

The Influence of the Work Environment and Extra Individual Behavior to the Organization on Job Satisfaction and Employee Performance of BPD Kaltimtara Main Branch Office Samarinda

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ABSTRACT: *This study aims to prove the effect of the work environment and organizational citizenship behavior on job satisfaction and performance of BPD Kaltimtara Branch Office Utama Samarinda. In this study involved 95 employees as respondents. The data analysis used by the author is the Structural Equation Model (SEM) using the SmartPLS Program. The results showed that: The work environment has a significant positive effect on employee job satisfaction. The work environment has no significant positive effect on employee performance. organizational citizenship behavior has a significant positive effect on employee job satisfaction. Organizational citizenship behavior has no significant positive effect on employee performance. Job satisfaction has a significant positive effect on employee performance.*

KEY WORD: *Work Environment, Organizational Citizenship Behavior, Job Satisfaction, Employee Performance*

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I. INTRODUCTION

Employee performance is a critical factor that affects the success and operational continuity of BPD Kaltimtara Samarinda Main Branch Office. As a financial institution, this bank has a great responsibility to provide quality services to customers, maintain public trust, and achieve set business targets. Therefore, it is important for BPD Kaltimtara employees of the Samarinda Main Branch Office to achieve optimal performance so that the bank can function efficiently and successfully in achieving its strategic objectives. The Importance of Employee Performance at BPD Kaltimtara Samarinda Main Branch Office is quality service, good employee performance is the key to providing quality service to customers. Customers expect fast, accurate, and responsive service from the bank, and this can only be achieved if employees have sufficient skills and knowledge and are high performers in carrying out their duties.

Problems that occur at BPD Kaltimtara Samarinda Main Branch Office related to the work environment are BPD Kaltimtara Samarinda Main Branch Office, work environments such as conflicts between teams or lack of effective communication between management and employees can cause tension and discomfort among employees. Lack of coordination in task assignments or vagueness regarding the direction and goals of the organization can cause confusion and frustration among employees. This phenomenon can affect a negative work climate, reduce morale, and inhibit collaboration between employees.

The problem that occurs in BPD Kaltimtara Samarinda Main Branch Office related to extra individual behavior to the organization is that some employees at BPD Kaltimtara Samarinda Main Branch Office are less moved to participate with extra individual behavior to the organization. Employees focus only on the employee's basic tasks and are less active in helping colleagues or contributing to organizational projects outside of the employee's regular duties. This can lead to a lack of collaboration and togetherness in BPD Kaltimtara Samarinda Main Branch Office.

The problem that occurs at BPD Kaltimtara Samarinda Main Branch Office related to job satisfaction is that some employees at BPD Kaltimtara Samarinda Main Branch Office may feel dissatisfied with the work that employees do because they feel that employee tasks are less challenging or less meaningful. Employees who feel the employee's work is monotonous and there is no opportunity to develop or use higher skills. This phenomenon can lead to a lack of employee motivation and attachment to employee work, which in turn can affect employee performance.

The problem that occurs at BPD Kaltimtara Samarinda Main Branch Office related to employee performance is that employees at BPD Kaltimtara Samarinda Main Branch Office experience poor performance

due to lack of knowledge or skills needed in employee duties. Employees may find it difficult to carry out operational procedures or provide satisfactory service to customers. This phenomenon can lead to decreased service quality and customer dissatisfaction, which in turn can have a negative impact on the reputation of the organization.

Based on the phenomenon that occurs, a more in-depth study is needed in this study, the purpose of this study is to prove and analyze the influence of the work environment and extra individual behavior to the organization on job satisfaction and employee performance of BPD Kaltimara Main Branch Office Samarinda

II. LITERATURE REVIEW

Work environment to job satisfaction

A positive and supportive work environment has a very important role in influencing employee job satisfaction levels. When employees work in a comfortable environment, have adequate work facilities, employees tend to feel happier and satisfied with work. Good facilities, such as a comfortable workspace and well-equipped equipment, can increase efficiency in work and reduce stress levels. Positive employees, characterized by mutual trust, collaboration, and support among colleagues, create a harmonious and pleasant working atmosphere. Supportive management policies, providing clear direction, and providing career opportunities, will increase employee job satisfaction. Fair recognition and *reward* for contributions play an important role in increasing job satisfaction. A *work-life* balance supportive work environment, with flexibility of working hours and adequate leave policies, helps employees achieve work-life balance, ultimately increasing overall job satisfaction, thus a good and supportive work environment plays a crucial role in increasing employee job satisfaction, which in turn will have a positive impact on the overall performance of the organization. Robbins (2019: 181) states that one of the factors that drives job satisfaction is supportive working conditions. The work environment has a very important influence on employees in a company. Werther & Davis (2018: 22), Physical work environment all conditions around the workplace, which affect employees either directly or indirectly. A work environment that is not conducive can cause negative effects such as low morale, high absenteeism, error rates in doing work, high *turnover* and so on. This should be avoided by the company because it will harm the company.

Empirical studies which state that the work environment has a significant influence on employee job satisfaction include research conducted by ((Hayes, et al. 2015; AbuAlRub et al. 2016; Al-Hamdan, et al. 2017; Agbozo, 2017; Pawirosumarto, et al. al. 2017; Suliman & Aljezawi, 2018; Wargo-Sugleris et al. 2018; Sembiring & Purba, 2019; Budie et al. 2019; Hartanti, 2019; Kurniawaty, et al. 2019; Lin et al. 2019; Ramli, 2019), several studies show a significant relationship between the work environment and employee job satisfaction in various organizational contexts. The results of these studies show that good work environment conditions, such as the availability of facilities, management support, and a positive work climate, contribute to increasing employee job satisfaction. Empirical studies which state that the work environment has an insignificant influence on employee job satisfaction include research conducted by (Goh & Lopez, 2016; Al Sabei et al. 2020) research shows that the relationship between the work environment and employee job satisfaction is not significant. Other factors that more dominantly influence job satisfaction in the work environment themselves do not have a significant impact on employee job satisfaction.

H1: The work environment has a positive impact on employee satisfaction at BPD Kaltimara Main Branch Office in Samarinda.

