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## Organizational Commitment and Work Environment Towards the Performance of PNS Based on Values with Cultural: The Role of OCB

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### Abstract

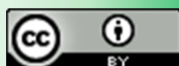
This study investigates the effect of organizational commitment and work environment on the performance of civil servants based on BerAKHLAK values at the BKD Office of South Sulawesi Province. The sampling technique used a sample of genus where all populations, as many as 127 respondents, were sampled, with data analysis using SEM-PLS. The results showed that organizational commitment has a positive and significant effect on the performance of civil servants based on values, but the work environment has no significant effect. Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB), but the work environment has no significant effect. OCB has a positive and significant effect on the performance of civil servants based on values. Organizational commitment has a positive and significant effect on the performance of civil servants based on values through OCB. However, the work environment has no significant effect on the performance of civil servants based on values through OCB.

**Keywords:** commitment, environment, OCB, performance

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## INTRODUCTION

The noble task of a civil servant is to be present as a core values actor who produces valuable performance. Civil servants who do not use Core Values will lose their way, making it difficult to produce valuable performance. Measuring civil servant performance has shifted from pursuing outputs such as quantity, quality, and timeliness to outcomes, namely Core Values, the name BerAKHLAK. This is because the concept of core values BerAKHLAK is a milestone point for strengthening civil servants, especially at the office of the Regional Personnel Agency (BKD) of South Sulawesi Province, awakening work enthusiasm and building awareness until finally, it becomes the mindset of all civil servants in carrying out their duties to produce good, quality and valuable performance. Therefore, the Core Values of BerAKHLAK become a compass for doing work while reducing the conventional paradigm that relies solely on output. The performance of BerAKHLAK reflects service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative, which has not been revealed by previous researchers, so it is interesting to do this research.

Every public institution, such as BKD South Sulawesi Province, hopes to create good and valuable civil servant performance if it has core values. In order to create employee performance that has Core values, one of them is to generate organizational commitment by civil servants such as (involvement, togetherness, love, and a sense of survival) and create a work environment that is (friendly, communicative, and fun) to produce performance characterized by BerAKHLAK. Previously, performance within the government of South Sulawesi Province used the SIPAKATAU pattern, and in 2021, this pattern switched to the value of BerAKHLAK. Interestingly, the SIPAKATAU pattern has a lower score of 1.9, while the BerAKHLAK score of 3.36 is very good.

Many previous studies explain the determinants of output-based civil servant performance. For example, organizational commitment has a significant effect on performance. This means that the higher the organizational commitment, the better the performance. Organizational commitment has no significant effect on performance. This means that performance is not determined by organizational commitment. The work environment also determines performance. Research on the relationship between the work environment and performance, as studied by Ali et al. (2019), Horng et al. (2016), and Yeh & Huan (2017) found that the work environment has a significant effect on performance. This means that the better the work environment, the better the performance. Meanwhile, Pawirosumarto et al. (2017) found that the work environment has no significant effect on performance. This means that the work environment does not determine performance.

Based on the interesting phenomenon of the performance of civil servants characterized by BerAKHLAK being very good and the existence of variations in the results of previous studies, the motivation for this study: First, placing the OCB variable as a mediating variable that serves to cover the gap in the results of previous research. Previous research from Leephaijaroen (2016), Shahjehan et al. (2019), and Zufriah (2019) found that organizational commitment has a significant effect on OCB. According to Schwarz et al. (2023), organizational commitment negatively and significantly affects OCB. Furthermore, research on the relationship between the work environment and OCB by Zufriah (2019) found that the work environment significantly affects OCB. In contrast to Ciocirlan (2017), the work environment has an insignificant effect on OCB. Research on OCB performance was studied by Ocampo et al. (2018), Tourigny et al. (2013), and Widyaningrum (2019). OCB has a significant effect on performance.

In contrast to Ahdiyana (2015), the OCB dimensions of conscientiousness and civic virtue have no significant effect on performance. Second, this study uses indicators that are different from previous

studies, especially the measurement of civil servant performance based on the concept of core values with ethics. Preparation of indicators based on theory, logic, and reality with the object of research, such as organizational commitment variables and the work environment.

## LITERATURE REVIEW

This research is based on the management theory of financial management and the grand theory. HRM is related to all aspects of how a civil servant is present to produce performance based on core values, not merely producing output. Without ruling out the meaning of output-based performance, the current study shifts the paradigm of measuring performance based on outcomes that have values such as the value of BerAKHLAK. Sujatha & Krishnaveni (2018) assert that a person with sufficient knowledge management gains momentum, and organizations look towards knowledge management to increase the capacity of individual employees. Knowledge creation is a continuous process, and effective management and the creation of new knowledge are integral parts of every organization, using core values. Working theory or applied theory in this study using the theory of reasoned action (Theory of Reasoned Action), abbreviated as TRA, popularized by Fishbein & Ajzen (1975). In TRA's view, the intention of employees to have organizational commitment and support from a good work environment is that a civil servant has a reason to produce core value-based performance with the value of BerAKHLAK.

