

Exploring the Capacity of Organizational Citizenship Behavior in the Link of Workplace Surroundings on Employee Effectiveness

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Abstract

The effectiveness of organizations depends not only on employees' skills but also on their individual capacities and behaviors. Organizational Citizenship Behavior (OCB) or voluntary actions beyond formal job duties plays a vital role in enhancing organizational success and creating supportive workplace surroundings. While a positive either physically or nonphysically workplace atmosphere can encourage OCB and boost employee effectiveness. The inconsistency findings of studies about how workplace surroundings relate to OCB to enhance employee effectiveness reveal the gaps on these interactions. Therefore, this research seeks to explore the capacity of Organizational Citizenship Behavior (OCB) in link of the workplace surroundings on employee effectiveness. Adopting a quantitative methodology and a causal-descriptive design, the study employs validity and reliability assessments, classical assumption testing, regression, path analysis, and the Sobel test to verify the capacity of OCB effect. This study involved all 116 employees selected through a census sampling approach, and the data were processed using SPSS version 23. The analysis results demonstrate that the workplace surroundings have a positive and significant impact on OCB, which subsequently contributes to improved employee effectiveness. Furthermore, the workplace surroundings also exert a direct impact on performance outcomes. These findings indicate that OCB functions as a partial mediator between the workplace surroundings and employee effectiveness. Although the direct impact of the workplace surroundings is more substantial than the indirect effect through OCB, the mediating role of OCB remains essential, highlighting its importance in employee selection and development initiatives within organizations.

Keywords: Employee Effectiveness, OCB, Organizational Performance, Work Environment, Workplace Surroundings.

1. Introduction

Creating well-arranged workplace surroundings and building expected behavior characterized with extra-role or voluntary action on job performing are quite challenging and complicated recently. Fundamentally, the capacity and behavioral patterns of individuals shape organizational effectiveness (Tefera & Hunsaker, 2020). The achievement of an organization strategic targets cannot rely solely on the knowledge and technical skills of its employees. A deep understanding of individual capacity and behavioral tendencies within the workplace is essential for enhancing employee effectiveness (Hermawati & Mas, 2017). In professional contexts, behaviors that reflect employees' willingness to perform tasks beyond their formal job descriptions represent a fundamental value to organizations. Such voluntary actions although not explicitly tied to formal reward systems significantly strengthen organizational functions (Organ, 1988; Bal & Alhnaity, 2024). When employees contribute beyond their prescribed roles, the organization benefits from what is known as Organizational Citizenship Behavior (OCB) (Fan et al., 2023), also known as extra-role behavior (Putri et al.



2024). OCB serves as a critical factor for organizational development (Somech & Ohayon, 2020), fostering both psychosocial and prosocial workplace surroundings (Deressa et al., 2022) that support core organizational operations (Fan et al., 2023). Ultimately, such behaviors help companies achieve strategic objectives and move toward long-term sustainability (Hermanto & Srimulyani, 2022). According to Iskandar et al. (2024), constructive contributions, teamwork, mutual support, and recognition of organizational citizenship help sustain and reinforce OCB among employees. Supportive and conducive workplace surroundings enhance motivation, engagement, and satisfaction, which in turn leverage employee's tendency to demonstrate voluntary OCB behaviors beyond their formal duties.

Comfortable working conditions and harmonious interpersonal relationships also play a vital role in encouraging OCB (Saputra et al., 2021). However, prior research presents inconsistencies regarding the impact of the workplace surroundings on OCB. Some studies reported a significant positive relationship between the workplace surroundings and OCB (Anzika & Marzuki, 2023; Purwana et al., 2020; Virnanda & Armanu, 2023), whereas others showed no relationship or even a negative effect (Piyandini et al., 2021; Saputra et al., 2021; Subastono & Kurniawan, 2023). Similarly, the empirical evidence on the link between OCB and employee effectiveness is also inconsistent. While several studies confirmed that OCB positively affects employee effectiveness (Khumaira et al., 2024; Saputri & Susanti, 2023), other findings indicate no significant effect at all (Lukito, 2020; Purwanto et al., 2021). Furthermore, a conducive workplace surroundings enhances employee effectiveness (Fikri et al., 2025; Muslih & Hardani, 2022; Shammout, 2021; Sujila et al., 2023). However, other studies showed that the workplace surroundings had little or even no significant effect on employee effectiveness (Armansyah, 2024; Sabilalo et al., 2020; Sarip & Mustangin, 2023). These inconsistencies highlight a clear research gap between the workplace surroundings and OCB, the workplace surroundings and employee effectiveness as well as between OCB and employee effectiveness.

Therefore, this study is deemed necessary to further investigate the mediating capacity of OCB in the relationship between the workplace surroundings and employee effectiveness. The results are expected to provide deeper theoretical insights for future research and practical contributions for human capital development. Additionally, the findings will serve as valuable input for industries seeking to design effective employee retention strategies, as recruiting individuals who exhibit strong OCB tendencies has become a distinct challenge in the modern generational workforce. Retaining such employees requires deliberate and strategic efforts by organizations.