Work environment on employee performance

A good and conducive work environment has a significant impact on employee performance. When employees work in an environment that provides adequate support, facilities and infrastructure, and a positive organizational culture, they tend to be more motivated and eager to carry out their duties and responsibilities. Adequate work facilities, such as *up to date* technology and comfortable workspaces, can improve employee efficiency and performance. In addition, a work environment that prioritizes collaboration and reciprocity between colleagues, creates a sense of community and team support, which leads to improved work quality. In a conducive work environment, employees also tend to have lower stress levels, so they are able to work with more focus and quality. A good work environment serves as a catalyst for improved employee performance, ultimately contributing to the achievement of goals and the overall success of the organization. Robbins (2019: 102) states that human resources play a role in processing and utilizing resources and materials so that they become products, therefore to improve performance, it is necessary to pay attention so that human resources can work efficiently and display performance that can contribute to productivity is a fundamental problem for performance achievement. Robbins (2019: 103) this work environment itself consists of physical and non-physical work environments that are attached to employees so that they cannot be separated from employee performance development efforts.

Empirical studies which state that the work environment has a significant influence on employee performance include research conducted by (Harini & Kartiwi, 2018; Narasuci, et al. 2018; Candrianto & Gusti, 2019; Carlisle, et al., 2019; Hartanti, 2019; Hidayati, et al. 2019; Ramli, 2019; Hartinah et al. 2020), several studies have found a significant relationship between the work environment and employee performance. A conducive and motivating work environment can increase employee productivity and effectiveness in carrying out employee duties, while empirical studies which state that the work environment has an insignificant influence on employee performance include research conducted by (Al-Omari & Okasheh, 2017; Pawirosu, et al. 2017; Putri et al. 2019) research shows that there is no significant relationship between the work environment and employee performance. This can happen if other factors, such as training, management support, or incentives, have a stronger influence on employee performance than the work environment.

H2: The work environment has a positive impact on employee performance at BPD Kaltimara Main Branch Office in Samarinda.

Extra individual behavior to the organization towards job satisfaction

Organizational Citizenship Behavior or extra individual behavior to the organization is important in creating job satisfaction for employees. When employees exhibit extra-individual behaviors to the organization, such as helping coworkers, taking initiative, volunteering, and supporting organizational goals beyond key employee duties, employees feel more engaged and attached to the organization. In a work atmosphere filled with team collaboration and support, an individual's extra behavior to the organization creates a positive and mutually supportive environment. Employees who feel valued for their contributions beyond routine tasks will feel satisfied with their work and feel recognized by colleagues and superiors. In addition, an individual's extra behavior to the organization also has a positive impact on the overall organizational climate. When employees enjoy working in an environment that fosters extra individual behavior to the organization, their job satisfaction increases, and this ultimately contributes to high employee retention rates and better organizational performance. In a positive relationship between an individual's extra behavior to the organization and job satisfaction, organizations can create a productive and pleasant work environment for employees. Robbins & Judge (2017: 123) concluded that extra individual behavior to the organization is a determinant of employee job satisfaction. More satisfied employees will say positive things about the company, help others and exceed formal work expectations. Research shows that there is a significant relationship between an individual's extra behavior to the organization and job satisfaction.

Empirical studies which state that extra-individual behavior towards the organization has a significant influence on employee job satisfaction include research conducted by (Yurcu & Akinci, 2017; Chan & Lai, 2017; Hakim & Fernandes, 2017; Indarti et al. 2017; Pio & Tampi, 2018; Dong & Phuong, 2018; Hidayah & Harnoto, 2018; Lestari, et al. 2018; A Charmiati & Surya, 2019; Aldrin & Yunanto, 2019; Singh & Singh, 2019; Asgari, et al. 2019; Fitri et al. al. 2019; Meynhardt, Brieger & Hermann, 2020; Wörtler, et al. 2020) research shows that extra individual behavior towards the organization, such as initiative, dedication and high responsibility, is positively related to employee job satisfaction. This extra individual behavior shows employee commitment and involvement in the organization, which in turn can increase job satisfaction, while empirical studies which state that extra individual behavior towards the organization has an insignificant influence on employee job satisfaction include research conducted by (Indahyati & Sintaasih, 2019 ; Romi et al. 2020) research shows that there is no significant relationship between extra individual behavior towards the organization and employee job satisfaction. This can happen if other factors, such as the work environment or compensation, play a greater role in determining job satisfaction.

H3: Extra-individual behavior towards the organization has a positive impact on employee satisfaction at BPD Kaltimara Main Branch Office in Samarinda.

Extra individual behavior to the organization towards employee performance

Organizational Citizenship Behavior or extra individual behavior to the organization has an important role in improving employee performance. When employees exhibit extra-individual behaviors to the organization, such as helping co-workers, providing support, actively participating in organizational activities, and acting proactively to improve work efficiency and effectiveness, they contribute positively to the achievement of organizational goals. An individual's extra behavior to the organization reflects an employee's level of commitment and loyalty to the organization, so they are more motivated to give their best in their work, with the extra individual behavior to the organization employees tend to show higher initiative, responsibility, and cooperation, which in turn increases teamwork and synergy among organizational members. Employees who behave as good citizens in the organization tend to think positively, have a cooperative attitude, and seek solutions to problems proactively. Employees are also better able to adapt and show great flexibility in facing challenges. Robbins & Judge (2017: 235), organizations that have employees who have extra individual behavior to a good organization, will have better performance than other organizations. Positive behavior of

employees or members of the organization, namely through extra individual behavior to the organization is able to support individual performance and organizational performance for better organizational development.

Empirical studies which state that OCB has a significant influence on employee performance include research conducted by (Zheng, et al. 2012; Hakim & Fernandes, 2017; Indarti et al. 2017; Jiang, et al. 2017; Hidayah & Harnoto, 2018; Ismail, Iqbal and Adeel, 2018; Lestari, Kholifatul & Ghaby, 2018; Vipraprastha, et al. 2018; Chang et al. 2019; Suhardi, 2019; Wörtler, et al. 2020) research shows that extra individual behavior towards the organization is positively related with employee performance. Employees who show extra-individual behavior, such as initiative, cooperation, and active involvement in the organization, tend to have better performance, while empirical studies which state that OCB has an insignificant influence on employee performance include research conducted by (Chiang & Hsieh, 2012; Rita et al. 2018; Sukarman et al. 2018) research shows that there is no significant relationship between extra individual behavior towards the organization and employee performance. This can happen if other factors, such as knowledge and skills, play a greater role in determining employee performance.

H4: Extra-individual behavior towards the organization has a positive impact on employee performance at BPD Kaltimara Main Branch Office in Samarinda.