Organizational commitment has a relationship with the performance of civil servants. Organizational commitment can be described as emotional closeness, involvement, and identification of individuals in the implementation of organizational operations (Riwukore et al., 2022). This emotional closeness encourages a member to want still to be part of the organization to encourage employee performance. Meanwhile, employee performance results from a process carried out by humans. This means that the actual work performance or achievement achieved by a person is the result of work not only output such as on time, discipline, quality, and quantity achieved but also how a civil servant scores performance with core values (Beltrán-Martín & Bou-Llusar, 2018). For example, organizational commitment has a significant effect on performance. This means that the higher the organizational commitment, the better the performance. Organizational commitment has no significant effect on performance. This means that performance is not determined by organizational commitment. Therefore, the research hypothesis is:

H1. Organizational commitment has a significant effect on the performance of civil servants.

The work environment is the work atmosphere experienced by Civil servants, whether in physical or non-physical form, is conducive to providing a sense of security and enabling civil servants to work optimally and produce good performance (De Clercq et al., 2019; Pawirosumarto et al., 2017). A civil servant who enjoys a work environment that is friendly, pleasant, and communicative will arouse work enthusiasm, resulting in good performance (Dhani & Sharma, 2017). Previous studies by Ali et al. (2019), Horng et al. (2016), and Yeh & Huan (2017) found that the work environment has a significant effect on performance. This means that the better the work environment, the better the performance. Temporary Pawirosumarto et al. (2017) found that the work environment did not significantly influence performance. In fact, employees who feel the work environment is supportive have higher levels of work engagement (Jauhar & Suratman, 2022). This means that the work environment does not determine performance. Thus, the hypothesis proposed is:

H2. The work environment has a significant effect on civil servant performance.

Organizational commitment is also related to OCB. OCB is a visible voluntary behavior that can be observed based on a dominant motive or value. Volunteerism in the form of behavior does not necessarily reflect actual willingness, one that is driven by high organizational commitment (Afsar et al., 2018). Previously reported by Leephaijaroen (2016), Shahjehan et al. (2019), and Zufriah (2019) found that organizational commitment has a significant effect on OCB. Temporary Schwarz et al. (2023) state that organizational commitment negatively and significantly affects OCB. Furthermore, research into the relationship between the work environment and OCB by Zufriah (2019) found that the work environment significantly affects OCB. Unlike Ciocirlan (2017), the work environment does not significantly affect OCB. So, the research hypothesis is:

H3. Organizational commitment has a significant effect on OCB.

When a civil servant feels a supportive work environment such as work environment a friendly, pleasant work environment and communicative work environment will arouse enthusiasm for voluntary behavior so that employees will achieve good performance, even value-based (Ciocirlan, 2017; Tsaur et al., 2019). If the physical work environment is likely to encourage extraneous behavior significantly, as Zufriah (2019) suggested, the work environment significantly affects OCB. Ciocirlan (2017) states that the work environment does not significantly affect OCB. The results of this research discover new concepts and provide theoretical implications that non-physical work environments cannot encourage voluntary behavior in the form of OCB. Therefore, the research hypothesis is:

H4. The work environment has a significant effect on OCB.

Civil servants who carry out extra behavior are civil servants who have high organizational commitment and experience a work environment that generates a sense of friendly, pleasant work environment and communicative work environment, which results in valuable performance (Neessen et al., 2021). Studies from Ocampo et al. (2018), Tourigny et al. (2013), and Widyaningrum (2019) show that OCB has a positive and significant effect on performance. This means that the results of this research expand the validity of previous research results. However, this research does not support research Ahdiyana (2015) that the dimensions of OCB in the form of conscientiousness and civic virtue do not significantly affect performance. Thus, the hypothesis proposed is:

H5. OCB has a significant effect on performance.

H6. Organizational commitment has a significant effect on performance through OCB.

H7. The work environment has a significant effect on OCB performance.

## METHODS

This type of research is an explanatory survey explaining the relationship or causality between variables through hypothesis testing (Kathpalia & Nagaraj, 2021; Moraffah et al., 2021). The object of this research was carried out at the BKD Office of South Sulawesi Province, with a population of 127 employees as of November 2023, and samples, so the sampling technique used a saturated sample. The time to collect data was approximately three months (November 2023-January 2024) using a questionnaire instrument, in addition to interviews with a perception range of 1 to 5, with the following information: 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Agree; 4 = Agree and 5 = Strongly Agree (Kamoen et al., 2011; Weijters et al., 2010).