2. Literature Review

2.1. Workplace surroundings

The workplace surroundings refer to the setting in which individuals perform their job activities, encompassing all elements surrounding them that affect their work outcomes. According to Virnanda & Armanu, (2023), the workplace surroundings represents the place where employees carry out their daily responsibilities, consisting of both physical and non-physical components that affect employee conditions directly or indirectly. Furthermore, Armansyah, (2024) described the workplace surroundings as a collection of internal organizational factors that shape the function of human resource management. These factors are categorized into physical aspects such as office layout, furniture, and temperature and non-physical aspects, including relationships with supervisors and colleagues, which collectively

determine employee comfort and productivity. Firjatullah & Wolor (2023) also emphasized that the workplace surroundings comprised various physical and psychological elements that contribute, either directly or indirectly, to employee productivity and effectiveness levels.

Physical elements include facilities and the overall condition of the workplace, while psychological elements involve the atmosphere and social relationships that nurture work motivation. Similarly, Sedarmayanti (2018) asserted that the workplace surroundings generally consisted of two main dimensions including physical and non-physical. The physical environment involves all tangible conditions surrounding the workplace that may directly or indirectly affect employees, whereas the non-physical environment reflects a harmonious organizational climate characterized by effective vertical communication between supervisors and subordinates and horizontal interactions among colleagues. Based on these perspectives, the workplace surroundings can be understood as the whole factors surrounding employees, comprising both physical aspects such as buildings, equipment, and supporting facilities and non-physical aspects, including interpersonal relationships, cooperation, and leadership interactions. These elements simultaneously exert direct and indirect effect on employees' ability to perform their duties, responsibilities, and obligations effectively.

2.2. OCB

OCB has been extensively discussed in academic literature. Organizational citizenship behavior (OCB) is defined by Organ (1988) as actions taken by individuals that are not formally rewarded but have a positive impact on the employee effectiveness. When used in this context, "discretionary" suggests that participation is entirely optional and not mandated by law or the terms of employment. Therefore, the absence of such behavior is generally not regarded as a punishable violation but rather as a matter of personal choice. Expanding this notion, Dyne & Parks (1995) invented the more expansive term of "extra-role behavior" (ERB), which is defined as voluntary activities that go beyond the realm of expected job duties but have the benefit of the company. While contextual behavior is similar to organizational citizenship behavior (OCB), it places more emphasis on actions that benefit the physical, social, and mental settings in which essential work functions are carried out (Borman & Motowidlo, 1997). Comparatively, task performance evaluates how well workers do things that are directly related to technical or operational goals, whereas contextual performance takes into account actions that go beyond those responsibilities.

Citizenship behavior can be differentiated into two types which are Compulsory Citizenship Behavior (CCB) and OCB. CCB, which first conceptualized by Vigoda-Gadot (2006), refers to extra-role actions employees perform under organizational pressure, rather than voluntarily, distinguishing it from Organizational Citizenship Behavior (OCB). According to Fan et al., (2023), there needs to be a clear separation between OCB and CCBCs. Compulsory Citizenship Behaviors (CCBs) are those that arise not from a place of benevolence but from organizational or administrative coercion and are conducted outside of one's assigned position. Despite the fact that OCB can be positively impacted by many organizational and managerial factors, these same factors also run the risk of unintentionally creating a work climate where employees feel pressured to exhibit OCB, giving the impression that their actions are voluntary while in fact they are forced. Organ (1988) identified OCB characteristics including civic virtue, kindness, generosity, honesty, and sportsmanship. Altruism refers to voluntarily assisting colleagues facing work-related challenges without enforcement. Conscientiousness denotes adherence to organizational norms beyond minimum standards, such as punctuality and efficient time management. Sportsmanship reflects maintaining a positive attitude toward the organization, tolerating less-than-ideal conditions without complaint. Courtesy involves fostering harmonious interpersonal

relationships to prevent conflicts and maintain cooperation. Finally, civic virtue represents proactive engagement and a sense of responsibility toward the organization's welfare and sustainability (Atatsi et al., 2021).

2.3. Employee effectiveness

Reaching at its strategic target, the organization highly rely on the employee effectiveness which represents a crucial factor that directly impacts organizational productivity and overall effectiveness. According to Adhari (2021) employee effectiveness can be defined as the ability to meet job requirements namely, the extent to which assigned tasks are completed within the expected time frame without exceeding deadlines, while aligning with the organization's moral and ethical standards. Mangkunegara & Puspitasari (2015) describe employee effectiveness is total outcomes attained by an individual in performing tasks based on their assigned responsibilities. In other words, performance refers to the attainment of work outputs that meet organizational standards and expectations, measured through the excellence and volume of completed tasks.

This definition highlights that performance simultaneously encompasses both qualitative and quantitative aspects, allowing organizations to assess how efficiently and effectively an employee fulfills their professional role. Moreover, Marwansyah (2016) and also Safaria & Saras Yunastiwi (2013) explain that employee effectiveness can also be viewed as the result of work achieved through several critical dimensions, including targets, quality, timeliness, and compliance with organizational principles. Targets represent measurable goals or expected outputs that employees must accomplish. Quality denotes the level of perfection or excellence in the work produced. Timeliness denotes the capacity to execute tasks in accordance with the predetermined schedule. Compliance with principles necessitates that work meets targets, quality standards, and time requirements while also being conducted in a proper, transparent, and ethically accountable manner, adhering to both organizational and legal norms.

