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The Influence of Organizational Citizenship Behavior, Work Environment and Knowledge Sharing on Employee Performance

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Abstract: In improving employee's performance, some variables are needed and must exist in employee's character and environment. Organizational citizenship behavior (OCB), work environment and knowledge sharing are some of that variable mention it. In a government, certainly the employee performance is needed to achieving the main function of government namely service and implementing public policy. Therefore, an empirical study is needed on the effect of some of the variables mentioned on performance for improvement in the government itself. This research aims to find out what variables affect employee performance, along with the dimensions of each variable that affect performance. By continuing to apply the results of the research so that employee performance can be maximized. This research was conducted at government, namely Dinas Perindustrian dan Perdagangan Sumatera Barat Province, with using questionnaire to sample with 75 respondents. The data will process using SEM-PLS which is calculated by SmartPLS 4.0 application. The results showed that OCB had a positive and significant effect together with all of its dimensions except conscientiousness on employee performance. Meanwhile, the work environment dan knowledge sharing have no positive and significant effect. This shows that there needs to be a lot of application and improvement of OCB in order to improve the performance of Disperindag employees.

Keyword: Implementation, OCB, Work Environment, Knowledge Sharing, Employee Performance, SEM-PLS.

INTRODUCTION

Human resources are the most important asset in an organization or agency (Hakim, 2014). In addition, human resources are also the main actors in a production or activity in an organization/agency. Of course, the correct management of human resources can support the main success of an organization/agency in achieving their goals (Nawawi, 2001). If an agency has quality human resources and is implemented by all lines of workers from leaders to subordinates, the quality of its human resources will increase and the level of success in achieving the goals of the organization/agency will also increase (Soetrisno, 2016). Therefore,

it is necessary to carry out optimal resource management to facilitate the achievement of the vision and goals of an organization/agency.

Collins (2018), said that the failure and success of an agency is more determined by the presence or absence of reliable human resources who manage it (Chin, 2018). He also said that building an agency is not only about the quantity of employees but how many quality employees are in the agency. Therefore, it is necessary to pay special attention to the function of human resource management in order to get the right people in an agency.

In a government agency, of course, employee performance is needed in achieving the main function of a government, namely public services and implementing public policies (Law of the Republic of Indonesia No.5 of 2014). With the lack of performance of employees in the government, it is feared that it can harm the public who are in the wheel of government and also for the public community. These losses can have an impact on policies, the economy, data collection and other things that can have an impact on the country.

Human resources are influenced by many things, starting from environmental factors, competencies, culture or habits, knowledge, and other things (Widyaningrum, 2019). If the factors that affect human resources are good, it will provide good and high quality human resources as well (Hutagalung, 2022). Of course, these human resources can improve the performance of employees in the agency. Performance is a description of the level of achievement in the implementation of an action program in the implementation of the agency's goals, vision, and mission as outlined in the strategic planning of an agency (Moenir, 2010).

Performance is a person's work achievement in the implementation of the tasks given to him based on skills, experience and time as well as seriousness (Muis et al., 2018). Employee performance is one of the important factors in advancing an agency. To improve employee performance, supervision has a role to direct the agency on what can be done, how to manage agency resources, the budget at the agency and also become a tool in dealing with problems and opportunities around it (Tupti et al., 2022). The success of employee performance in an agency can be influenced by several factors such as occupational health and safety assurance, leadership inspections of their subordinates, employee experience, and the physical work environment of the agency (Widiyanti, 2017).

Putri (2021) revealed that Organizational Citizenship Behavior (OCB) is one of the factors that affect performance (Putri, 2021). OCB is behavior outside of the formal work requirements of employees who take part in the psychological atmosphere and work environment (Supriyanto, 2020). OCB can also be said to be the behavior of employees who feel they have an agency so they do more than what is asked by the agency.

For the smooth running of an agency and its employees, this certainly requires a proper workplace/environment. So special attention is needed to form a slick and contributive work environment. The work environment can be both physical and non-physical. A physical work environment is anything that is physically around the workplace that affects employees in 3 direct ways or maybe indirectly. Meanwhile, the non-physical work environment is all circumstances that are in the work relationship, starting from the employee's relationship with superiors, office mates, or subordinate employees (Noorainy, 2017; Sedarmayanti, 2018).

In terms of a non-physical work environment, the employee's relationship with other employees requires great attention. If this relationship is bad, it will cause the work atmosphere to be uncomfortable. Therefore, good Knowledge Sharing is needed between employees. Therefore, it is assumed that the work environment and information sharing (knowledge sharing) are factors that will affect performance. Isili (2022) said that the sharing of information, communication and knowledge sharing will greatly affect the performance of an agency and be able to make the agency advanced and successful compared to agencies that lack knowledge sharing (Isili et al., 2022).

Knowledge sharing or commonly known as knowledge sharing is an external factor that affects employee performance. With knowledge in the agency, it will provide a variety of

information and understanding to employees to improve performance in achieving agency goals. Wang (2012) proved that knowledge sharing (explicit and tacit) effectively affects performance (Wang & Wang, 2012). In another study, Anggita (2017) proved that knowledge sharing has a positive and significant influence on employee performance, he also concluded that an increase in knowledge sharing action will provide an improvement in performance (Anggita & Kawedar, 2017).

Based on the results of the initial observations made, there are several employees at the West Sumatra Provincial Regulation Office who tend to be late at the office, there are also those who only come to the office to take attendance and are not present during working hours. In addition, in the implementation of certain activities, employees do not follow up intensely so that they do not show a significant impact of the activities that have been carried out. On several occasions it was also found that there was a lack of employee rotation in carrying out activities or 4 in other words, only certain employees got the opportunity to carry out activities.

Physically, the office environment looks untidy and disorganized. The position of tables, chairs, filing cabinets and other furniture is not neatly arranged. Based on information from one of the employees who has worked for more than 20 years in the Office, it is known that the layout of the room in the office has never been updated or refreshed.