Variable measurement is based on theory, logic, and reality; namely, it is adjusted to the objective conditions of the research so that it is different from previous research. The organizational commitment variable refers to the concept proposed by (Robbins & Judge, 2015) measured with four indicators, namely involvement in activities, a sense of belonging to the organization, love for the

organization, and a sense of survival in the organization. Furthermore, work environment variables refer to the concept put forward by Hasibuan (2014) measured by three indicators, such as a friendly environment, a pleasant work environment, and a communicative work environment. Then, variable OCB refers to the concept of Organ et al. (2006), namely Altruism, Conscientiousness, Sportsmanship, and Civic Virtue. Finally, the performance variable of civil servants refers to the concept of BerAKHLAK measured by seven indicators, namely service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative. Given the small or limited sample, data analysis uses SEM-PLS. In addition to a small sample, SEM-PLS can provide information about which indicators give the highest and lowest weights (Ghozali, 2016).

## RESULT

The characteristics of respondents based on male gender were 64 people with a percentage of 88.9%, while female gender were 62 people with a percentage of 84.7%. So, male and female civil servants are almost identical.

Table 1. Factor Loading, Mean, and VIF

Indicator	OC	WE	OCB	EP	VIF
Involvement in activities	0.950				1.232
Feeling with the organization	0.727				1.711
Love for the organization	0.742				1.697
A sense of survival in the organization	0.930				1.176
Friendly environment		0.786			1.560
Fun work environment		0.893			1.723
communicative work environment		0.828			1.759
Altruism			0.727		1.658
Conscientiousness			0.947		2.024
Sportsmanship			0.901		3.550
Civic Virtue			0.969		1.406
Service-oriented				0.952	2.874
Accountable service				0.951	2.008
Competent				0.884	4.433
Harmonious				0.776	2.299
Loyal				0.837	3.064
Adaptive				0.895	1.099
Collaborative				0.974	3.553

Characteristics based on age <20-30 years, as many as 21 people with a percentage level of 29.2%, age 31-40 years, as many as 62 people with a percentage of 86.1%, and age 41-50 years as many as 26 people with a percentage of 36.1%. Age > 50 years, as many as 17 people with a percentage of 25.0%. Then, employees with high school and diploma education were 11 people, each with a percentage of 8.7%, 72 people with a percentage of 57.1%, and 39 people with a percentage of 30.9%. Employee tenure of 1-10 years is 51 with a percentage of 70.8%, 11-20 years is 53 with a percentage of 73.6%, 21-30 years is 10 with 13.9%, and >31 years is 12 with 16.7%.

Table 1 and Figure 1 state that the Factor Loadings of all indicators meet the specified criteria because they are above 0.70, so they are suitable for further analysis. This examination can be seen from the VIF (Variance Inflation Factor). If  $VIF > 5$ , Hair et al. (2020) show that there is multicollinearity or

vice versa  $VIF < 5$ , then the symptoms of multicollinearity can be ignored (low). Table 1 shows that there are no multicollinear symptoms.

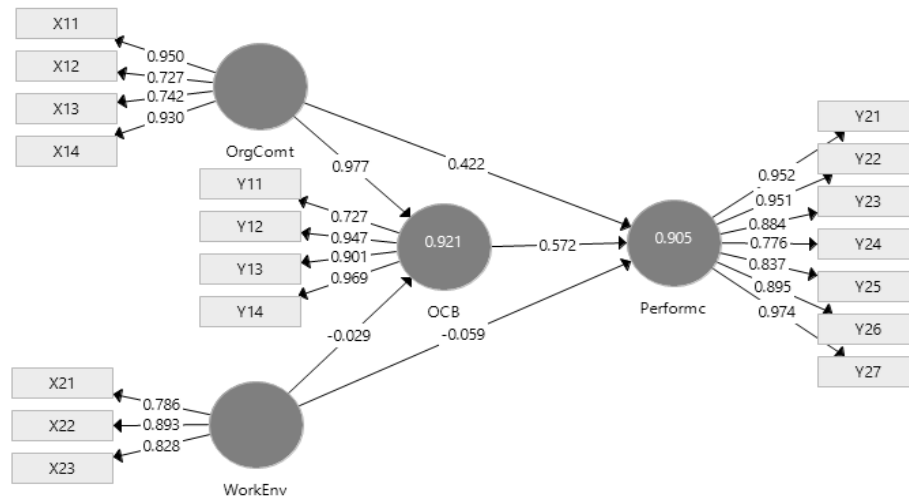


Figure 1. Outcome Model Factor Loading

According to Hair et al. (2020), the minimum Composite Reliability (CR) value is 0.70, but a CR tolerance value between 0.60 and 0.70 is acceptable. Table 2 states that the internal consistency reliability of all variables meets the specified criteria because it is between 0.60 and 0.70, which is acceptable.