2.4. The impact of workplace surroundings on employee effectiveness

The whole physical and non-physical elements that make up an employee's immediate environment are collectively referred to as the workplace surroundings. Employees are better equipped to achieve the organization's performance goals when they operate in an environment that is both supportive and well-structured, creating an atmosphere that is pleasant, quiet, safe, and ideal (Zhenjing et al., 2022). Empirical evidence from previous studies by Fikri et al. (2025), Muslih & Hardani (2022), Shammout (2021), Sujila et al. (2023) found that the workplace surroundings positively and significantly impacted on employee effectiveness. Based on these findings, the following hypothesis is proposed:

Hypothesis 1: The workplace surroundings have a positive and significant impact on employee effectiveness

2.5. The impact of the workplace surroundings on OCB

The workplace surroundings play a crucial role in shaping employee behavior. A positive and supportive workplace encourages employees to engage in behaviors that extend beyond their formal job descriptions, contributing additional value to the organization. Such discretionary actions are commonly referred to as OCB. In other words, OCB reflects employees' voluntary initiatives that surpass their prescribed duties and responsibilities, often stimulated by workplace surroundings. A conducive organizational climate fosters employees' behavior to play extra-role behaviors in enhancing an organization's overall effectiveness and sustainability. Empirical studies by Bakhtiar et al. (2022), Pitaloka & Sofia (2014), Purwana et

al. (2020), Suwarni et al. (2025) consistently demonstrate that the workplace surroundings affected OCB either positively or significantly OCB. Based on these findings, the following hypothesis is proposed:

Hypothesis 2: The workplace surroundings have a positive and significant impact on OCB

2.6. The impact of OCB on employee effectiveness

Worker’s extra-role or OCB occurs when workers willingly take on responsibilities outside of their official job titles (Fan et al., 2023; Podsakoff et al., 2000; Ramos & Ellitan, 2023). Theoretically, such behavior can significantly enhance employee effectiveness, as individuals willingly contribute not only through their assigned duties but also through additional efforts that support organizational objectives. The higher an employee’s level of OCB, the better their overall effectiveness tends to be. Empirical findings from Hendrayana et al. (2021), Hermanto & Srimulyani (2022), Ramos & Ellitan (2023); Viryananta & Prawitowati (2024) consistently indicate that OCB also affects employee effectiveness executing the job. According to aforementioned empirical findings, the hypothesis is herewith proposed:

Hypothesis 3: OCB has a positive and significant impact on employee effectiveness.

2.7. The capacity of OCB in the link of workplace surroundings on employee effectiveness

Supportive workplace surroundings, both physically and non-physically, can foster higher levels of OCB among employees (Anzika & Marzuki, 2023; Purwana et al., 2020; Suwarni et al., 2025). Moreover, the stronger the employees’ OCB, the better their overall effectiveness performing the job (Kadarningsih et al., 2020; Katri & Safrizal, 2023; Maulida & Bagis, 2025; Pratama et al., 2025; Putri et al., 2024). This suggests that OCB seems to have capacity to act as an important mediating variable to bridge the workplace surroundings and employee effectiveness (Kadarningsih et al., 2020; Katri & Safrizal, 2023; Maulida & Bagis, 2025; Pratama et al., 2025; Putri et al., 2024). Accordingly, the following hypothesis is proposed:

Hypothesis 4: OCB has the capacity to mediate the link between workplace surroundings and employee effectiveness.

From the four hypotheses proposed above, the study’s conceptual framework can be developed as depicted in figure 1.