Job satisfaction with employee performance

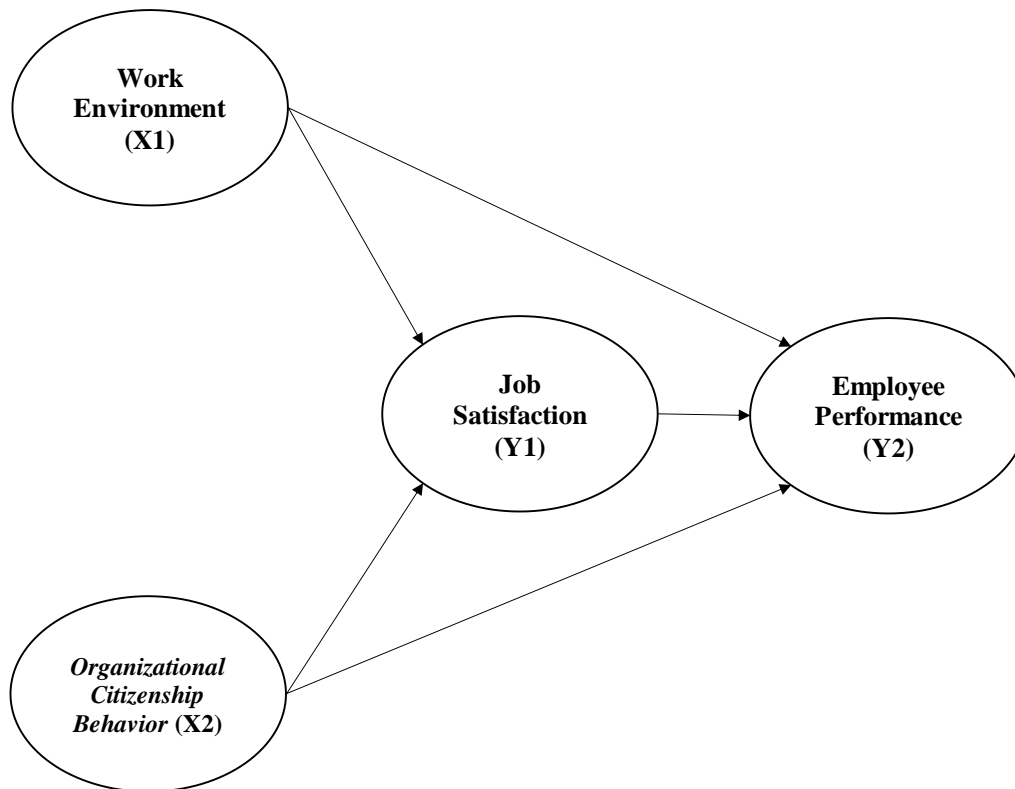
Job satisfaction is an important factor that affects employee performance. When employees are satisfied with their work, they tend to be more motivated, passionate, and committed to giving their best in their tasks. High job satisfaction also has an impact on improving the overall quality of performance. When employees are satisfied, they feel comfortable and satisfied with the working conditions. Factors such as a pleasant atmosphere, support from superiors and co-workers, and opportunities for career development can contribute positively to employee job satisfaction. On the other hand, employees who are dissatisfied with their jobs tend to perform poorly. Dissatisfaction can result in a lack of initiative, and a lack of commitment to achieving organizational goals. Therefore, understanding and managing employee job satisfaction is a crucial aspect in achieving organizational goals and success. Organizations need to periodically evaluate the level of employee job satisfaction and identify factors that can increase job satisfaction. Efforts to create conditions that support employee job satisfaction will provide long-term benefits for the organization, including improved performance. Job satisfaction is defined as a pleasurable state or positive emotion resulting from an appraisal of a person's job or work experience. Job satisfaction results from employees' perceptions of how well the employee's work provides what is considered important. Five aspects of job satisfaction are measured by *the Job Descriptive Index*, namely the job itself, quality of supervision, relationships with colleagues, promotion opportunities and pay (Luthans, 2015: 230).

The Research Gap obtained from empirical studies on the influence of job satisfaction on performance can be explained through empirical studies which state that job satisfaction has a significant influence on employee performance including research conducted by (Rose, et al. 2019; Yiing & Ahmad, 2019; Ahmad et al. al. 2018; Fu & Deshpande, 2018; Nath-Gangai & Agrawal, 2015; Wening & Choerudin, 2015; Dinc, 2017; Renyut et al. 2017; Hakim & Fernandes, 2017; Indarti et al. 2017; Sugiarto, 2018; Hidayah & Harnoto, 2018; Lestari, et al. 2018; Qodariah, et al. 2019; Ramli, 2019; Soomro & Shah, 2019; Hartanti, 2019; Hendri, 2019; Karem et al. 2019) research found a significant relationship between employee satisfaction with their performance. When employees feel satisfied with their work and work environment, they tend to work better and perform better, whereas empirical studies which state that job satisfaction has an insignificant influence on employee performance include research conducted by (Ahmad, et al. 2018; Pawirosumarto, Bachelor & Gunawan, 2017; Hidayah & Tobing, 2018; Narasuci, et al. 2018; Maswani, et al. 2019) research shows that there is no significant relationship between employee job satisfaction and their performance. This can happen if other factors, such as compensation or training, play a greater role in determining employee performance.

H5: Satisfaction has a positive impact on employee performance at BPD Kaltimara Main Branch Office in Samarinda.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2023

III. RESEARCH METHODOLOGY

The population in this study is all employees of BPD Kaltimara Samarinda Main Branch Office which amounts to 406 employees. The sampling used in the study was purposive sampling. Hair et al. (2017: 102) states as a general rule, the minimum number of samples is at least five times more than the number of question items to be analyzed, in this study there are 19 question items, then the sample size required is at least $19 \times 5 = 95$ samples. with the following criteria: Status as a permanent employee of BPD Kaltimara Main Branch Office Samarinda. Has a working period of 5 years. This study uses Structural Equation Modeling (SEM) analysis tools with the help of the Partial Least Square (PLS) program, in general, SEM and PLS as analytical methods that are quite important in social and management research, because they are able to test relationships between variables simultaneously and take into account latent variables that are not directly observed.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

Table 1: Evaluation of Measurement Model

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Work Environment (X1)	X1_1	0.868	0.915	0.730	Yes
	X1_2	0.849			
	X1_3	0.877			
	X1_4	0.821			
Organizational Citizenship Behavior (X2)	X2_1	0.733	0.887	0.614	Yes
	X2_2	0.869			
	X2_3	0.788			
	X2_4	0.854			
Job Satisfaction (Y1)	Y1_1	0.886	0.937	0.789	Yes
	Y1_2	0.859			
	Y1_4	0.876			
	Y1_5	0.931			
Employee Performance (Y2)	Y2_1	0.923	0.937	0.790	Yes
	Y2_2	0.923			
	Y2_3	0.904			
	Y2_4	0.798			

Source: Calculated using SmartPLS, 2023

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Direct Effect: Direct effects refer to the influence or relationship between one variable and another without any intermediate variables. In this case, the information provides details about the direct effects between variables, including the original sample size, T statistics, P values, and whether the effects are significant.