Table 2. Composite Reliability

	Cronbach's Alpha	Roh-A	Composite Reliability	Average Variance Extracted (EVA)
Organizational commitment	0.864	0.923	0.907	0.712
Work environment	0.791	0.851	0.875	0.700
OCB	0.910	0.932	0.938	0.794
Employee performance	0.959	0.964	0.967	0.806

Discriminant validity testing is carried out at the indicator and variable levels, as in Table 3 below. The discriminant validity of all variables meets the specified criteria, so it is appropriate to continue the analysis.

Table 3. Discriminant Validity

	OC	WE	OCB	EP
Organizational commitment	0.844			
Work environment	0.604	0.837		
OCB	0.960	0.560	0.891	
Employee performance	0.936	0.517	0.944	0.898



The organizational commitment variable is reflected by four indicators with 12 questions in the questionnaire.

Table 4. Organizational Commitment Variable Profile (X1)

No	Indicator	Factor Loadings	Average Score
1	Involvement in activities	0.950	4.8
2	Feeling with the organization	0.727	3.3
3	Love for the organization	0.742	3.0
4	A sense of survival in the organization	0.930	3.2

Indicators with larger or stronger factor loadings in reflecting organizational commitment include involvement in activities as big as 0.950, which strengthens the respondents' information with an average of 4.8 or very good. This means that organizational commitment by civil servants, who are always involved in operational activities, tends to be high or good at the South Sulawesi Province BKD Office. Then, indicators that are still low and of concern to management Sulawesi Province BKD indicate a sense of being with an organization as large as 0.727, supported by information from respondents; the average was 3.3 or the medium category. This shows that employees always display a sense of commitment to togetherness with fellow employees in operational activities, thus giving rise to extra behaviors such as OCB and generating performance (Na-Nan et al., 2020). The work environment variable is reflected by three indicators, and nine questions are used in the questionnaire.

Table 5. Work Environment Variable Profile (X2)

No	Indicator	Factor Loading	Average Score
1	Friendly environment	0.786	4.0
2	Fun work environment	0.893	4.0
3	Communicative work environment	0.828	4.2

Indicators with larger or stronger factor loadings in reflecting on the work environment than a pleasant work environment as big as 0.893 strengthened the respondent's information with an average of 4.0 or better. This means that civil servants always feel a pleasant work atmosphere, and then extra behavior can potentially arise and result in poor performance. Then, indicators that are still low and are of concern to the management office South Sulawesi Province BKD is an indicator-friendly environment of 0.786 supported by information from respondents; the average is 4.0 or good category, which means employees feel there is friendship between Civil servants when working so that it has the potential to form extra behavior and result in performance (Teo et al., 2019).

OCB variables are reflected in 4 indicators and use 12 question items. Indicators that have a larger or stronger factor load in reflecting OCB, namely Civic Virtue of 0.969, are reinforced by respondents' information with an average of 4.5 or a very good category. This shows that employees always display extra behavior and are willing to follow developments in the organization according to market needs so as to produce performance. Furthermore, the indicator that is still low and is of concern to the management of the BKD office of South Sulawesi Province is the Altruism indicator of 0.727, supported by information from respondents with an average of 3.3 or a moderate category. This perception means that altruistic behavior needs attention; at least, management maintains this perception or how to encourage civil servants to increase the role of extra altruism so that it will improve performance.

Table 6. OCB Variable Profile (Y1)

No	Indicator	Factor Loadings	Average Score
1	Altruism	0.727	3.3
2	Conscientiousness	0.947	3.5
3	Sportsmanship	0.901	3.7
4	Civic Virtue	0.969	4.5

Civil servants use the concept of AKHLAK for performance variables, which is reflected in seven indicators with 21 questions.

Table 7. Employee Performance Variable Profile (Y2)

No	Indicator	Factor Loadings	Average Score
1	Service Oriented	0.952	4.3
2	Accountable	0.951	3.5
3	Competent	0.884	3.2
4	Harmonious	0.776	4.0
5	Loyal	0.837	4.0
6	Adaptive	0.895	4.2
7	Collaborative	0.974	3.3

The indicator that has a greater or stronger factor loading in reflecting the performance of civil servants is collaborative at 0.974, even though the respondent's information has an average of 3.3 or a moderate category. This shows that a civil servant provides opportunities for various parties to contribute, is open to working together to produce added value, and mobilizes utilizing various resources for a common goal. Therefore, a civil servant who uses the value of BerAKHLAK will be motivated to work and perform well. Furthermore, the indicator that is still low and is of concern to the management of the BKD office of South Sulawesi Province is a harmonious indicator of 0.776, supported by information from respondents with an average of 4.0 or a good category. This shows that a civil servant who is based on values respects everyone regardless of background, likes to help others, and builds a conducive work environment is a form of having used the value of BerAKHLAK in work harmonization so that he will be motivated to work and produce good performance (Harwiki, 2016)

In Table 8, it is stated that the Adjusted R Square is above 50%, so it can be stated that the explanatory (independent) variable can respond to the dependent variable. The R Square value is 0.665 or 66.50%, and the Adjusted R Square value is 0.658 or 65.80%, indicating the large contribution of the model of the relationship between organizational commitment and the work environment with OCB. Furthermore, the R Square value is 0.430 or 43.00%, and the Adjusted R Square value is 0.412 or 41.20%, indicating the large contribution of the model of the relationship between organizational commitment and the work environment and employee performance. Thus, the data can be explained by the model so that it is suitable for providing explanations and testing hypotheses.