Furthermore, regarding communication activities between employees, it was found that there was a lack of information exchange that occurred in groups or between employees directly. In the implementation of work activities, there is also a lack of coordination between employees, coordination is only actively carried out by a few leaders in the implementation of activities or the completion of tasks.

The observation was carried out within one year. In addition, data on attendance and tardiness of employees at the West Sumatra Provincial Government Regulation Office was also taken as follows:

Table 1. Data on Late Attendance of Employees of the West Sumatra Provincial Government Regulation Office for December 2022-February 2023

Month	Number of Late Employees/ Total Employees	Number of delays / Number of working days	Employee percentage late	Delay percentage
December	57/95	432 / 2090	60,00 %	20,67 %
January	56 / 95	400 / 1995	58,95 %	20,05 %
February	64 / 95	415 / 1900	67,37 %	21,84 %

Source: Primary Data processed (2023)

Based on the data above, it can be concluded that the rate of tardiness in employees in the service is quite high. This proves that the discipline of employees in the Service is in the low category. Entering March 2023, there have been several changes in habits implemented by the leadership of the West Sumatra Provincial Regulation Office. Some of the main things that are the main focus of the Head of the Service as a related official are efforts to improve Organizational Citizenship Behavior, rearrange the work environment to be more comfortable and orderly, and reactivate the coordination system between employees in the Service.

Based on the description above, it is necessary to conduct research on the impact of the efforts that have been made by the leaders in the service. Therefore, this study is related to the influence of Organizational Citizenship Behavior (OCB), Work Environment and Knowledge Sharing on Employee Performance.

The purpose of this research is formulated to provide a clear direction in realizing research related to employee performance at the Agency for Regulation. This study aims to analyze the influence of organizational citizenship behavior (OCB), work environment, and knowledge sharing on employee performance. In addition, this study also aims to identify relevant indicators of these variables, which can be applied effectively to improve employee performance within the Perindag Office.

METHOD

This research was carried out at the West Sumatra Provincial Regulation Office located in Padang City. The time of this research will be carried out from May to June 2023. The data used in this study is primary data where the data is obtained and must be reprocessed. The data in question is the distribution of questionnaires. The questionnaire method is a technique for collecting data through a form that contains statements submitted in writing to a person or group in order to get answers or responses as well as the information needed (Sartika & Khair, 2022). The indicators or statements used in this questionnaire are evidence that shows an employee has an aspect of each variable measured. The indicator is adjusted to the definition of each aspect. The questionnaire used has been assessed by expert judges who are experts on these variables.

Data collection was carried out by distributing questionnaires to a sample of 93 people at the agency. The questionnaire was distributed to all employees of the Disperindag. In the questionnaire that is distributed, a scale will be used for each answer, namely the Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group about social phenomena. The assessment scale is as follows:

Table 2. Bobot Scale Likert

Response Statement	Bobot Favo	Bobot Unfavo
Strongly disagree	1	5
Disagree	2	4
Nervous	3	3
Agree	4	2
Strongly Agree	5	1

As for the questionnaire, statements are given based on variables and each indicator, which are as follows:

Table 3. Questionnaire Table

Variable	Indicators/Dimensions	Number of Statements	Source
Employee Performance (Y)	Quality	3	Putri (2021), Sari (2021), Fudzah (2020)
	Quantity	3	
	On time	3	
	Effectiveness	3	
	Self-sufficient	3	
Organizational Citizenship Behavior (X1)	Helping Behavior	4	Daud (2019), Nahrisah (2019), Nabilah (2021)
	Sportmanship	4	
	Organizational Loyalty	4	
	Organizational Compliance	4	
	Conscientiousness	4	
	Civic Virtue	4	
	Self Development	4	
Work Environment (x2)	Physical	4	Fudzah (2020)
	Non-Physical	4	
Knowledge Sharing (X3)	Social Interaction	3	Sari (2021), Setyaji (2018)
	Experience Sharing	3	
	Informal Relationship	3	
	Observation	3	
	Mutual Trust	3	

After the data is collected, then data processing is carried out so that it can be used in research. Before conducting data analysis, all questionnaires must be tested for validity and reliability using the SmartPLS 4.0 application.

This study uses quantitative data analysis techniques with the SEM PLS (Structural Equation Modeling Partial Least Squares) method, which aims to analyze the relationship between constructs and predict the latent variable values. PLS was chosen because this method does not require normal data distribution assumptions and can process various types of data scales, such as categories, ordinals, intervals, and ratios (Firdaus, 2023). The test was carried out using SmartPLS 4.0 software, with analysis stages that included analysis of the outer model to ensure the validity and reliability of the variables, as well as structural model analysis (inner model) to test the relationship between latent variables through R-Square and F-Square calculations. Furthermore, hypothesis testing was carried out to determine the influence of factors on dependent variables, with hypothesis acceptance criteria using t-statistics ($t > 1.96$) and probability ($p < 0.05$). Thus, SEM PLS allows researchers to obtain accurate prediction models regarding the relationships between the variables studied.

RESULTS AND DISCUSSION

Results

Descriptive Statistics

The distribution of the questionnaire was carried out online through a google form. This questionnaire was distributed at the WAG Disperindag and sent to each employee one by one. Of the 93 employees, only 71 people filled out the questionnaire. The return rate of the questionnaire is as follows:

Table 4. Questionnaire Return Rate

Criterion	Frequency	Percentage
Distributed questionnaires	93	100 %
Employees who do not fill out the questionnaire	22	23.65 %
Filled out questionnaires	71	76.35%

Source: Primary Data processed (2023)

The table above explains that the questionnaires processed are 71 questionnaires out of a total of 93 questionnaires distributed or as much as 76.35% of the questionnaire return rate. The characteristics of respondents based on gender are as follows:

Table 5. Characteristics of Gender

Information	Frequency	Percentage
Man	32	45.1 %
Woman	39	54.9%
Total	71	100%

Source: Primary Data processed (2023)

Through the table above, it can be seen that the largest number of respondents are women with a total of 39 people (54.9%), while men reach 32 people (45.1%).