1. Work Environment to Job Satisfaction: The direct effect from the work environment to job satisfaction is significant (P-value = 0.000) and positive (Coefficient value = 0.504). This suggests that a positive work environment has a significant positive impact on job satisfaction.
2. Work Environment on Employee Performance: The direct effect from the work environment to employee performance is found to be insignificant (P-value = 0.095). This implies that the work environment does not have a significant direct impact on employee performance.
3. Extra Individual Behavior to the Organization towards Job Satisfaction: The direct effect of extra individual behavior towards job satisfaction is significant (P-value = 0.000) and positive (Coefficient value = 0.442). This indicates that engaging in extra individual behavior in the organization has a significant positive impact on job satisfaction.
4. Extra Individual Behavior to the Organization towards Employee Performance: The direct effect of extra individual behavior towards employee performance is found to be insignificant (P-value = 0.068). This suggests that extra individual behavior towards the organization does not have a significant direct impact on employee performance.
5. Job Satisfaction with Employee Performance: The direct effect from job satisfaction to employee performance is significant (P-value = 0.000) and positive (Coefficient value = 0.610). This shows that job satisfaction has a significant positive impact on employee performance.

Indirect Effect: Indirect effects involve the influence of one variable on another variable through an intermediary or mediating variable. The information provided for indirect effects includes the original sample size, T statistics, P values, and explanations about the significance of the indirect effects.

1. Work Environment on Employee Performance through Job Satisfaction: The indirect effect of the work environment on employee performance through job satisfaction is significant (P-value = 0.000). This suggests that job satisfaction acts as a mediating variable, and the positive relationship between the work environment and employee performance is partially explained by job satisfaction.
2. Extra Individual Behavior to the Organization towards Employee Performance through Employee Job Satisfaction: The indirect effect of extra individual behavior on employee performance through employee job satisfaction is also significant (P-value = 0.000). Similarly, this indicates that job

satisfaction acts as a mediating variable, explaining the positive relationship between extra individual behavior and employee performance.

Table 2.
Bootstrapping Results

Direct Effect (<i>Dirrect Effect</i>)				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Work environment to job satisfaction	0,504	4,750	0,000	Significant positives
Work environment on employee performance	0,157	1,667	0,095	Insignificant positives
Extra individual behavior to the organization towards job satisfaction	0,442	4,440	0,000	Significant positives
Extra individual behavior to the organization towards employee performance	0,186	1,829	0,068	Insignificant positives
Job satisfaction with employee performance	0,610	7,284	0,000	Significant positives
<i>Indirrect Effect</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Work environment on employee performance through job satisfaction	0,307	3,690	0,000	Significant positive (job satisfaction can be a mediating variable because it has a positive coefficient value and significant P Values)
Extra individual behavior to the organization towards employee performance through employee job satisfaction	0,270	4,099	0,000	Significant positive (job satisfaction can be a mediating variable because it has a positive coefficient value and significant P Values)

Source: Calculated using SmartPLS, 2023

Discussion

The work environment has a significant positive influence on the job satisfaction of employees at the Main Branch Office of BPD Kaltimara in Samarinda. The results of this study signify that any improvement in the work environment has been able to significantly increase employee job satisfaction. This means that, based on the original sample values arranged from highest to lowest, the employee workgroup has the highest value. This indicates that employees at the Main Branch Office in Samarinda perceive their workgroup positively and cooperatively, and they feel they work in a solid and cooperative environment. Meanwhile, employee responsibility has the second-highest value, indicating that responsibility in the workplace is also considered essential by employees. Employee coordination has the third-highest value, signifying that the level of coordination among employees is considered to be good enough. However, the employee work standard has the lowest value, suggesting that work standards may need improvement to achieve better results in increasing job satisfaction significantly.

Regarding the impact of the work environment at BPD Kaltimara's Main Branch Office in Samarinda, it has had a positive effect on employee job satisfaction. Factors such as a positive work environment, clear responsibilities, and effective coordination have contributed to high employee job satisfaction. However, it should also be noted that work standards need improvement to significantly enhance job satisfaction. A positive and supportive work environment plays a crucial role in influencing employee job satisfaction. When employees work in a comfortable environment with adequate facilities, they tend to be happier and more satisfied with their work. Good facilities, such as comfortable workspaces and complete equipment, can improve work efficiency and reduce stress levels. Positive employees, characterized by trust, collaboration, and support among colleagues, create a harmonious and pleasant working atmosphere. Supportive management policies, clear guidance, and career opportunities enhance employee job satisfaction. Fair recognition and rewards for contributions are also crucial for increasing job satisfaction. A work environment that supports work-life balance, with flexible working hours and sufficient leave policies, helps employees achieve a balance between work and personal life, ultimately improving overall job satisfaction. Therefore, a good and supportive work environment plays a crucial role in enhancing employee job satisfaction, which, in turn, has a positive impact on the overall performance of the organization.

As Robbins (2016:181) states, one of the factors that drive job satisfaction is a supportive work environment. The work environment has a significant influence on employees in a company. Davis (2019:22) defines the physical work environment as all conditions surrounding the workplace that affect employees directly or indirectly. A non-conducive work environment can have negative effects such as low morale, high absenteeism, increased errors in job performance, high turnover rates, and more. Companies should avoid this as it can be detrimental. Empirical studies stating that the work environment significantly affects employee job satisfaction include research conducted by (Hayes, et al. 2015; AbuAlRub et al. 2016; Al-Hamdan, et al. 2017; Agbozo, 2017; Pawirosumarto, et al. 2017; Suliman & Aljezawi, 2018; Wargo-Sugleris et al. 2018; Sembiring & Purba, 2019; Budie et al. 2019; Hartanti, 2019; Kurniawaty, et al. 2019; Lin et al. 2019; Ramli, 2019). Several studies show a significant relationship between the work environment and employee job satisfaction in various organizational contexts. The results of these studies show that a good work environment, including facility availability, management support, and a positive work climate, contributes to increased employee job satisfaction. Empirical studies indicating that the work environment has an insignificant impact on employee job satisfaction include research conducted by (Goh & Lopez, 2016; Al Sabei et al. 2020). These studies show that the relationship between the work environment and employee job satisfaction is not significant. Other more dominant factors influencing job satisfaction in the work environment itself do not have a significant impact on employee job satisfaction.