Table 8. Model Goodness

	R Square	R Square Adjusted
OCB	0.665	0.658
Employee performance	0.430	0.412



Table 9. Results of Direct Relationship Hypothesis Testing

Relationship between Variables		Path Coefficient	p-value	t statistics	Information
Explanatory Variables	Response Variables	Direct Influence			
Organizational commitment (X1)	Employee performance (Y2)	0.422*	0.000	4.500	Significant
Working environment (X2)	Employee performance (Y2)	-0.059	0.326	0.984	Not significant
Organizational commitment (X1)	OCB (Y1)	0.977*	0.000	51.418	Significant
Working environment (X1)	OCB (Y1)	-0.029*	0.293	1.053	Not significant
OCB (Y1)	Employee performance (Y2)	0.572*	0.000	4.617	Significant

Significant at  $\alpha = 0.05$  significant or student t-test (1.96)

Table 10 presents information about the indirect relationship between the existence of a mediating variable, namely OCB. The relationship between organizational commitment and employee performance through OCB is partial mediation. Next, the relationship between the work environment and the performance of Civil servants through OCB is perfect mediation (Complete mediation).

Table 10. Results of Indirect Relationship Hypothesis Testing

Explanatory Variables	Mediation Variables	Response Variables	Indirect Influence	p-value	t statistics	Nature of Mediation
Organizational commitment (X1)	OCB (Y1)	Employee performance (Y2)	0.559*	0.000	4.500	Partial mediation
Working environment (X2)	OCB (Y1)	Employee performance (Y2)	-0.017	0.326	0.984	Complete mediation

Note: \* = significant at  $\alpha = 0.05$  significant or student t-test (1.96).

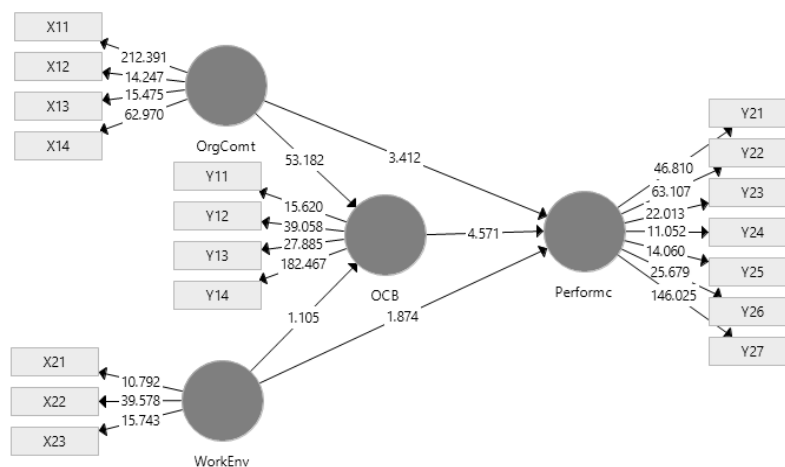


Figure 2. Outcome model Hypothesis test

## DISCUSSION

The results showed that the better the organizational commitment, the better the performance of civil servants at the BKD office of South Sulawesi Province. This indicates that a civil servant has organizational commitment, such as the behavior of involvement in activities, a sense of being with the organization, love for the organization, and a sense of staying in the organization so as to produce performance based on the value of BerAKHLAK in the form of service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative, generally said to be good. The results prove that the indicator that has a larger or stronger factor load in reflecting organizational commitment is involvement in activities of 0.950, reinforced by respondents' information with an average of 4.8 or very good. This means that organizational commitment by civil servants who are marked by always being involved in operational activities tends to be high or good at the BKD Office of South Sulawesi Province. Although there are still indicators that are low and are of concern to the management of the South Sulawesi Province BKD office, the indicator of a shared sense of organization of 0.727 is supported by information from respondents with an average of 3.3 or a moderate category. This shows that civil servants always commit to a sense of togetherness with fellow civil servants in operational activities to produce performance.