Table 6. Characteristics in the Age Range

Description (year)	Frequency	Percentage
Age 20-29	11	15.5 %
Age 30-39	16	22.5 %
Age 40-49	26	36.6%
Age 50-60	18	25.4%
Total	71	100%

Source: Primary Data processed (2023)

In the table above, it is known that for the age range of 20-29 years, there were 11 respondents (15.5%), then for the range of 30-39 years, 16 respondents (22.5%) were obtained, while in the range of 40-49 years were obtained up to 26 respondents (36.6%) and as many as 21 respondents (25.4%) had an age range of 50-60 years.

Variable Statistics

In this study, the dependent variable is Employee Performance (Y), while the independent variable consists of OCB (X1), Work Environment (X2), and Knowledge Sharing (X3). The method used is a method with a likert scale of 5 (five) statement options where the statement states favor and unfavorite. With the following weights:

Table 7. Bobot Scale Likert

Response Statement	Bobot Favo	Bobot Unfavo
Strongly disagree	1	5
Disagree	2	4
Nervous	3	3
Agree	4	2
Strongly Agree	5	1

The statistical results from the respondents for the bound variable, namely Employee Performance (Y) are as follows:

Table 8. Respondent Statistics on Employee Performance Variables

No. Item	Bobot 5		Bobot 4		Bobot 3		Bobot 2		Bobot 1	
	f	%	f	%	f	%	f	%	f	%
1	40	56,3%	31	43,7%	0	0,0%	0	0,0%	0	0,0%
2	26	36,6%	40	56,3%	4	5,6%	0	0,0%	1	1,4%
3	3	4,2%	2	2,8%	3	4,2%	35	49,3%	28	39,4%
4	29	40,8%	33	46,5%	3	4,2%	5	7,0%	1	1,4%
5	24	33,8%	40	56,3%	5	7,0%	2	2,8%	0	0,0%
6	4	5,6%	18	25,4%	12	16,9%	27	38,0%	10	14,1%
7	21	29,6%	40	56,3%	7	9,9%	3	4,2%	0	0,0%
8	24	33,8%	32	45,1%	6	8,5%	6	8,5%	3	4,2%
9	40	56,3%	16	22,5%	8	11,3%	7	9,9%	0	0,0%
10	32	45,1%	39	54,9%	0	0,0%	0	0,0%	0	0,0%
11	15	21,1%	35	49,3%	11	15,5%	10	14,1%	0	0,0%
12	8	11,3%	23	32,4%	17	23,9%	18	25,4%	5	7,0%
13	2	2,8%	34	47,9%	12	16,9%	16	22,5%	7	9,9%
14	9	12,7%	46	64,8%	10	14,1%	5	7,0%	1	1,4%
15	0	0,0%	1	1,4%	2	2,8%	37	52,1%	31	43,7%

Source: Primary Data processed (2023)

As for the statements on each item in order, namely:

1. I always get the work done according to the standards that have been set
2. I have knowledge of the work given
3. I complete the task as best and best I can.
4. I always complete the work according to the amount specified by the agency
5. I have a target number of jobs I have to complete in a day
6. I completed the task according to the working time even though I had not met the target
7. My tasks are always completed on time
8. I have an agenda book to schedule my activities
9. I often arrive late for office due to personal matters
10. I always make sure my work is in accordance with the procedures so that there are no mistakes
11. I utilize office facilities in every job I do
12. I like to work with the method I like even though it doesn't match the steps that have been directed
13. I try to complete the work independently according to my understanding
14. I found out the SOPs in carrying out my duties myself through a guidebook or chart in the office
15. I need the help of a colleague for something I haven't mastered yet.

Then, the statistical results of the respondents for the independent variable, namely OCB (X1) are as follows:

Table 9. Respondent Statistics on OCB Variables

No. Item	Bobot 5		Bobot 4		Bobot 3		Bobot 2		Bobot 1	
	f	%	f	%	f	%	f	%	f	%
1	42	59,2%	28	39,4%	1	1,4%	0	0,0%	0	0,0%
2	15	21,1%	41	57,7%	14	19,7%	1	1,4%	0	0,0%
3	2	2,8%	6	8,5%	4	5,6%	47	66,2%	12	16,9%
4	7	9,9%	30	42,3%	16	22,5%	16	22,5%	2	2,8%
5	52	73,2%	18	25,4%	0	0,0%	1	1,4%	0	0,0%
6	11	15,5%	48	67,6%	6	8,5%	6	8,5%	0	0,0%
7	16	22,5%	36	50,7%	12	16,9%	6	8,5%	1	1,4%
8	16	22,5%	27	38,0%	10	14,1%	17	23,9%	7	9,9%
9	18	25,4%	46	64,8%	5	7,0%	2	2,8%	0	0,0%
10	32	45,1%	38	53,5%	1	1,4%	0	0,0%	0	0,0%
11	22	31,0%	29	40,8%	13	18,3%	7	9,9%	0	0,0%
12	33	46,5%	25	35,2%	7	9,9%	5	7,0%	1	1,4%
13	24	33,8%	44	62,0%	1	1,4%	2	2,8%	0	0,0%
14	19	26,8%	48	67,6%	4	5,6%	0	0,0%	0	0,0%
15	5	7,0%	12	16,9%	14	19,7%	34	47,9%	6	8,5%
16	14	19,7%	45	63,4%	4	5,6%	6	8,5%	2	2,8%
17	22	31,0%	39	54,9%	8	11,3%	1	1,4%	1	1,4%
18	29	40,8%	40	56,3%	1	1,4%	0	0,0%	1	1,4%
19	15	21,1%	31	43,7%	13	18,3%	10	14,1%	2	2,8%
20	26	36,6%	33	46,5%	3	4,2%	9	12,7%	0	0,0%
21	54	76,1%	17	23,9%	0	0,0%	0	0,0%	0	0,0%
22	23	32,4%	46	64,8%	1	1,4%	1	1,4%	0	0,0%
23	3	4,2%	15	21,1%	13	18,3%	29	40,8%	11	15,5%
24	5	7,0%	11	15,5%	8	11,3%	35	49,3%	12	16,9%
25	15	21,1%	50	70,4%	6	8,5%	0	0,0%	0	0,0%
26	32	45,1%	39	54,9%	0	0,0%	0	0,0%	0	0,0%
27	8	11,3%	26	36,6%	19	26,8%	15	21,1%	3	4,2%
28	20	28,2%	39	54,9%	3	4,2%	7	9,9%	2	2,8%