The work environment has a positive but statistically insignificant influence on the performance of employees at the Main Branch Office of BPD Kaltimara in Samarinda. The results of this study imply that any improvement in the work environment has contributed positively to employee performance but not in a statistically significant or substantial manner. This means that, based on the original sample values arranged from highest to lowest, the employee workgroup has the highest value. This indicates that employees at the Main Branch Office in Samarinda perceive their workgroup positively and cooperatively, and they feel they work in a solid and cooperative environment. Meanwhile, employee responsibility has the second-highest value, signifying that responsibility in the workplace is also considered essential by employees. Employee coordination has the third-highest value, indicating that the level of coordination among employees is considered to be good enough. However, the employee work standard has the lowest value, suggesting that work standards may need improvement to achieve better results, not significantly improving employee performance.

Both the quantity of work performed by employees and the quality of their work have the same highest value. This suggests that employees at the Main Branch Office in Samarinda have strong performance in terms of both the quantity and quality of their work. Employee job knowledge has the third-highest value, indicating that employees have sufficient knowledge to perform their tasks well. However, employee teamwork has the lowest value, suggesting that team collaboration among employees may need strengthening to achieve more optimal performance. By considering the results of each variable, the company can identify areas that need improvement to enhance employee productivity and overall performance in an insignificant or statistically nonsignificant manner. Based on the research results, it is evident that the work environment has a statistically insignificant positive influence on employee performance at the Main Branch Office of BPD Kaltimara in Samarinda. This means that any improvement in the work environment at the workplace has positively contributed to employee performance, but this improvement is not statistically significant.

The statistically insignificant positive influence can be explained by examining the results of the original sample values arranged from highest to lowest. In these results, the employee workgroup has the highest value, indicating that employees at the Main Branch Office in Samarinda feel they have a solid and cooperative workgroup where collaboration and teamwork are valued. Attributes of the work environment like these can have a positive impact on employee motivation and satisfaction, but they may not be strong enough to significantly improve their performance. The results show that employee responsibility has the second-highest value, indicating that responsibility in the workplace is also considered important by employees. Employees who feel they have clear and significant responsibilities in their work tend to have higher motivation to achieve good job results. Although it has a positive influence, it may not reach statistical significance because other factors that also affect employee performance.

Employee coordination has the third-highest value, showing that the level of coordination among employees is considered good by employees. Effective coordination in the workplace can enhance efficiency and productivity, but other factors such as individual skills, training, or management support can also play a role in influencing overall performance. The employee work standard has the lowest value, indicating that work standards may need improvement to achieve better results in enhancing employee performance. Improving work standards can provide employees with clearer guidance in performing their tasks and can enhance the overall quality of work results. The company can identify areas that need improvement to enhance employee productivity and overall performance, although these improvements may not be statistically significant. Enhancing the work environment, responsibility, coordination, and work standards together can have a more significant impact on employee performance, but a holistic and comprehensive approach is needed to manage

these factors to achieve statistically significant results. A good and conducive work environment has a significant impact on employee performance. When employees work in an environment that provides support, adequate facilities, and a positive organizational culture, they tend to be more motivated and enthusiastic in carrying out their duties and responsibilities. Adequate workplace facilities, such as up-to-date technology and comfortable workspaces, can improve efficiency and employee performance. In a conducive work environment that emphasizes collaboration and mutual support among colleagues, a sense of togetherness and team support is created, ultimately leading to improved work quality. In a conducive work environment, employees also tend to experience lower stress levels, enabling them to work more focused and effectively. A good work environment acts as a catalyst for improving employee performance, which ultimately contributes to achieving the organization's goals and overall success. Robbins (2019:102) states that human resources play a role in optimizing and utilizing resources and materials to create products; therefore, to improve performance, it is essential for human resources to work efficiently and contribute to productivity. Robbins (2019:103) mentions that the work environment consists of both physical and non-physical aspects that are intertwined with employees and cannot be separated from employee performance development efforts.

Empirical studies indicating that the work environment has a significant influence on employee performance include research conducted by (Harini & Kartiwi, 2018; Narasuci, et al. 2018; Candrianto & Gusti, 2019; Carlisle, et al., 2019; Hartanti, 2019; Hidayati, et al. 2019; Ramli, 2019; Hartinah et al. 2020). These studies found a significant relationship between the work environment and employee performance. A conducive and motivating work environment can increase the productivity and effectiveness of employees in carrying out their tasks, while empirical studies indicating that the work environment has an insignificant influence on employee performance include research conducted by (Al-Omari & Okasheh, 2017; Pawirosumarto, et al. 2017; Putri et al. 2019). These studies show that there is no significant relationship between the work environment and employee performance. This can occur when other factors such as training, management support, or incentives have a stronger influence on employee performance than the work environment.

Extra-individual behavior towards the organization has a significant positive influence on the job satisfaction of employees at the Main Branch Office of BPD Kaltimara in Samarinda. The results of this research signify that any increase in extra-individual behavior towards the organization will lead to a significant or substantial increase in employee job satisfaction.

This means that, among the extra-individual behavior towards the organization dimensions, "civic virtue" has the highest value. This indicates that employees at the Main Branch Office of BPD Kaltimara in Samarinda tend to actively engage in organizational activities and exhibit a positive attitude in contributing to the organization. "Conscientiousness" has the second-highest value, signifying that employees go above and beyond their job prerequisites and responsibilities in the workplace. Meanwhile, "sportsmanship" has the third-highest value, reflecting employees' willingness to be tolerant and adaptable without complaining in different situations. However, "altruism" has the fourth-highest value, suggesting that specific helping behavior has not reached a very high level. Moreover, "courtesy" has the lowest value, indicating that the management of information about organizational changes can be improved, which has been able to enhance job satisfaction. Employees at the Main Branch Office of BPD Kaltimara in Samarinda exhibit high job satisfaction, with the highest score in the job satisfaction variable. Job satisfaction itself has the second-highest value, indicating that employees are satisfied with the tasks they perform in the workplace. Satisfaction with salary has the third-highest value, indicating that compensation fairness is considered fairly satisfying by employees. However, satisfaction with supervision has the fourth-highest value, indicating that there is room for improving the quality of supervision and guidance from superiors significantly.