Robbins & Judge (2015) state that someone who has organizational commitment will always display the behavior of involvement in activities; a sense of being with the organization is generally referred to as affective commitment, love for the organization or normative commitment, and a sense of survival in the organization or continuance commitment and the direction will produce good performance. The performance produced by civil servants is value-based or has a core value, namely, using the value of BerAKHLAK. The results showed that the perception of civil servant performance with a BerAKHLAK value of 3.8, which includes service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative, is generally said to be good. Of the seven indicators that give high or strong weight in reflecting the performance of civil servants, the collaborative indicator is 0.974, although the respondent's information averages 3.3 or a moderate category. This shows that an employee provides opportunities for various parties to contribute, is open to working together to produce added value, and utilizes various resources for a common goal. Therefore, a civil servant who uses the value of BerAKHLAK will be motivated to work and perform well.

In the view of the theory of reasoned action popularized by Fishbein & Ajzen (1975), the intention of employees to have organizational commitment is good to produce good performance and the willingness or motivation to comply with norms to produce core value-based performance with BerAKHLAK values. Therefore, this study has theoretical implications that employees with good organizational commitment tend to produce performance based on beliefs and motivation. This study found that organizational commitment positively and significantly affects performance. This means that the higher the organizational commitment, the better the performance. Organizational commitment has no significant effect on performance. This means that performance is not determined by organizational commitment.

The results showed that the work environment has not been able to significantly contribute to encouraging civil servants' performance based on BerAKHLAK values at the BKD office of South Sulawesi Province. This indicates that the work environment is not the main factor in improving the performance of civil servants based on BerAKHLAK values. Even though it is perceived by civil servants the work environment of 4.1 is good, which includes a friendly environment, a pleasant work environment, and a communicative work environment, employees think that the non-physical work

environment is not a determinant to produce BerAKHLAK value-based civil servant performance. Employees who have core values will certainly have personal values so that they always present an outstanding work attitude (Setiowati & Tambunan, 2023). According to Robbins & Judge (2015) and Hasibuan (2014), the types of work environments are broadly divided into two: the physical and the non-physical. This study relies on the non-physical work environment as all the circumstances that occur related to work relationships that occur in the work environment, such as a friendly environment, a pleasant work environment, and a communicative work environment that does not have a significant effect on employee performance based on BerAKHLAK values. Therefore, this study supports the research hypothesis (Badrianto & Ekhsan, 2019), the work environment has no significant effect on performance. This means that the work environment does not determine performance.

Another response by employees is that without a good work environment characterized by a friendly, pleasant, and communicative environment, civil servants still produce BerAKHLAK value-based performance. BerAKHLAK value-based employee performance is a must for an employee and cannot be avoided. In the context of performance, the results of a study by the Public Studies Survey Institute (LSKP, 2022) with the South Sulawesi Provincial Government on work culture as an instrument for measuring civil servant performance are BerAKHLAK designations and Employer Branding "Proud to Serve the Nation" which prioritizes performance that has core values. So far, the measurement of civil servant performance is only based on outputs such as timeliness, quantity, quality, etc. This study finds a new concept and provides theoretical implications that the non-physical work environment cannot contribute to the performance of civil servants based on core values such as the value of BerAKHLAK. The results of this study, in addition to having theoretical implications, also have practical implications that when civil servants work, they always prioritize the BerAKHLAK core value; the aim is to detect whether the work done by civil servants is in accordance or not by the BerAKHLAK core value as a performance measurement instrument.

In the view of the theory of reasoned action, employees' intention to produce good performance is not necessarily determined by the non-physical work environment. It dampens the willingness or motivation to comply with norms so that it does not make a meaningful contribution to core value-based performance with the value of BerAKHLAK. Therefore, this study has theoretical implications that civil servants who feel the non-physical work environment tend not to make a meaningful contribution to performance that is less based on reasons, namely beliefs and motivation. Suppose the measurement of the work environment is based on the physical work environment. In that case, the work environment will be able to encourage performance, as found by Ali et al. (2019), Horng et al. (2016), and Yeh & Huan (2017) found that the work environment has a positive and significant effect on performance. This means that the better the work environment, the better the performance. In other words, performance measurement uses conventional or output-based concepts rather than outcomes or core values.

The results showed that the better the organizational commitment, the better the OCB of civil servants at the BKD office of South Sulawesi Province. These results indicate that a civil servant has organizational commitment, such as the behavior of involvement in activities, a sense of being with the organization, love for the organization, and a sense of staying in the organization so as to produce voluntary behavior in the form of OCB characterized by altruism, conscientiousness, sportsmanship, and civic virtue. In general, what is perceived by civil servants towards the organizational commitment of 3.6 means that employees have a sense of involvement in activities, a sense of being with the organization, a love for the organization, and a sense of staying in the organization is good. Robbins & Judge (2015) state that someone who has organizational commitment will always display the behavior

of involvement in activities; a sense of being with the organization is generally referred to as affective commitment, love for the organization or normative commitment, and a sense of staying in the organization or continuance commitment and its direction will result in high voluntary behavior.

