shows that organizational culture has a positive and significant effect on employee performance because  $t_{statistic} (3.866) > t_{table} (1.96)$  and p value  $(0.000) < \alpha (0.05)$ .
3. Hypothesis 1: Non-Physical Work Environment -> Organizational Citizenship Behavior, obtained  $t_{statistic} 6.183$  with P value 0.000. This result shows that non-physical work environment has a positive and significant effect on Organizational Citizenship Behavior because  $t_{statistic} (6.183) > t_{table} (1.96)$  and P value  $(0.000) < \alpha (0.05)$ .
4. Hypothesis 2: Organizational Culture -> Organizational Citizenship Behavior, obtained  $t_{statistic} 20.274$  with p value 0.000. This result shows that organizational culture has a positive and significant effect on Organizational Citizenship Behavior.
5. Hypothesis 5: Organizational Citizenship Behavior -> Employee Performance, obtained  $t_{statistic} 11.087$  with p value 0.000. This result shows that Organizational Citizenship Behavior has a positive and significant effect on employee performance because  $t_{statistic} (11.087) > t_{table} (1.96)$  and p value  $(0.000) < \alpha (0.05)$ .

## Indirect Effect

**Table 4.5. Specific Indirect Effects**

<i>Indirect Effect</i>	<i>Original Sample (O)</i>	<i>Sampel Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STDEV)</i>	<i>P value</i>
Organizational Culture ->Organizational Citizenship Behavior-> Employee Performance	0.505	0.506	0.053	9.620	0.000
Non-Physical Work Environment ->Organizational Citizenship Behavior-> Employee Performance	0.185	0.187	0.035	5.275	0.000

Source: Processed SmartPLS 3.2.9 output, 2025.

Based on the provisions above, where  $\alpha = 0.05$ , and  $T_{table} = 1.96$ , then:

1. Indirect effect1: Non-Physical Work Environment ->Organizational Citizenship Behavior-> Employee Performance, obtained a  $t_{statistic}$  of 5.275. This result shows that Non-Physical Work Environment mediate influence Organizational Citizenship Behavior on employee performance with a  $t_{statistic}$  value ( $5.275 > t_{table} (1.96)$  and  $p$  value ( $0.000 < \alpha (0.05)$ ). Non-physical work environment indirectly has a positive effect on the level Organizational Citizenship Behavior on employee performance. In other words, non-physical work environment which will improve employee performance, so that if the level of Organizational Citizenship Behavior adequate or high, then employee performance will increase.
2. Indirect effect 2:Organizational Culture ->Organizational Citizenship Behavior-> Employee Performance, obtained a  $t_{statistic}$  value of 9.620. This result shows that organizational culture mediate influence Organizational Citizenship Behavior on employee performance with a  $t_{statistic}$  value ( $9.620 > t_{table} (1.96)$  and  $p$  value ( $0.000 < \alpha (0.05)$ ).Organizational culture indirectly has a positive effect on the level Organizational Citizenship Behavior on employee performance. In other words, a good organizational culture will improve employee performance, so that if the level of Organizational Citizenship Behavior adequate or high employee, then employee performance will increase.

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