The research results show that extra-individual behavior towards the organization has a statistically significant positive influence on employee job satisfaction at the Main Branch Office of BPD Kaltimara in Samarinda. This means that any increase in extra-individual behavior towards the organization significantly contributes to improving employee job satisfaction, as demonstrated by statistical significance. The positive and significant impact can be explained by examining the results of the original sample values, arranged from highest to lowest. In these results, "civic virtue" has the highest value. This suggests that employees at this branch tend to actively engage in organizational activities and show a positive attitude in contributing to the organization. Extra-individual behavior can encompass active participation in additional projects, assisting colleagues, or contributing to social activities organized by the organization. This positive attitude and contribution can create a more positive and satisfying work environment for employees. "Conscientiousness" has the second-highest value, indicating that employees also exhibit behavior that goes beyond their prerequisites and obligations in the workplace. Employees with a high level of conscientiousness tend to be more responsible, disciplined, and diligent in carrying out their tasks. These characteristics can contribute to creating an efficient and productive work environment, which, in turn, can increase job satisfaction among employees. "Sportsmanship" has the third-highest value, reflecting employees' willingness to be tolerant and adaptable without complaining in different situations. This can demonstrate a cooperative attitude and flexibility

among employees in working with colleagues and adapting to changes in the work environment. This sportsmanship attitude can create a harmonious and supportive work atmosphere, which has a positive impact on job satisfaction. "Altruism" has the fourth-highest value, indicating that helping behavior has not reached a very high level in this study. Nevertheless, the positive value suggests that employees still show a tendency to help their colleagues within the organization. Increasing altruism can have a further positive impact on job satisfaction. Extra-individual behavior towards the organization has a significant and positive influence on job satisfaction. Positive values in the job satisfaction variable indicate that employees at the Main Branch Office of BPD Kaltimara in Samarinda are satisfied with their colleagues, job, and compensation. However, there is room for improving the quality of supervision and guidance from superiors to achieve optimal job satisfaction. In conclusion, extra-individual behavior towards the organization has a significant positive impact on job satisfaction, and enhancing positive attitudes and active participation in organizational activities can enhance overall job satisfaction for employees.

Organizational Citizenship Behavior, or extra-individual behavior towards the organization, is important in creating job satisfaction for employees. When employees exhibit extra-individual behavior towards the organization, such as helping colleagues, taking initiative, volunteering, and supporting the organization's goals beyond their primary job duties, they feel more engaged and committed to the organization. In a work environment characterized by collaboration and team support, extra-individual behavior towards the organization creates a positive and supportive environment. Employees who feel appreciated for their contributions beyond routine tasks are satisfied with their work and recognized by colleagues and superiors. Additionally, extra-individual behavior towards the organization also has a positive impact on the overall organizational climate. When employees enjoy working in an environment that fosters extra-individual behavior towards the organization, their job satisfaction increases, ultimately contributing to high employee retention rates and improved organizational performance. The positive relationship between extra-individual behavior towards the organization and job satisfaction allows organizations to create a productive and enjoyable work environment. Robbins & Coulter (2019:123) conclude that extra-individual behavior towards the organization is a determinant of employee job satisfaction. More satisfied employees will speak positively about the company, assist their colleagues, and exceed formal job expectations. Research shows that there is a significant relationship between extra-individual behavior towards the organization and job satisfaction.

Empirical studies indicating that extra-individual behavior towards the organization has a significant influence on employee job satisfaction include research conducted by (Yurcu & Akinci, 2017; Chan & Lai, 2017; Hakim & Fernandes, 2017; Indarti et al. 2017; Pio & Tampi, 2018; Dong & Phuong, 2018; Hidayah & Harnoto, 2018; Lestari, et al. 2018; A Charmiati & Surya, 2019; Aldrin & Yunanto, 2019; Singh & Singh, 2019; Asgari, et al. 2019; Fitrio et al. 2019; Meynhardt, Brieger & Hermann, 2020; Wörtler, et al. 2020). These studies show that extra-individual behavior towards the organization, such as initiative, dedication, and high responsibility, is positively related to employee job satisfaction. Extra-individual behavior demonstrates commitment and employee engagement in the organization, which, in turn, can enhance job satisfaction. However, empirical studies indicating that extra-individual behavior towards the organization has an insignificant influence on employee job satisfaction include research conducted by (Indahyati & Sintaasih, 2019; Romi et al. 2020). These studies show that there is no significant relationship between extra-individual behavior towards the organization and job satisfaction. This can occur when other factors such as the work environment or compensation play a more significant role in determining job satisfaction.

Extra-individual behavior towards the organization has a positive but statistically insignificant influence on the performance of employees at the Main Branch Office of BPD Kaltimara in Samarinda. The results of this research imply that any increase in extra-individual behavior towards the organization has been able to improve employee performance, albeit not significantly or significantly. This means that among the extra-individual behavior towards the organization dimensions, "civic virtue" has the highest value. This indicates that employees at the Main Branch Office of BPD Kaltimara in Samarinda tend to actively engage in organizational activities and exhibit a positive attitude in contributing to the organization. "Conscientiousness" has the second-highest value, signifying that employees go beyond their job prerequisites and responsibilities in the workplace. Meanwhile, "sportsmanship" has the third-highest value, reflecting employees' willingness to be tolerant and adaptable without complaining in different situations. However, "altruism" has the fourth-highest value, suggesting that specific helping behavior has not reached a very high level. Moreover, "courtesy" has the lowest value, indicating that the management of information about organizational changes can be improved. Employee job quantity and job quality have the highest values that are the same. This indicates that employees at the Main Branch Office of BPD Kaltimara in Samarinda have strong performance in terms of quantity and quality of their work. Employee knowledge has the third-highest value, indicating that employees have adequate knowledge to perform their tasks well. However, employee cooperation has the lowest value, indicating that teamwork among employees needs strengthening to achieve more optimal performance results. By considering

the results of each of these variables, the company can identify areas that need improvement to enhance employee productivity and performance overall, albeit not significantly or significantly.