The indicator with a larger or stronger factor load in reflecting organizational commitment is involvement in activities of 0.950, reinforced by respondents' information with an average of 4.8 or very good. This means that organizational commitment by civil servants, which is marked by always being involved in operational activities, tends to be high or good and is a driving force to generate voluntary behavioral motives or OCB. Although there are still low indicators of concern about the management of the South Sulawesi Province BKD office, the indicator of a shared sense of organization of 0.727 is supported by information from respondents with an average of 3.3 or a moderate category. This shows that civil servants always display a sense of commitment to fellow employees in operational activities so that they continue to produce voluntary behavior.

Voluntary behavior in the form of OCB is generally perceived by civil servants as 3.8 or good. Indicators with a larger or stronger factor load in reflecting OCB, namely Civic Virtue of 0.969, are reinforced by respondents' information with an average of 4.5 or a very good category. This shows that employees always display extra behavior and are willing to follow developments in the organization according to market needs so as to produce high OCB. The theory of action argues that the intention of a civil servant to have organizational commitment is good so that it gives birth to voluntary OCB behavior, and there is a willingness or motivation to comply with norms. Therefore, this study has theoretical implications that employees who have good organizational commitment tend to give birth to OCB voluntary behavior based on reasons, namely beliefs and motivation. The results of this study support the research of Leephaijaroen (2016), Shahjehan et al. (2019), and Zufriah (2019) found that organizational commitment has a significant effect on OCB. Thus, the results of the study expand the applicability of previous research. While this study does not support Schwarz et al. (2023), organizational commitment negatively and significantly affects OCB.

The research results show that the work environment cannot contribute significantly to encouraging extraverted behavior or OCB. Extra behavior such as OCB played by civil servants is not determined by a non-physical work environment, such as being characterized by a friendly, pleasant, and communicative work environment. Without a non-physical work environment, they continue to carry out extra OCB behavior with the motive that civil servants feel ownership of the organization, feel like they are the closest part of the organization, or feel like they are responsible for achieving the goals of the vision and mission of BKD South Sulawesi Province. Robbins & Judge (2015), a HRM psychologist, say that this voluntary behavior is based on various motives. One is based on a sense of belonging to the organization, feeling like a close part of the organization, or feeling like a person responsible for achieving organizational goals. Therefore, this behavior is labeled "Citizenship," and civil servants in BKD South Sulawesi Province often carry it out as perceived by civil servants as 3.8 or good; voluntary behavior in the form of OCB continues to carry out extra behavior without considering non-physical work environment factors. This can be interpreted as voluntary OCB behavior by civil servants, which is always attached to an employee.

The proven civic virtue indicator gives the greatest weight of 0.969, strengthening the respondent's information with the average 4.5 or very good category. This shows that civil servants always display extra behavior and are willing to follow developments in the organization according to market needs so as to produce performance. One's intentions for civil servants to generate good OCB voluntary behavior are not necessarily determined by the non-physical work environment. It reduces the

will or motivation to comply with norms so that it does not significantly contribute to OCB behavior. Therefore, this research has the theoretical implication that employees who experience a non-physical work environment tend not to make significant contributions to voluntary behavior in the form of OCB that is less based on reasons, namely beliefs and motivation. The results of this study support the hypothesis that Ciocirlan (2017) work environment has no significant effect on OCB. The results of this research discover new concepts and provide theoretical implications that non-physical work environments cannot encourage voluntary behavior in the form of OCB.

If the physical work environment is likely to encourage extraneous behavior significantly, as Zufriah (2019) suggested, the work environment significantly affects OCB. Therefore, the results of this research have practical implications that a physical work environment will improve practices and always create extra behavior because civil servants feel that the physical work environment is all the physical conditions found around the workplace, which can influence civil servants either directly or indirectly so that moves to carry out voluntary behavior or OCB.

The research results show that the higher the voluntary OCB behavior, the better the performance of Civil servants based on the AKHLAH value at the BKD office of South Sulawesi Province. These results indicate that OCB is played by employees, which includes altruism, conscientiousness, sportsmanship, and civic virtue of 3.8, which is good, so it drives performance value-based civil servants of BerAKHLAK. Generally, it is proven that the performance of civil servants with moral values produced by employees on average is 3.8, which is good and includes service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative. Thus, the OCB factor becomes important in driving the performance of Civil servants with moral values at the BKD Office of South Sulawesi Province. Employees who carry out voluntary OCB behavior have a reason to act because they want to produce good performance with the value of BerAKHLAK.