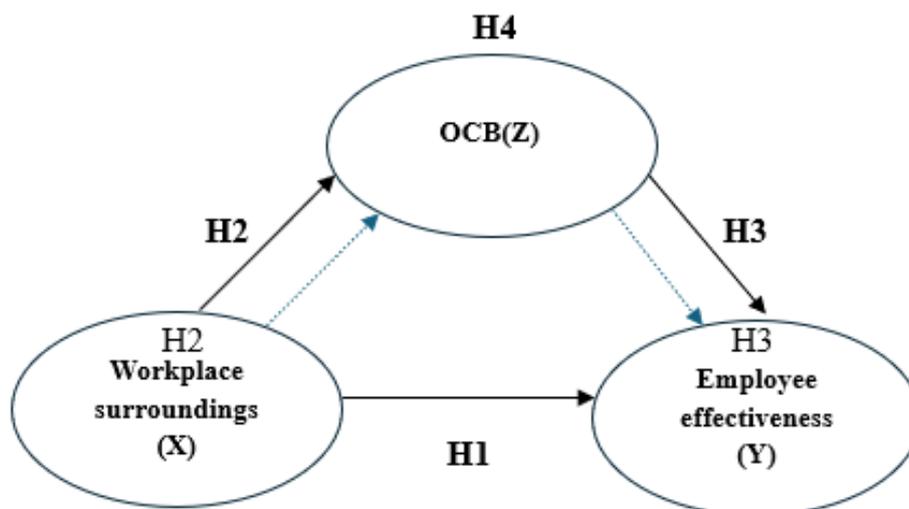


Figure 1. Research Conceptual Framework

3. Methods

This study employed a quantitative descriptive-causal approach, utilizing a set of statements for each variable distributed to all employees of PT Bintang Harapan Desa, Sanggau Regency, comprising a total of 116 respondents representing the entire population. Measuring the Responses this research uses Likert Scale with five choices ranging from “completely disagree” to “completely agree.” SPSS version 23 is put to use to process the data collected. Validity and reliability tests were conducted to ensure the accuracy and consistency of the measurement instruments. The workplace surroundings variable consisted of 14 measurement items adapted from Siagian (2014), the Organizational Citizenship Behavior (OCB) variable included 10 items based on Organ (1988), and the employee effectiveness variable comprised 8 items derived from Mangkunegara (2011). The data were first screened using classical assumption tests including normality, linearity, heteroscedasticity, and multicollinearity. Then to test the direct effects hypotheses (H1, H2, H3), multiple regression analysis was performed. Finally, to test the mediating role of OCB (H4), path analysis was conducted, and the significance of the indirect effect was verified using the Sobel test.

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristic

Details of the respondents’ characteristics are shown in Table 1.

Table 1. Respondent Characteristic

	Total	%
Gender		
Female	5	4.31
Male	111	95.69
Total	116	100.00
Age		
20 – 30 years old	26	22.41
31 – 40 years old	32	27.59
41 – 50 years old	39	33.62
> 51 years old	19	16.38
Total	116	100.00
Tenure		
1 – 5 period of service	49	42.24
6 – 10 period of service	35	30.17
11 – 15 period of service	15	12.93
> 15 period of service	17	14.66
Total	116	100.00
Education		
SMA/SMK	102	87.93
Diploma/ Bachelor	14	12.07
Postgraduate	0	0.00
Total	116	100.00

Source: processed data, 2025

Based on the table 1, majority of the respondents in this study are male (95.69%) and remains are female. Furthermore, 33.62% respondents age were at 41-50 years old, 22.41% at

20-30 years old, 27.59% at 31-40 years old, and 16.38% above 51 years old. In addition, 42.24% of respondent's tenure are 1-5 period of service while 30.17% are 6-10 period of service, 12.93% are 11-15 period of service, and 14.66% are above 15 period of service. Regarding the level of education, 87.93% of the respondents, were graduated from high school (SMA/SMK) and 12.07% a Diploma/Bachelor degree.

4.1.2. Validity Test

To determine if the statements given to respondents can reliably measure the specified constructs, the test of validity is used. Obtaining the r-table value is done by calculating the degree of freedom (df) using the following formula: $df = n$ (number of samples) - 2 (Ghozali, 2016). The determined df value in this investigation was 0.182. Analyzing the Pearson Correlation (r-statistic) value with the r-table value and the Sig. (2-tailed) significance level was used to administer the validity test. Assuming the Sig. (2-tailed) value is less than 0.05 and the r-statistic value is more than the r-table value (0.181), an item is deemed genuine. The results of the validity test are summarized in Table 2

Table 2. Result of Validity Test

Variable	Item Statement	R Table	Pearson Correlation	Sig (2-tailed)	Description
Workplace surroundings (X)	1	0,182	0.437	0.000	Accepted
	2		0.387	0.000	Accepted
	3		0.475	0.000	Accepted
	4		0.595	0.000	Accepted
	5		0.506	0.000	Accepted
	6		0.636	0.000	Accepted
	7		0.697	0.000	Accepted
	8		0.515	0.000	Accepted
	9		0.402	0.000	Accepted
	10		0.427	0.000	Accepted
	11		0.446	0.000	Accepted
	12		0.406	0.000	Accepted
	13		0.505	0.000	Accepted
	14		0.358	0.000	Accepted
OCB (Z)	1	0,182	0.576	0.000	Accepted
	2		0.375	0.000	Accepted
	3		0.414	0.000	Accepted
	4		0.444	0.003	Accepted
	5		0.402	0.000	Accepted
	6		0.491	0.000	Accepted
	7		0.641	0.000	Accepted
	8		0.735	0.000	Accepted
	9		0.581	0.000	Accepted
	10		0.505	0.000	Accepted
Employee effectiveness (Y)	1	0,182	0.747	0.000	Accepted
	2		0.741	0.000	Accepted
	3		0.614	0.000	Accepted
	4		0.610	0.000	Accepted
	5		0.630	0.000	Accepted
	6		0.711	0.000	Accepted
	7		0.761	0.000	Accepted
	8		0.730	0.000	Accepted

Source: processed data, 2025

All items had r-statistic values higher than 0.182, as shown in Table 2, which displays the results of the validity test. The results show that the items were valid, which means they measured the variables as planned.