The research results indicate that extra-individual behavior towards the organization has a positive impact on employee performance at the Main Branch Office of BPD Kaltimara in Samarinda. This means that any increase in extra-individual behavior towards the organization will contribute to improving employee performance overall. However, this influence is not significant or statistically significant. The positive and significant impact can be explained by examining the results of the original sample values, arranged from highest to lowest. "Civic virtue" has the highest value, showing that employees at the branch tend to actively engage in organizational activities and exhibit a positive attitude in contributing to the organization. "Conscientiousness" has the second-highest value, indicating that employees also exhibit behavior that exceeds their prerequisites and obligations in the workplace. "Sportsmanship" has the third-highest value, reflecting employees' willingness to be tolerant and adaptable without complaining in different situations. However, "altruism" has the fourth-highest value, indicating that specific helping behavior has not reached a very high level. Moreover, "courtesy" has the lowest value, indicating that the management of information about organizational changes can be improved.

Although the positive impact of extra-individual behavior towards the organization on employee performance is evident, it is not statistically significant. This can be due to several factors. One of them is that other variables beyond the scope of the study may affect employee performance and lead to non-significant results. Additionally, sample size or research methods used can also influence statistical outcomes. Despite the statistically insignificant impact of extra-individual behavior towards the organization on employee performance, this influence is still important to consider. Positive employee behavior in contributing to the organization can create a positive and productive work climate. Moreover, this influence might become relevant when combined with other factors that can strengthen its impact on employee performance. By considering the results of each variable, the company can identify areas that need improvement to enhance employee productivity and overall performance. Even though the impact of extra-individual behavior towards the organization on employee performance is not statistically significant, it is still important to consider and encourage positive employee behavior in contributing to the organization. When developing corporate strategies and policies, attention to these aspects can help improve employee performance holistically. Organizational Citizenship Behavior, or extra-individual behavior towards the organization, plays a crucial role in enhancing employee performance. When employees exhibit extra-individual behavior towards the organization, such as helping colleagues, providing support, actively participating in organizational activities, and proactively seeking to improve work efficiency and effectiveness, they positively contribute to achieving organizational goals. Extra-individual behavior reflects the level of commitment and loyalty employees have toward the organization. Therefore, they are more motivated to deliver their best in their work. With extra-individual behavior towards the organization, employees tend to show higher levels of initiative, responsibility, and cooperation. This, in turn, enhances teamwork and synergy among organizational members. Employees who behave as good citizens within the organization tend to have positive thinking, cooperative attitudes, and proactively seek solutions to challenges. They are also better at adapting and showing high flexibility when facing different situations. Robbins & Judge (2015:235) state that organizations with employees who exhibit good extra-individual behavior towards the organization perform better than others. Ahdiyana (2019:25) indicates that the positive behavior of employees or organizational members, through extra-individual behavior towards the organization, supports individual and organizational performance for the betterment of the organization.

Empirical studies indicating that OCB has a significant influence on employee performance include research conducted by (Zheng, et al. 2012; Hakim & Fernandes, 2017; Indarti et al. 2017; Jiang, et al. 2017; Hidayah & Harnoto, 2018; Ismail, Iqbal and Adeel, 2018; Lestari, Kholifatul & Ghaby, 2018; Vipraprastha, et al. 2018; Chang et al. 2019; Suhardi, 2019; Wörtler, et al. 2020). These studies show that extra-individual behavior towards the organization is positively related to employee performance. Employees who exhibit extra-individual behavior, such as taking initiative, cooperating, and actively engaging in the organization, tend to have better performance. However, empirical studies indicating that OCB has an insignificant influence on employee performance include research conducted by (Chiang & Hsieh, 2012; Rita et al. 2018; Sukarman et al. 2018). These studies show that there is no significant relationship between extra-individual behavior towards the organization and employee performance. This can occur when other factors like knowledge and skills play a more significant role in determining employee performance.

Job satisfaction has a significantly positive impact on the performance of employees at the Main Branch Office of BPD Kaltimara in Samarinda. The results of this study signify that every increase in job satisfaction has been able to improve employee performance significantly or significantly. This implies that in terms of job satisfaction, employees at the BPD Kaltimara Main Branch Office in Samarinda exhibit high satisfaction levels, with the highest value on the job satisfaction variable. The job itself has the second-highest value, indicating that employees are satisfied with the tasks they carry out at the workplace. Satisfaction with

salary has the third-highest value, suggesting that fairness in compensation is considered quite satisfactory by employees. However, satisfaction with supervision has the fourth-highest value, indicating that there is room for improving the quality of supervision and guidance from superiors, which has significantly improved employee performance, employee job quantity, and employee job quality have the highest values that are the same. This indicates that employees at the Main Branch Office in Samarinda have strong performance in terms of quantity and quality of their work. Employee knowledge has the third-highest value, indicating that employees have adequate knowledge to perform their tasks well. However, employee cooperation has the lowest value, showing that teamwork among employees needs strengthening to achieve more optimal performance results. By considering the results of each of these variables, the company can identify areas that need improvement to enhance employee productivity and overall performance significantly or significantly.

The research results show that job satisfaction has a positive and significant impact on employee performance at the Main Branch Office of BPD Kaltimara in Samarinda. This means that any increase in job satisfaction will have a positive impact on improving employee performance overall, and this influence is statistically significant. The importance of job satisfaction for employee performance can be explained by examining the original sample values, arranged from highest to lowest. The job satisfaction variable has the highest value, indicating that employees at the branch show high satisfaction with their colleagues, the work environment, and various aspects of their jobs. The job itself has the second-highest value, indicating that employees are satisfied with the tasks they perform at the workplace and feel that their work has meaning and motivation. Satisfaction with salary has the third-highest value, suggesting that fairness in compensation is considered quite satisfactory by employees, and this can enhance their motivation to work better. However, satisfaction with supervision has the fourth-highest value, indicating that there is room for improving the quality of supervision and guidance from superiors, which can significantly improve employee performance.