The most important factor influencing whether a behavior occurs is the individual's intention. The greater the intention, the more likely the behavior will occur. Extra behaviors emerge when grounded normative beliefs about how a civil servant carries out extra behavior as expected by colleagues and the organization and the willingness or motivation to comply with norms to produce core value-based performance with moral value. Therefore, this research has theoretical implications that a civil servant carries out voluntary behavior in the form of OCB based on reasons, namely belief and motivation, so that it produces performance. This research supports the research hypothesis of Ocampo et al. (2018), Tourigny et al. (2013), and Widyaningrum (2019) that OCB has a positive and significant effect on performance. This means that the results of this research expand the validity of previous research results. However, this research does not support research Ahdiyana (2015) that the dimensions of OCB in the form of conscientiousness and civic virtue do not significantly affect performance.

The research results show that the better the organizational commitment, the higher the voluntary OCB behavior, and the better the performance of civil servants' BerAKHLAK value at the South Sulawesi Province BKD office. This indicates that an employee has organizational commitment such as behavioral involvement in activities, a sense of being with the organization, love for the organization, and a sense of remaining in the organization well, thereby generating OCB voluntary behavior covers altruism, conscientiousness, sportsmanship, and civic virtue and produce a performance that is based on the BerAKHLAK value in the form of service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative. In general, organizational commitment is perceived by employees as large as 3.6 as good, so it encourages good voluntary OCB behavior where it is perceived



as a good category of 3.8, which then results in civil servant performance that relies on the value of BerAKHLAK as perceived by employees of 3.8 or good.

The TRA theory of reasoned action states that employees' intentions to have organizational commitment are good so that they generate good voluntary OCB behavior and the willingness or motivation to comply with norms to produce core value-based performance with moral value. Therefore, this research has theoretical implications that civil servants with organizational commitment tend to engage in voluntary behavior in the form of OCB based on reasons, namely belief, and motivation, which results in performance. This research is ambiguous. Leephaijaroen (2016), Shahjehan et al. (2019), and Zufriah (2019) found that organizational commitment had a significant positive effect on OCB and supported the research Ocampo et al. (2018); Tourigny et al. (2013); Widyaningrum, (2019) found that OCB had a positive and significant effect on performance. Therefore, this study extends the applicability of previous research.

The research results show that the non-physical work environment can not significantly encourage extraneous behavior or OCB and does not encourage the performance of Civil servants with moral values. Extra behavior such as OCB played by civil servants is not determined by non-physical work environments, such as a friendly environment, a pleasant work environment, and a communicative work environment, so it does not encourage performance. Civil servants with AKHLAK values are service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative. Although a variable work environment of 4.1 is perceived as good, it cannot encourage voluntary OCB behavior. Perception of OCB voluntary behavior in the good category of 3.8 is not determined by the non-physical work environment. Furthermore, even though OCB is in the good category of 3.8, it cannot improve the performance of civil servants' value of AKHLAK because its initial origin is a work environment that is not meaningful in encouraging OCB, so it has an insignificant impact on the performance of Civil servants' moral value. Therefore, the theoretical implication of this research is to find a new concept that if the non-physical work environment is insignificant, it will have an insignificant impact on OCB and the performance of Civil servants.

The theory of action argues that employee intentions to generate OCB voluntary behavior well are not necessarily determined by the non-physical work environment and reduce the will or motivation to comply with norms so that they do not make a meaningful contribution to core value-based performance moral value. Therefore, this research has the theoretical implication that Civil servants who experience a non-physical work environment tend not to significantly contribute to voluntary behavior in the form of OCB that is not based on reasons, namely belief and motivation, so it does not produce meaningful performance. The results of this study support Ciocirlan (2017) research that shows that the work environment has no significant effect on OCB. Then, this research supports Ahdiyana (2015), who states that the dimensions of OCB in the form of conscientiousness and civic virtue do not significantly affect performance. Therefore, the results of this study expand the applicability of previous research.

## CONCLUSION

This research aims to investigate the influence of organizational commitment and work environment on value-based civil servant performance of BerAKHLAK through OCB at the South Sulawesi Province BKD Office. The research results show that organizational commitment can encourage civil servant performance value based on BerAKHLAK, while the work environment is not a determining factor in encouraging civil servant performance value based on BerAKHLAK. Furthermore, organizational commitment can arouse OCB voluntary behavior, but the work



environment cannot arouse OCB voluntary behavior. Then, OCB significantly contributes to encouraging civil servant performance based on BerAKHLAK. Then, High organizational commitment will generate voluntary OCB behavior that will encourage civil servant performance value based on BerAKHLAK. Lastly, the work environment cannot contribute to generating voluntary OCB behavior, so it cannot encourage civil servant performance value based on BerAKHLAK.

## LIMITATION

The results of this research only focus on the South Sulawesi Provincial Personnel Agency Office, so they cannot be generalized to other agencies within the South Sulawesi Province. Therefore, it is recommended that further research expand the research object area so that it can obtain complete information and add other variables such as self-efficacy and work involvement.

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