4.1.3. Reliability Test

The value of reliability is standardized by using statistical technique of Cronbach's Alpha. According to Parish & Guilford, (2006), the following are the main ways in which reliability coefficients can be understood: The following ranges are used to describe reliability levels: very low (0.00-0.20), low (0.20-0.40), moderate (0.40-0.70), high (0.70-0.90), and very high (0.90-0.100). Table 3 provides an overview of the reliability test results.

Table 1. Result of Reliability Test

Variable	Cronbach's Alpha	Category
Workplace surroundings (X)	0.747	High
OCB (Z)	0.694	Moderate
Employee effectiveness (Y)	0.845	High

Source: processed data, 2025

As shown in table 3, the results of test of the reliability shows that the items measure the variable of workplace surroundings which falls within the high category, the (OCB) variable falls within the moderate category, and the employee effectiveness variable falls within the high category. Therefore, it can be concluded that all items across the three variables are reliable and demonstrate internal consistency.

4.1.4. Classical Assumption Test

1) Normality Test

The One-Sample Kolmogorov-Smirnov test was employed to determine whether both the independent and dependent variables were normally distributed within the regression model. According to Difinubun et al. (2023), data are considered to follow a normal distribution if the significance value exceeds 0.05. Table 4 includes the normality test results for Workplace Surroundings (X) with respect to OCB (Z).

**Table 4. Result of Normality Test Workplace surroundings (X) on OCB (Z)
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		116
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.91519887
Most Extreme Differences	Absolute	.049
	Positive	.047
	Negative	-.049
Test Statistic		.049
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: processed data, 2025

Table 4 shows that the results of the normality test for the association between OCB and the workplace surroundings are greater than 0.05, with an Asymp. Sig. (2-tailed) value of 0.200. With this evidence, we can say that the data follow a normal distribution.

Table 5. Result of Normality Test Workplace surroundings (X) and OCB (Z) on Employee effectiveness (Y)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		116
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.78848344
Most Extreme Differences	Absolute	.040
	Positive	.035
	Negative	-.040
Test Statistic		.040
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: processed data, 2025

With an Asymp. Sig. (2-tailed) value of 0.200, Table 5 displays the findings of the normality test for the workplace environment and OCB in relation to employee effectiveness. The fact that it's more than 0.05 suggests that the data follow a normal distribution.

2) Linearity Test

The linearity test is used to decide whether the link of independent relates to dependent variable. This assessment examines the significance value in the “Deviation from Linearity” section of the ANOVA table produced by SPSS. A significant value higher than 0.05 indicates a linear link between the variables, whereas a value below 0.05 suggests a non-linear association (Ghozali, 2016). The linearity test results are presented in Table 6.

Table 6. Result of Linearity Test

Variable	Deviation from linearity
Workplace surroundings (X) - OCB (Z)	0,808
OCB (Z) - Employee effectiveness (Y)	0,604
Workplace surroundings (X) - Employee effectiveness (Y)	0,432

Source: processed data, 2025

3) Heteroscedasticity Test

One way to check if a regression model's residual variance is constant across all observations is to use the heteroscedasticity test. The homoscedasticity criterion states that the residual variance should be constant in an ideal regression model. Reliability of the regression estimates can be compromised by heteroscedasticity, which happens when the residual variance differs between observations. There can be no signs of heteroscedasticity in a well-specified regression model if it satisfies the homoscedasticity assumption. A significance value greater than 0.05 shows that the model does not contain heteroscedasticity, and this is how the evaluation is carried out (Ghozali, 2016). Table 7 displays the findings of the heteroscedasticity test for Workplace Surroundings (X) influencing OCB (Z).

Table 7. Heteroscedasticity Test Result for X→Z

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error			
1(Constant)	6.260	2.275		2.752	.007
Workplace Surroundings (X)	-.055	.040	-.129	-1.386	.168

a. Dependent Variable: Abs_RES

Source: processed data, 2025

Table 8 presents the results of the heteroscedasticity test for Workplace Surroundings (X) and OCB (Z) on Employee Effectiveness (Y).

Table 8. Heteroscedasticity Test Result for X & Z on Y

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error			
1(Constant)	4.934	1.909		2.584	.011
Workplace surroundings (X)	-.034	.030	-.115	-1.166	.246
OCB (Z)	-.018	.039	-.045	-.461	.646

a. Dependent Variable: Abs_RES

Source: processed data, 2025

Tables 7 and 8 present the results of the heteroscedasticity test using the Glejser test, showing significance coefficients above 0.05. Hence, it can be concluded that the model does not exhibit heteroscedasticity.

4) Multicollinearity Test

To find out if the independent variables in a regression model are highly correlated, researchers run the multicollinearity test. An ideal regression model should not exhibit high intercorrelations between its predictors, as this can complicate the interpretation of the results and reduce the precision of the estimates. Multicollinearity detection typically relies on either values of tolerance or variance inflation factor (VIF). Multicollinearity is unlikely when tolerance is above 0.10 and VIF is below 10. This test is essential to ensure the stability and reliability of the regression model. Details of the multicollinearity test are shown in Table 9.