Source: Primary Data processed (2023)

As for the statements on each item in order, namely:

1. I am always ready to help when there are employees in need
2. I'm willing to work overtime to help a colleague get the job done even though I don't get paid
3. I focused on completing my work and going home on schedule
4. I don't help my boss's job if I don't ask for it
5. I am always responsible for the tasks assigned to me
6. I am willing to use my rest time to carry out the tasks of my work
7. I am not willing to respond to a colleague who tells me about his work problems
8. I don't like to work overtime to do daily tasks
9. For me, the importance of work comes first
10. I am always passionate about giving my best to the agency
11. I do not agree with the new regulations where I work
12. I don't care when someone else vilifies the name of the agency in front of me
13. I always work in accordance with the established standard procedures
14. I am very disciplined in the rules that have been agreed upon
15. I prefer to get the job done according to the method I prefer
16. In my opinion, producing a job that exceeds the expectations of the boss is a tiring thing
17. I invite colleagues to make innovations that advance the agency
18. I love sharing ideas with colleagues in the office

19. If there is a job that requires me to give ideas (innovation), I will leave it to the younger ones
20. I only do my duties when asked by my boss
21. I always maintain good relationships with fellow employees
22. I try to introduce new colleagues at my place of work
23. When there is an additional position, I tend to give opportunities to other employees
24. In my daily work, I always involve subordinates
25. I regularly participate in development activities held by agencies
26. I enjoy finding solutions to problems together with my colleagues
27. If I don't have a job, I prefer to spend my free time on personal matters
28. I take the training if I have additional incentives.

Furthermore, the statistical results from the respondents for the independent variable, namely the Work Environment (X2) are as follows:

Table 10. Respondents' Statistics on Work Environment Variables

No. Item	Bobot 5		Bobot 4		Bobot 3		Bobot 2		Bobot 1	
	f	%	f	%	f	%	f	%	f	%
1	14	19,7%	28	39,4%	18	25,4%	11	15,5%	0	0,0%
2	6	8,5%	28	39,4%	10	14,1%	22	31,0%	5	7,0%
3	11	15,5%	34	47,9%	14	19,7%	12	16,9%	0	0,0%
4	11	15,5%	25	35,2%	8	11,3%	22	31,0%	5	7,0%
5	11	15,5%	49	69,0%	8	11,3%	3	4,2%	0	0,0%
6	32	45,1%	35	49,3%	4	5,6%	0	0,0%	0	0,0%
7	27	38,0%	37	52,1%	1	1,4%	5	7,0%	1	1,4%
8	25	35,2%	32	45,1%	12	16,9%	2	2,8%	0	0,0%

Source: Primary Data processed (2023)

The statistical results of the respondents for the independent variable, namely Knowledge Sharing (X3), are as follows:

Table 11. Respondent Statistics on Knowledge Sharing Variables

No. Item	Bobot 5		Bobot 4		Bobot 3		Bobot 2		Bobot 1	
	f	%	f	%	f	%	f	%	f	%
1	20	26,7%	52	69,3%	1	1,3%	2	2,7%	0	0,0%
2	16	21,3%	42	56,0%	12	16,0%	5	6,7%	0	0,0%
3	14	18,7%	43	57,3%	8	10,7%	9	12,0%	1	1,3%
4	8	10,7%	53	70,7%	7	9,3%	6	8,0%	1	1,3%
5	22	29,3%	46	61,3%	4	5,3%	3	4,0%	0	0,0%
6	25	33,3%	38	50,7%	3	4,0%	9	12,0%	0	0,0%
7	36	48,0%	36	48,0%	2	2,7%	1	1,3%	0	0,0%
8	39	52,0%	33	44,0%	2	2,7%	1	1,3%	0	0,0%
9	38	50,7%	31	41,3%	2	2,7%	4	5,3%	0	0,0%
10	22	29,3%	35	46,7%	11	14,7%	6	8,0%	1	1,3%
11	26	34,7%	39	52,0%	9	12,0%	1	1,3%	0	0,0%
12	22	29,3%	36	48,0%	5	6,7%	8	10,7%	4	5,3%
13	11	14,7%	51	68,0%	11	14,7%	2	2,7%	0	0,0%
14	4	5,3%	22	29,3%	12	16,0%	25	33,3%	12	16,0%
15	36	48,0%	34	45,3%	3	4,0%	2	2,7%	0	0,0%

Source: Primary Data processed (2023)

The results show that in the Knowledge Sharing variable, respondents tend to get a weight of 5, namely in the 8th statement as many as 39 respondents. The content of the 8th statement is "I participated in meetings, internal briefings, and discussions conducted by agencies to improve work knowledge". This statement is a favo statement, which means that a weight of 5 on the questionnaire means strongly agree. This means that generally employees of the Disperindag strongly agree to participate in meeting activities with the aim of increasing work knowledge. As for weights 1 and 2, the dominant respondents answered in the 14th

statement, namely "I trust that my tasks are done by subordinates". This statement is a favor statement, which means strongly disagree and disagree. This means that many employees do not fully trust the duties of their subordinates.