The positive and significant impact of job satisfaction on employee performance can be understood through the following mechanisms. When employees are satisfied with their job and work environment, they tend to have high motivation, enthusiasm, and a strong commitment to the organization. Job satisfaction can also boost self-confidence and the feeling of being valued, making employees more inclined to take the initiative to enhance their performance. Furthermore, job satisfaction can contribute to positive relationships among colleagues, enhancing collaboration and teamwork, which can have a positive impact on team performance as a whole. By considering the results of each variable, the company can identify areas that need improvement to significantly enhance employee productivity and performance. Efforts to improve job satisfaction through the enhancement of the work environment, recognition and rewards, and support from superiors can be strategic steps to significantly and sustainably improve employee performance. Additionally, the company can focus on improving the quality of supervision and employee cooperation to create a more productive and motivating work environment. Thus, enhancing job satisfaction can be a valuable investment for the company to improve performance and achieve organizational goals more effectively.

Job satisfaction is an essential factor that influences employee performance. When employees are satisfied with their jobs, they tend to be more motivated, enthusiastic, and committed to delivering their best in their tasks. High job satisfaction also contributes to an overall improvement in performance quality. When employees are satisfied, they feel comfortable and content in their work conditions. Factors like a pleasant work atmosphere, support from superiors and colleagues, and opportunities for career development can contribute positively to employee job satisfaction. On the other hand, employees who are dissatisfied with their jobs tend to exhibit low performance. Job dissatisfaction can lead to a lack of initiative and a lack of commitment to achieving organizational goals. Therefore, understanding and managing employee job satisfaction are crucial aspects of achieving organizational goals and success. Organizations need to conduct regular evaluations of employee job satisfaction levels and identify factors that can enhance job satisfaction. Efforts to create conditions that support employee job satisfaction will provide long-term benefits to the organization, including improved performance. Job satisfaction is defined as a pleasant state or positive emotions resulting from an individual's assessment of their job or work experience. Job satisfaction is derived from an employee's perception of how well their job provides what they consider to be important. The five aspects of job satisfaction are measured with the Job Descriptive Index, which includes the job itself, the quality of supervision, relationships with colleagues, promotion opportunities, and pay (Luthans, 2015:230).

The research gap obtained from empirical studies on the influence of job satisfaction on performance can be explained through empirical studies that state that job satisfaction has a significant impact on employee performance, including research conducted by (Rose, et al. 2019; Yiing & Ahmad, 2019; Ahmad et al. 2018; Fu & Deshpande, 2018; Nath-Gangai & Agrawal, 2015; Wening & Choerudin, 2015; Dinc, 2017; Renyut et al. 2017; Hakim & Fernandes, 2017; Indarti et al. 2017; Sugiarto, 2018; Hidayah & Harnoto, 2018; Lestari, et al. 2018; Qodariah, et al. 2019; Ramli, 2019; Soomro & Shah, 2019; Hartanti, 2019; Hendri, 2019; Karem et al. 2019). These studies find a significant relationship between employee satisfaction and their performance. When employees are satisfied with their jobs and the work environment, they tend to work better and exhibit higher

performance. However, empirical studies that state that job satisfaction has an insignificant impact on employee performance include research conducted by (Ahmad, et al. 2018; Pawirosumarto, Sarjana & Gunawan, 2017; Hidayah & Tobing, 2018; Narasuci, et al. 2018; Maswani, et al. 2019). These studies show that there is no significant relationship between employee job satisfaction and their performance. This can occur when other factors like compensation or training play a more significant role in determining employee performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

The work environment has a significant positive effect on the job satisfaction. The results of this study mean that every improvement in the work environment has been able to increase employee job satisfaction with significant or tangible improvements. The work environment has a positive insignificant effect on the performance. The results of this study mean that every improvement in the work environment can improve employee performance with insignificant or intangible improvements. Extra individual behavior to the organization has a significant positive effect on job satisfaction. The results of this study mean that every increase in extra individual behavior to the organization will increase employee job satisfaction with a significant or noticeable increase. The extra behavior of individuals to the organization has a positive insignificant effect on the performance. The results of this study mean that every increase in extra individual behavior to the organization has been able to improve employee performance with the increase being insignificant or intangible. Job satisfaction has a significant positive effect on the performance. The results of this study mean that every increase in job satisfaction has been able to improve employee performance with a significant or tangible increase. Job satisfaction as a mediating variable of the work environment on employee performance. Based on the results of the study, job satisfaction can be a mediating variable because it has a positive coefficient value. The value of the coefficient of direct influence, namely the work environment on employee performance, is smaller than the value of the coefficient mediated by job satisfaction, so that job satisfaction is able to be a mediating variable and is better mediated by job satisfaction than unmediated. Job satisfaction as a mediating variable of extra individual behavior to the organization to employee performance. Based on the results of the study, job satisfaction can be a mediating variable because it has a positive coefficient value. The value of the coefficient of direct influence, namely extra individual behavior to the organization on employee performance, is smaller than the value of the coefficient mediated by job satisfaction, so that job satisfaction is able to be a mediating variable and is better mediated by job satisfaction than unmediated.

Advice for BPD Kaltimara Employees of Samarinda Main Branch Office, Improve Work Environment: Based on the results of the study, the work environment has a significant positive effect on employee job satisfaction. Therefore, it is important to continue to improve the quality of the working environment at this branch office. Pay attention to aspects such as physical facilities, work climate, interaction between employees, and support from management to create a more positive and productive environment. Focus on Performance Quality Development: Although the work environment does not have a significant effect on employee performance, it is important to still strive to improve the quality of performance. Identify other factors that can improve performance, such as training, skills development, and recognition of job performance. Promote Extra Individual Behavior: Extra individual behavior to the organization has a significant positive effect on job satisfaction. Encourage and reward these extra behaviors, such as active participation in organizational activities, initiatives, and cooperation among employees. Managerial Capability Development: In the context of research on job satisfaction as a mediating variable, it is important to develop managerial ability in managing the work environment and encouraging positive behavior in the workplace. Provide leadership training for managers and superiors to more effectively facilitate employee job satisfaction.

Advice for BPD Kaltimara Main Branch Office Samarinda: Pay attention to Work Environment Management Strategy: Work environment management is a key element to increase employee job satisfaction. Companies must pay attention to aspects such as facilities, work patterns, communication, and employee participation in decision making. Identify Factors That Affect Performance: Although the work environment does not have a significant effect on employee performance, companies need to identify other factors that can improve performance. Conduct a thorough analysis to identify obstacles that may hinder optimal employee performance. Reinforce a Positive Organizational Culture: Encourage a positive organizational culture that encourages extra individual behavior, cooperation, and better performance. A positive culture will affect job satisfaction and overall employee performance.

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