Table 9. Result of Multicollinearity Test

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients					Tolerance	VIF
	B	Std. Error					
1(Constant)	-6.413	3.268		-1.962	.052		
OCB (Z)	.153	.067	.142	2.290	.024	.896	1.116
Workplace surroundings (X)	.592	.051	.725	11.723	.000	.896	1.116

a. Dependent Variable: Employee effectiveness

Source: processed data, 2025

Workplace surroundings (X) and OCB (Z) have tolerance values of 0.896, which are higher than the criterion of 0.10, according to the results shown in Table 9. Not only that, but

their VIF scores of 1.116 are lower than the threshold value of 10. Thus, it is clear that multicollinearity is not present in the model.

4.1.5. Hypothesis Test

A) Simple Regression Linear Analysis

1) Substructural Model I: The Effect of Environment (X) on Employee Effectiveness (Y)

To evaluate the influence of Workplace Surroundings (X) on OCB (Z), the analysis was conducted using Substructural Regression Model I. The results of this model are presented in Table 10, which provides the model summary, and Table 11, which displays the regression coefficients for the effect of Workplace Surroundings (X) on OCB (Z).

Table 10. Model Summary of the Impact of Workplace Surroundings (X) on OCB (Z)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322 ^a	.104	.096	3.932

a. Predictors: (Constant), X. TOTAL

Table 11. Coefficients of the Impact of Workplace Surroundings (X) on OCB (Z) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1(Constant)	26.613	3.829		6.950	.000
X.TOTAL	.243	.067	.322	3.632	.000

a. Dependent Variable: Z.TOTAL

Source: processed data, 2025

Table 10 indicates a R² value of 0.104, which means that other factors outside of this study explain for 89.6% of the variance in OCB (Z), while the workplace environment (X) accounted for 10.4%. The residual error term (e¹) is $\sqrt{1-0.104} = 0.946$. The significance value of 0.000 (< 0.05) obtained from the coefficient test confirms that the workplace environment significantly and positively affects employee effectiveness (Y). We can reject the null hypothesis since the computed t-value (3.632) is greater than the crucial value (1.658) with df = 114. These findings indicate that improvements in the workplace surroundings significantly enhance employee effectiveness at the 95% confidence level. The substructural equation (Model I) is therefore expressed in below equation and figure 2:

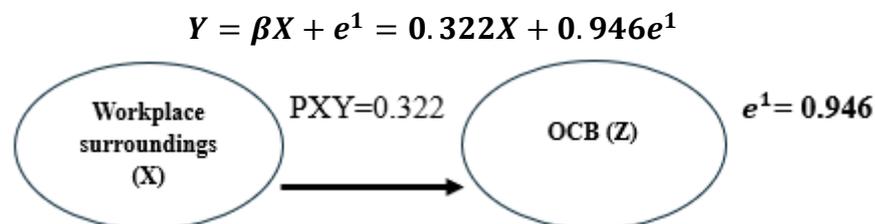


Figure 2. Substructural Model I: The Effect of Environment (X) on Employee Effectiveness (Y)

Source: processed data, 2025

2) Substructural Regression Model II: The Effect of OCB (Z) on Employee Effectiveness (Y)

To examine the effect of OCB (Z) on Employee Effectiveness (Y), the analysis was continued using Substructural Regression Model II. The results of this model are summarized

in Table 12, which presents the model summary, and Table 13, which displays the regression coefficients for the impact of OCB (Z) on Employee Effectiveness (Y).

Table 12. Model Summary of the Impact of OCB (Z) on Employee Effectiveness (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375 ^a	.141	.133	4.169

a. Predictors: (Constant), Y.TOTAL

Table 13. Coefficients of the Impact of OCB (Z) on Employee Effectiveness (Y)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1(Constant)	17.119	3.823		4.478	.000
Z.TOTAL	.406	.094	.375	4.323	.000

a. Dependent Variable: Y.TOTAL

Source: processed data, 2025

Table 12 shows a R² value of 0.141, which means that other factors account for 85.9% of the variation in employee effectiveness (Y), while OCB (Z) accounts for 14.1%. The residual error term (e¹) is $\sqrt{1-0.141} = 0.926$. The null hypothesis is rejected, as shown in Table 13, because the coefficient test produces a significance value of 0.000 (< 0.05). There is a positive and statistically significant effect of OCB on Employee effectiveness, as the computed t-value (4.323) surpasses the critical value (1.658) with df = 114. These results indicate that, at the 95% confidence level, there is a statistically significant relationship between higher OCB and better employee effectiveness. Model II is defined in the following equation and depicted in figure 3:

$$Y = \beta Z + e^1 = 0.375X + 0.926e^2$$



Figure 3. Substructural Model II: The Effect of OCB (Z) on Employee Effectiveness (Y)

Source: processed data, 2025

3) Substructural Model Regression III: The Effect of Workplace surroundings (X) and OCB (Z) on Employee effectiveness (Y)

To further examine the combined effects of Workplace Surroundings (X) and OCB (Z) on Employee Effectiveness (Y), the analysis proceeded with Substructural Regression Model III. The results of this model are summarized in Table 14, which presents the model summary, and Table 15, which displays the regression coefficients for the influence of Workplace Surroundings (X) and OCB (Z) on Employee Effectiveness (Y).