Discussion

This study uses SEM PLS (Structural Equational Modelling) in data analysis techniques, namely using the Smart-PLS 4.0 application. The data was analyzed through a quantitative approach using SEM-PLS statistics that analyzed the path. The following is a picture of the results of the structural model formed from the formulation of the problem:

Outer Model Analysis

The Outer Model is a model that describes the relationship between latent variables (constructs) and their indicators (Juliandi, 2018). The measurement was carried out with two calculations, namely Convergent Validity then Construct Reliability and Validity.

As for the beginning, the outer model is obtained as seen in the picture:

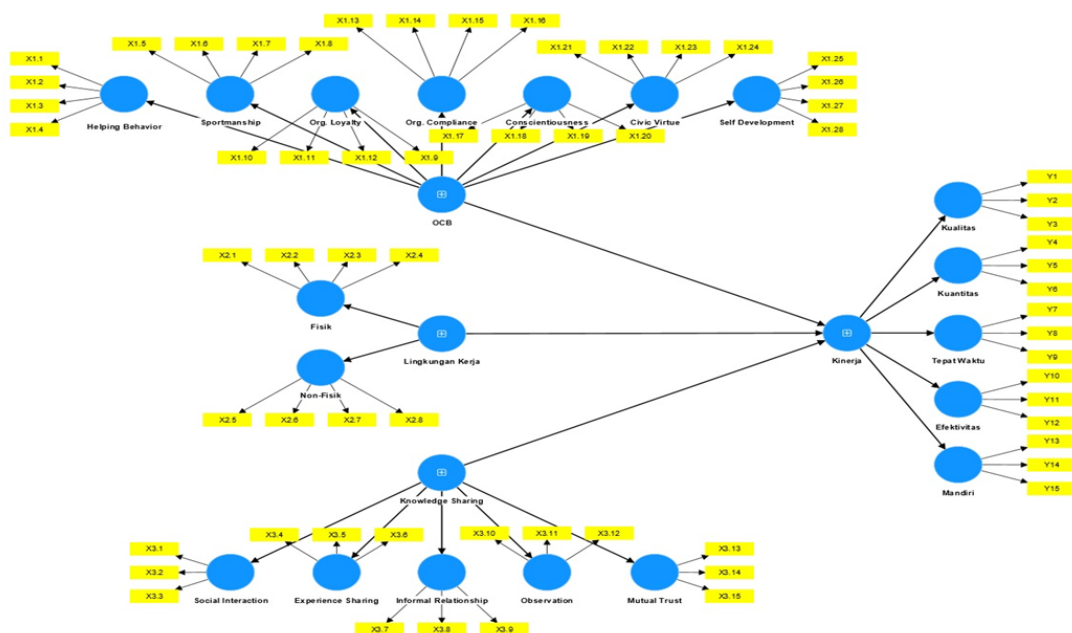


Figure 1 Early Model Outer Drawing (Before Processing)

By using the PLS Algorithm calculation in the SmartPLS 4.0 application, the following results were obtained:

Table 12. Table of Outer Loading 1st Order on X1 (OCB) before processing

Variable	Helping Behavior	Sportmanship	Org. Loyalty	Org. Compliance	Conscientiousness	Civic Virtue	Self Development
X1.1	0.863						
X1.2	0.658						
X1.3	0.493						
X1.4	0.049						
X1.5		0.797					
X1.6		0.448					
X1.7		0.650					
X1.8		0.415					
X1.9			0.555				
X1.10			0.787				
X1.11			0.570				
X1.12			0.633				

X1.13	0.737			
X1.14	0.762			
X1.15	0.262			
X1.16	0.567			
X1.17		0.716		
X1.18		0.886		
X1.19		0.131		
X1.20		0.258		
X1.21			0.879	
X1.22			0.736	
X1.23			-0.090	
X1.24			-0.035	
X1.25				0.760
X1.26				0.852
X1.27				0.078
X1.28				0.364

Source: SMART PLS 4.0 (2023) data

Table 13. Table Outer Loading 1st Order on X2 (Working Environment) before processing

Variable	Physical	Non-Physical
X2.1	0.649	
X2.2	0.677	
X2.3	0.689	
X2.4	0.595	
X2.5		0.760
X2.6		0.552
X2.7		0.705
X2.8		0.610

Source: SMART PLS 4.0 (2023) data

Table 14. Table Outer Loading 1st Order on X3 (Knowledge Sharing) before processing

Variable	Social Interaction	Experience Sharing	Informal Relationship	Observation	Mutual Trust
X3.1	0.861				
X3.2	0.610				
X3.3	0.257				
X3.4		0.518			
X3.5		0.730			
X3.6		0.747			
X3.7			0.811		
X3.8			0.875		
X3.9			0.724		
X3.10				0.666	
X3.11				0.890	
X3.12				0.278	
X3.13					0.576
X3.14					-0.476
X3.15					0.798

Source: SMART PLS 4.0 (2023) data

Table 15. Table of Outer Loading 1st Order on Y (Employee Performance) before processing

Variable	Quality	Quantity	On time	Effectiveness	Self-sufficient
Y1	0.888				
Y2	0.843				
Y3	-0.015				
Y4		0.654			
Y5		0.838			

Y6	0.065		
Y7		0.885	
Y8		0.858	
Y9	0.379		
Y10		0.948	
Y11		0.621	
Y12	0.063		
Y13			-0.149
Y14			0.548
Y15			-0.839

Source: SMART PLS 4.0 (2023) data

According to Wicaksono (2019), Convergent Validity is useful in measuring the value of the correlation that exists between constructs and latent variables (Wicaksono, 2019). In this measurement, it can be seen from checking individual items on reliability by looking at the loading factor value as shown in tables 12 to 15. If the calculation is to be said to be ideal, then the loading factor value on each item must be ≥ 0.7 for the indicator to be said to be valid. However, in some other studies, the loading factor value can still be valid if it has a value of ≥ 0.6 .

From the results seen in tables 12 to 15, it can still be seen that there are several items that have a value of ≤ 0.6 so that the elimination of indicators must be carried out on the assumption that each questionnaire respondent will give the same answer to the remaining indicators from the elimination.

After the disinfection was carried out on the SmartPLS application, the following results were obtained.

Table 16. Table Outer Loading 1st Order on X1 (OCB) After Processing

Variable	Helping Behavior	Sportmanship	Org. Loyalty	Org. Compliance	Civic Virtue	Self Development
X1.1	0.941					
X1.2	0.762					
X1.5		0.873				
X1.6		0.616				
X1.7		0.647				
X1.9			0.694			
X1.10			0.879			
X1.12			0.612			
X1.13				0.667		
X1.14				0.938		
X1.21					0.743	
X1.22					0.905	
X1.25						0.828
X1.26						0.906

Source: SMART PLS 4.0 (2023) data

Table 17. Table Outer Loading 1st Order on X2 (Working Environment) after processing

Variable	Physical
X2.1	0.823
X2.2	0.827

Source: SMART PLS 4.0 (2023) data

Table 18. Table Outer Loading 1st Order on X3 (Knowledge Sharing) after processing

Variable	Social Interaction	Experience Sharing	Informal Relationship
X3.1	0.899		
X3.2	0.658		
X3.4		0.716	

Variable	Social Interaction	Experience Sharing	Informal Relationship
X3.5		0.906	
X3.7			0.855
X3.8			0.899
X3.9			0.747

Source: SMART PLS 4.0 (2023) data

Table 19. Table of Outer Loading 1st Order on Y (Employee Performance) after processing

Variable	Quality	Quantity	On time	Effectiveness
Y1	0.887			
Y2	0.870			
Y4		0.624		
Y5		0.915		
Y7			0.901	
Y8			0.875	
Y10				0.956
Y11				0.662

Source: SMART PLS 4.0 (2023) data

From the table, it can be seen that all indicators have a variable value of ≥ 0.6 , so that all of these variables meet the rules of the measurement model and can continue the test.

Tabel 20. Tabel Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Civic Virtue	0.560	0.635	0.812	0.686
Effectiveness	0.583	0.945	0.801	0.676
Experience Sharing	0.521	0.604	0.797	0.666
Physical	0.530	0.530	0.810	0.680
Helping Behavior	0.664	0.858	0.844	0.733
Informal Relationship	0.783	0.803	0.874	0.699
Performance	0.806	0.816	0.861	0.509
Knowledge Sharing	0.823	0.831	0.872	0.534
Quality	0.704	0.706	0.871	0.771
Quantity	0.406	0.517	0.753	0.613
Work Environment	0.632	0.659	0.796	0.568
OCB	0.879	0.887	0.905	0.546
Org. Compliance	0.538	0.753	0.792	0.663
Org. Loyalty	0.595	0.709	0.777	0.543
Self-Development	0.678	0.714	0.859	0.753
Social Interaction	0.415	0.491	0.762	0.621
Sportmanship	0.540	0.620	0.760	0.520
On time	0.733	0.739	0.882	0.789

Source: SMART PLS 4.0 (2023) data

According to Wicaksono (2019), a construct in Composite Reliability can be declared reliable and accepted if it has a \geq value of 0.7 and is declared very satisfactory if it has a value of ≥ 0.8 (Wicaksono, 2019). Following the table, it can be seen that the Composite Reliability on each variable and dimension is ≥ 0.7 , not a few are even at a value of ≥ 0.8 , which means that the variable is very satisfactory. Furthermore, in the measurement through AVE, the value received is ≥ 0.5 . It can be seen in table 4.18 that the value of each variable is ≥ 0.5 . So that the variables tested are valid and reliable. The next thing that must be done is structural or inner model testing.

Inner Model Analysis

R-Square

R-square is a measure of the proportion of value variation in the variable that is affected (endogenous) which can be explained by the variable that affects it (exogenous) which can see the quality of the model's influence (Juliandi, 2018).

When R-Square = 0.75 then the model used is strong

When R-Square = 0.5 then the model used is

When R-Square = 0.25 then the model used is weak

Table 21. Table R-Square

Variable	R-Square	R-Square Adjusted
Civic Virtue	0.543	0.537
Effectiveness	0.543	0.536
Experience Sharing	0.436	0.428
Physical	0.938	0.937
Helping Behavior	0.582	0.576
Informal Relationship	0.803	0.801
Performance	0.496	0.474
Quality	0.738	0.734
Quantity	0.458	0.451
Org. Compliance	0.492	0.485
Org. Loyalty	0.656	0.651
Self-Development	0.698	0.694
Social Interaction	0.631	0.626
Sportmanship	0.655	0.651
On time	0.556	0.550

Source: SMART PLS 4.0 (2023) data

From the above results, it can be seen that the R-Square Adjusted at the Y value is 0.474 indicating the OCB, Work Environment and Knowledge Sharing model in explaining Performance of 47.4% so that it can be seen that the model is classified as moderate because it is closer to 0.5 than to 0.25.

F-Square

f-square is a measurement to assess the impact of an exogenous variable on an endogenous variable (Firdaus, 2023). According to Cohen on Juliandi (2018), f-square has the following criteria:

If the value of f-square = 0.35 then the exogenous effect on endogenous is large

If the value of f-square = 0.15, then the exogenous effect on moderate/moderate endogenous

If the value of f-square = 0.02, then the exogenous effect on endogenous is small

Table 22. Table f-Square

Variable	f-Square
X1 -> Y	0.270
X2 -> Y	0.001
X3 -> Y	0.006

Source: SMART PLS 4.0 (2023) Data

From the table above and by comparing the criteria of f-square according to Cohen, it can be concluded that:

- a. X1 (Organizational Citizenship Behavior) has an f-square value of 0.270 to Y (Employee Performance) and is between 0.15 and 0.35 points but closer to 0.35 points, so we interpret that there is a large effect of the X1 variable on Y