Table 14. Model Summary of the Effect of Workplace Surroundings (X) and OCB (Z) on Employee Effectiveness (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.612	.605	2.813

a. Predictors: (Constant), X1.TOTAL, Z1.TOTAL

Table 15. Regression Coefficients for Workplace Surroundings (X) and OCB (Z) on Employee Effectiveness (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1(Constant)	-6.413	3.268		-1.962	.052
Z.TOTAL	.153	.067	.142	2.290	.024
X.TOTAL	.592	.051	.725	11.723	.000

a. Dependent Variable: Y.TOTAL

Source: processed data, 2025

The regression results of Substructural Model III (Table 15) reveal that the Workplace surroundings (X) significantly impact on Employee effectiveness (Y) with $\beta = 0.725$ and $p = 0.000 (< 0.05)$. Similarly, OCB (Z) has a significant positive effect ($p = 0.024 < 0.05$). The R^2 value of 0.612 (Table 14) indicates that both variables explain 61.2% of the variance in Employee effectiveness, while 38.8% is attributed to other factors. The residual error term (e^2) is $\sqrt{(1-0.612)} = 0.622$. The direct effect of the Workplace surroundings on Employee effectiveness is $\beta = 0.725$, and its indirect effect through OCB is $0.322 \times 0.375 = 0.121$, resulting in a total effect of 0.846 (Raharjo, 2017). Model III is defined in the following equation and depicted in figure 4:

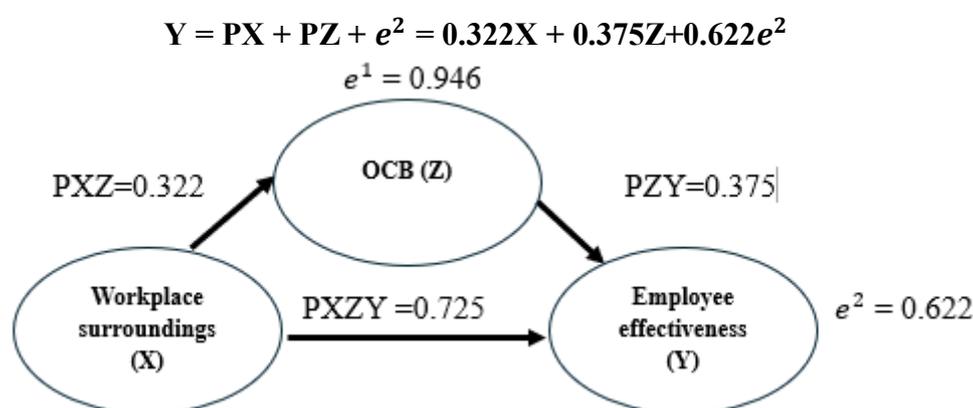


Figure 4. Substructural Model III: The Effect of Workplace surroundings (X) and OCB (Z) on Employee effectiveness

Source: processed data, 2025

4.1.6. Mediation Test using Sobel Test

Estimating the size and direction of direct and indirect effects among model variables is done using path coefficients. The Sobel test determines if the mediating variable successfully transfers the impact of the independent variable to the dependent variable; thus, it may be used to examine if these coefficients are statistically significant. Mediation takes place when the Sobel value is statistically significant, suggesting that the indirect channel makes a substantial contribution to the connection structure as a whole.

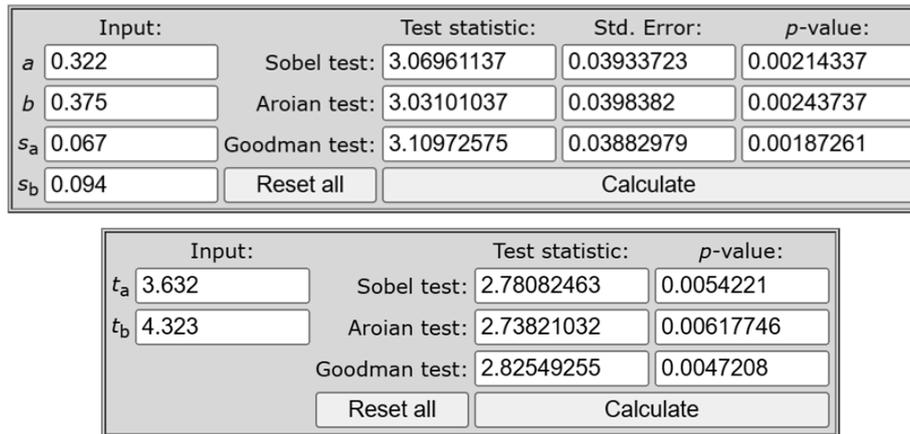


Figure 5. Result of Mediation Test

Source: processed data, 2025

The mediation test conducted using the Sobel Calculator by Preacher & Leonardelli (2010–2024), as shown in Figure 5, produced a test statistic of 3.06961 (or 2.78082), exceeding the critical t-value of 1.96, with a corresponding p-value of 0.002 (or 0.005) < 0.05. These results confirm that Organizational Citizenship Behavior (Z) significantly mediates the link between the Workplace surroundings (X) and Employee effectiveness (Y). Yet, the mediating effect of OCB is weaker than the direct impact of the Workplace surroundings on Employee effectiveness.