- b. X2 (Work Environment) has an f-square value of 0.001 to Y (Employee Performance) which is well below 0.02 which means that there is a small effect of the X2 variable on Y (or it can be said that it has no effect)
- c. X3 (Knowledge Sharing) has an f-square value of 0.006 to Y (Employee Performance) which is well below 0.02 points which means that there is a small effect of the X3 variable on Y (or it can be said that it has no effect)

Hypothesis Testing

This test is carried out to determine the coefficient path in a structural model with the aim of testing the significance level of all relationships or in short, testing the hypothesis. After data processing through SmartPLS 4.0 from 7 dimensions with 4 indicators, each on the OCB variable became 6 dimensions and a total of 14 indicators, 8 indicators from 2 dimensions in the work environment to 1 dimension with 2 indicators, and 15 from 5 dimensions in the knowledge sharing variable to 7 indicators with 3 dimensions, and 15 indicators and 5 dimensions in the performance variable to 8 indicators with 4 dimensions. So, the graphical output is obtained as follows:

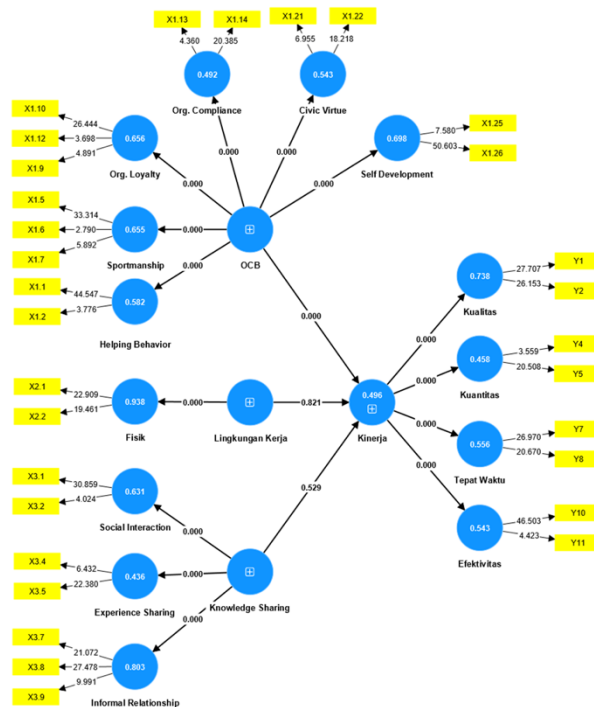


Figure 2 Graphical Output

Based on the bootstrapping calculation of SmartPLS 4.0, the results are obtained through the path coefficient as follows:

Tabel 23. Tabel Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.628	0.616	0.156	4.023	0.000
X2 -> Y	-0.025	-0.020	0.112	0.226	0.821
X3 -> Y	0.092	0.083	0.147	0.629	0.529

Source: SMART PLS 4.0 (2023) data

From the table above, it can be seen that:

- a. On the P Values Point, X1 (Organizational Citizenship Behavior) has a value of 0.000. The value is less than 0.05, which means that Organizational Citizenship Behavior has a positive and significant effect on employee performance.

- b. On the P Values Point, X2 (Work Environment) has a value of 0.821. The value is greater than 0.05, which means that the Work Environment has no positive and insignificant effect on employee performance.
- c. On the P Values Point, X3 (Knowledge Sharing) has a value of 0.529. The value is greater than 0.05, which means that Knowledge Sharing has no positive and insignificant effect on employee performance.

Discussion

The results of the values in this study show that there are differences in theories, initial hypotheses and previous research. From the results of the tests that have been carried out, it is found that Organizational Citizenship Behavior has a positive and significant influence on employee performance with a coefficient of 0.000 on p-values. As for the t-values, if the coefficient value exceeds 1.96, the relationship between the variables is significant. The t-values in Variable X1 are 4.023 which means that there is a significant correlation between variables X1 and Y. This means that employees who have OCB characteristics can improve employee performance and also support official performance.

In the Working Environment variable, the p-values coefficient is greater than 0.05, which is 0.821. In addition, the t-values in X2 have a coefficient value of 0.226 which does not exceed 1.96. So from these two values, it can be concluded that the Work Environment Variable does not have a positive influence and does not have a significant correlation with the Employee Performance variable. In this study, the performance of employees of the Perindag Office is not affected by the work environment. However, there are physical indicators that have an influence on employee performance.

Followed by the Knowledge Sharing variable which has a p-values coefficient greater than 0.05, which is 0.529. And it also has a number of 0.629 on the t-values which means it does not reach the number 1.96. In this case, it can be concluded that Knowledge Sharing does not have a positive influence and does not have a significant correlation with the Employee Performance variable. That means whether or not there is information sharing in the Regional Regulation Office will not interfere with work and will not improve or decrease the performance of workers.

Furthermore, it can be seen in figure 4.4, that there are some indicators left over from before. The statements on each of these indicators are:

- X1.1 = "I am Always Ready to Help When There Are Employees in Need" (Helping Behavior)
- X1.2 = "I'm willing to work overtime to help my coworkers get their work done even though I don't get paid" (Helping Behavior)
- X1.5 = "I am always responsible for the tasks given to me" (Sportmanship)
- X1.6 = "I am willing to use my rest time to do my job duties" (Sportmanship)
- X1.7 = "I'm not willing to respond to a colleague who tells me about his work problems" (Sportmanship)
- X1.9 = "For me, the importance of work comes first" (Organizational Loyalty)
- X1.10 = "I am always passionate about giving my best to the agency" (Organizational Loyalty)
- X1.12 = "I don't care when someone else vilifies the name of the agency in front of me" (Organizational Loyalty)
- X1.13 = "I always work in accordance with the standard procedures that have been set" (Organizational Compliance)
- X1.14 = "I am very disciplined in the rules that have been agreed upon" (Organizational Compliance)
- X1.21 = "I always maintain good relationships with fellow employees" (Civic Virtue)
- X1.22 = "I try to introduce new colleagues where I work" (Civic Virtue)

- X1.25 = "I regularly participate in development activities held by agencies" (Self Development)
- X1.26 = "I enjoy finding solutions to problems together with colleagues" (Self Development)
- X2.1 = "The office provides complete facilities to support my work" (Physical)
- X2.2 = "The temperature at which I work does not affect my body temperature" (Physical)
- X3.1 = "Saya berbagi pikiran saya mengenai pekerjaan dengan rekan kerja saya" (Social Interaction)
- X3.2 = "I often work with other fields to gain working knowledge" (Social Interaction)
- X3.4 = "I gain knowledge from my colleagues' personal experiences" (Experience Sharing)
- X3.5 = "I share my work experience with colleagues" (Experience Sharing)
- X3.7 = "I took training to improve job knowledge" (Informal Relationship)
- X3.8 = "I participate in meetings, internal briefings, and discussions conducted by agencies to improve work knowledge" (Informal Relationship)
- X3.9 = "I refused to take part in job training" (Informal Relationship)

Each of these indicators has a t-value greater than 1.96, which means that each indicator has a positive and significant influence on Employee Performance so that it is expected to improve employee performance in the agency studied.

Recommendations for the Implementation of Influential Indicators

After conducting research and obtaining several indicators that have a positive and significant effect on employee performance, several recommendations are needed so that influential indicators can be implemented. The explanation of the recommendations that can be applied is as follows:

1. Variabel Organizational Citizenship Behavior
 - a. Indicators of Helping Behavior that have an influence lie in helping colleagues when they need and are willing to work overtime to help, this must be more applied and socialized to employees in order to improve the performance of all employees. As for going home on schedule and not helping the boss, this has no effect. That means that whether employees go home on schedule or not, their performance will not increase or decrease, the same thing happens to help the boss when asked.
 - b. Sportmanship indicators that have influence are responsibility, rest time ready to be used for work and responding to work problems of colleagues. These 3 influential indicators must be owned by every employee so that employee performance improves. As for overtime in the work of daily tasks, this does not affect whether the employee works overtime or not.
 - c. Indicators of Organizational Loyalty that have influence are prioritizing work, the spirit of giving the best, and not caring when the agency is bad. Each of these indicators must be owned by every employee at the Perindag Office and socialization and communication are needed so that loyalty to the agency can be achieved. As for whether there is a new regulation or not, it will not affect employee performance.
 - d. Organizational Compliance indicators that have influence are working in accordance with SOPs and discipline. This indicator must be affirmed by the superior to each subordinate so that every work is in accordance with the SOP and there is no indiscipline to the regulations that have been agreed upon in order to improve performance. Meanwhile, completing work in your own way and feeling that working more is tiring and has no effect on performance. So it means that either working alone or feeling tired of work is not good for employees or related agencies so that it does not improve performance.
 - e. Civic Virtue indicators that have an influence on performance are good relationships with colleagues and a desire to get to know new people. This is a trait that must be present in every employee so that employee performance can improve. As for positions

and work that should be done by themselves, it does not affect employees. This can be caused by many possibilities, one of which may be because the position is not carried out properly and is always accustomed to involving others in the employee's personal work.

- f. Self Development indicators that affect performance are regularly participating in training and finding solutions together. So even better training is needed and superiors must always provoke employees so that they can become problem solvers in every existing problem. As for personal affairs during working hours and participating in training due to incentives have no effect, which means that training followed due to incentives or not does not affect performance just as free time used for both personal and work still does not affect performance.

2. Work Environment Variables

Physical indicators that have an influence on performance are the completeness of the facilities and the temperature of the room. Therefore, the office must always equip the facilities and ensure that the room temperature in the workspace is always safe. As for desks and chairs, it does not affect performance.

3. Variabel Knowledge Sharing

- a. Social Interaction indicators that have an influence on performance are sharing thoughts and collaborating with other fields. In this case, each boss must be able to work together between fields and always share information about their work in order to improve performance. As for working alone, it does not affect employee performance, so whether or not working together does not affect performance. However, working together is certainly better because it is proven to affect performance.
- b. An indicator of Experience Sharing that has an influence on performance is sharing experiences. Therefore, senior employees must be the initiators to share experiences with colleagues. Meanwhile, the information stored by itself does not affect employees.
- c. Indicators of Informal Relationship that have an influence on performance are participating in training, meetings, briefings and others. This must always be applied by increasing the number of training or meetings for employees, at least in one field.

In order for the performance of Disperindag employees to improve, of course, it needs to be implemented starting from each line of employees, namely superiors and subordinates. Employees who have higher positions will certainly be role models for their subordinates, so employees with higher positions must be able to apply the points mentioned above. In addition, a sense of awareness is needed in employees to want to implement OCB as a whole and also several indicators that affect performance on work environment variables and knowledge sharing.

CONCLUSION

The results of the study show that OCB has a positive and significant influence on the performance of employees at the West Sumatra Provincial Regulation Office. Therefore, the implementation of OCB, through indicators such as Helping Behavior, Sportmanship, Organizational Loyalty, Organizational Compliance, Civic Virtue, and Self Development, needs to be improved to support employee performance improvement. On the other hand, the variables of the work environment and knowledge sharing did not show a positive or significant influence on employee performance. However, several indicators such as physical aspects in the work environment as well as Social Interaction, Experience Sharing, and Informal Relations in knowledge sharing can still be a concern to support more effective implementation. Individual awareness, both employees and superiors, to be a consistent role model is very necessary, accompanied by the implementation of relevant regulations and socialization that supports these influential variables, so that efforts to improve employee performance can be carried out more optimally within the Perindag Office.

Based on the findings of the research, it is recommended that agencies encourage the implementation of OCB consistently, especially by strengthening several statements and indicators that have proven to have a positive effect, to improve employee performance. In addition, even though knowledge sharing has not shown a positive influence on performance, agencies are still expected to maintain and improve relevant indicators, so that their potential contribution to improving employee performance can be further optimized in the future.

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