4.2. Discussion

4.2.1. The workplace surroundings have a positive and significant impact on employee effectiveness

The significance level is 0.000, and the positive beta is 0.725, according to the simple linear regression analysis results. Therefore, the environment of the workplace has a substantial bearing on how productive workers are. Improving workers' performance is greatly aided by creating a work environment that is conducive to their physical and non-physical activities. Thus, we can conclude that the office environment does, in fact, have a positive and substantial impact, lending credence to Hypothesis 1. This finding indicates that employee effectiveness will increase when the company can create conducive workplace surroundings. These results reinforce those of earlier research carried out by Fikri et al. (2025); Muslih; & Hardani (2022); Shammout (2021); Sujila et al. (2023).

4.2.2. The workplace surroundings have a positive and significant impact on OCB

A 0.000 significance value and a 0.322 positive β coefficient were produced by the simple linear regression analysis that looked at the connection between OCB and the employment environment. Employees are more likely to go above and beyond the call of duty when they work in an environment that is welcoming, safe, harmonious, and enjoyable, which in turn increases their sense of personal investment in the company. The finding shows that employee will have OCB when company can provide well-arranged workplace surroundings or in other words the better workplace surroundings are created the better OCB of the employee will appear. This discovery provides more evidence that OCB is positively and significantly affected by environmental factors in the workplace. Hence, the second hypothesis is confirmed. These results support the findings of the study by Bakhtiar et al., (2022); Pitaloka & Sofia (2014); Purwana et al. (2020); Suwarni et al. (2025).

4.2.3. OCB has a positive and significant impact on employee effectiveness

Significance level of the impact of OCB on employee effectiveness shows a value of $p < 0.000$, with a positive beta coefficient ($\beta = 0.375$). This finding shows that company will gain its employee effectiveness when its employee performs their jobs not because of being mandated by the law or the terms of employment but extra-role, voluntary will. The higher OCB showed by employee, the higher employee effectiveness will be actualized. Therefore, Hypothesis 3, which posits that OCB has a positive and significant impact on employee effectiveness, is supported. The finding reinforces the study result conducted by (Anzika & Marzuki, 2023; Purwana et al., 2020; Suwarni et al., 2025).

4.2.4. OCB has the capacity to mediate the link between workplace surroundings and employee effectiveness

According to the results of the Sobel test, which was used to mediate the relationship between organizational citizenship behavior (OCB) on employee effectiveness, the test statistic is greater than 1.96 and the p-value is less than 0.05. This finding clearly indicates that OCB has the capacity to bridge the link between workplace surroundings and employee effectiveness or in other words, workplace surroundings not only have direct impact on employee effectiveness, but also OCB can play the role as the bridge to increase the link between workplace surroundings and employee effectiveness, though the role is not as strong as direct impact of workplace surroundings on employee effectiveness. This finding provides more evidence that OCB can play a role to mediate the relationship between work environment and employee effectiveness. Therefore, Hypothesis 4, which states that OCB has mediation capacity in the link of the Workplace surroundings on Employee effectiveness is supported. Confirm the findings research conducted by Kadarningsih et al. (2020), Katri & Safrizal (2023), Maulida & Bagis (2025); Pratama et al. (2025), Putri et al. (2024). that stated OCB mediated the influence of workplace surroundings on employee effectiveness.

5. Conclusion

The primary objective of this study was to examine the capacity of OCB in the link of the workplace surroundings on employee effectiveness. The findings demonstrate and confirm that the workplace surroundings positively affect employee effectiveness with the value shown significant, workplace surrounding also has impact on OCB, and that OCB itself affects employee effectiveness. This suggests that the existing workplace surroundings that provides employees with comfort, security, and harmonious relationships among colleagues and supervisors will impact OCB and at the same time OCB can play a role to boost employee effectiveness performing the job assigned. However, the role of OCB tends to reflect as the term of employment and normative responses arising from environment provided by company, not voluntary itself as its core. Therefore, the capacity of OCB to mediate the link between workplace surroundings and employee effectiveness weaker than the direct effect of workplace surrounding on employee effectiveness.

It is necessary to create work climate which can support and motivate the employee's voluntary action such as appreciations, the value of job meaningfulness, persistence, and minor complains. This insight offers managerial implications for developing strategies that minimize perceptions of CCBs, allowing employees' OCB to develop more naturally and voluntarily contribute more effective to organizational performance. The aforementioned factors present certain limitations in this study's findings that warrant attention in future research. Subsequent studies are encouraged to adopt longitudinal and mixed-method

research designs to more comprehensively explore causal relationships among potential determinants and strategic objectives.

5.1. Competing Interest

The authors declare the absence of competing interests.

5.2. Funding

This study did not receive external funding.

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