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**THE EFFECT OF JOB SATISFACTION AND WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND ITS IMPLICATION ON JOB PERFORMANCE  
(EMPIRICAL STUDY ON STATE POLYTECHNIC OF SRIWIJAYA)**

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**ABSTRACT**

*This study incorporates job satisfaction, work environment, organizational citizenship behavior and job performance, to analyse the effect of job satisfaction and work environment and its implication on job performance. The unit of analysis in this study is lecturer in State Polytechnic of Sriwijaya. This research is explanatory study and the data is obtained through questionnaires with the population of 400 lecturers. Structural Equation Model is used to see the relationship between the variables. The results show that job satisfaction and work environment have positive and significant effect on organizational citizenship behaviour. It is also found that job performance is affected by job satisfaction, work environment and organizational citizenship behaviour.*

**KEYWORDS**

organizational citizenship behaviour, job satisfaction, work environment, job performance.

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**1. INTRODUCTION**

Education is a strategic tool to improve the quality of a nation, therefore the progress of a nation can be measured by the progress of its education. The progress of several countries in the world is not separated from the progress that started from education, the statement is also believed by this nation. However, Indonesia education system has not indicated the expected success yet.

The education in Indonesia still has not managed to create reliable human resource let alone to the level of improving the quality of nation. Multidimensional crisis encountered by this nation is caused the failure of the existing education system, along with the declining of Indonesia Human Development Index is not separated from the low quality of education in Indonesia.

The role of lecturer is crucial in order to push the success of an education institution management especially Polytechnic. This shows that performance factor is crucial to be concerned. In addition to teaching and research, the lecturers performance is also measured from their annual dedication to community as the form of three pillars of higher education.

The lack of performance in the field of research and dedication will affect the lecturer un-satisfaction. The result can affect the lecturer's satisfaction that will lead to lecturer performance itself. Robbins (2015:46) stated that job satisfaction is defined as a positive feeling about person's work which is the result of a characteristic evaluation. Furthermore, Robbins (2015:97) stated that people who have a congruent job with his personality should be more satisfied and less risk to resign than people who have no a congruent job.

The lecturer job satisfaction could not release from the fact that lecturer often concern job benefit than performance. Job satisfaction is the actions of feeling and personal attitude on work, which is the interaction between the concerned with work environment. Job satisfaction arise due to the fulfillment of lecturer's expectation.

Work environment can affect lecturer job satisfaction, because poor work environment will encourage employees to change the commitment. According to the statement, the low performance of lecturers from lecturers to students is allegedly caused by the work environment of polytechnic lecturers is still relatively poor in supporting them to work well.

To produce qualified, educated, and character human resources is a challenge for the world of education. Organizational Citizenship Behavior (OCB) is a depth individual contribution beyond the demand of workplace roles and reward from task performance. Organizational Citizenship Behavior (OCB) involves some behaviors including the behavior of helping others, becoming a volunteer for extra tasks, obeying the rules and procedures at workplace.

The above statement is in accordance with the opinion of Newstorm and Davis (2002: 252), that "Organizational Citizenship Behavior (OCB) is a helpful attitude shown by members of the organization, which are constructive and valued by institutions but not directly related to individual work productivity. Lecturers as member of organizational citizenship are expected to use their talents and energies completely to help organizations in order to achieve organizational goals.

Based on the description above, the author is interested to conduct this research with the title "The Effect of Lecturers Job Satisfaction and Work Environment on Organizational Citizenship Behavior and Implication on Lecturer Performance (Empirical Study at State Polytechnic of Sriwijaya)"

2. LITERATURE REVIEW

2.1. JOB SATISFACTION

Robbins (2006) defines job satisfaction as a general attitude of the individual to their work. Work requires interaction with co-workers and superiors, obey organizational rules and policies, meets performance standard, lives in a work atmosphere that is often less than ideal. Job satisfaction is an individual common attitude to their work so as to reflect on the attitude rather than the behaviour. The belief that satisfied employees are more productive than disgruntled employees becomes the basic principle for managers and leaders (Robbins, 2006). Researchers with strong humanist values argue that satisfaction is not negatively related to absences and resignations, but according to them, organizations are charged with the responsibility to provide challenging job and intrinsically reward to employees.

Luthans (2006) mentioned that the indicators that can affect job satisfaction are:

- a. Payment of salary and wages, in this case the employees want fair wage system and promotion policy
- b. The work itself, employees tend to prefer jobs that provide opportunities to use skills, freedom and feedback.
- c. Co-workers, social interaction with fun co-worker can increase job satisfaction.
- d. Promotion, Promotion enable organization to utilize the skill of employees as high as possible.
- e. Supervisor (Supervision), Supervision has an important role in an organization because it deals with employees directly and affect the employees in doing the job

Job satisfaction can be measured by dimensions; **Payroll** with a fair wage system indicator, wage policy according to workload, as expected; **Employment** with indicators provides opportunities, uses ability, skills, freedom and feedback; **Co-workers**, with indicators of social interaction and cooperation with co-workers; **Promotion**, with indicators of leveraging fair promotional capabilities and policies; **Supervisor**, with indicators relating to employees and affecting employees in doing the job.

2.2. WORK ENVIRONMENT

Employee performance is influenced by many factors including the amount of compensation, the right placement, the exercise, the sense of security in the future of the promotional mutation. In addition to the factors above there are other factors that can also affect the performance of employees in the implementation of the task, it is work environment. Although this factors is important and big influence, but many companies that until now pay little attention to this factor. As matter of melodious music, although it seems trivial, but it turns out its influence on the effectiveness and efficiency of the implementation of the task. According to Anoraga and Widiyanti (2005) the work environment is everything that is around the worker and that can affect him in carrying out the assigned duties. The work environment is very influential in the implementation of the completion of tasks. Based on the above statements it can be concluded that the definition of the work environment is anything that is around the workers who can influence him in carrying out the assigned tasks.

2.3. ORGANIZATIONAL BEHAVIOUR

Interaction between individuals in dynamic organizational life is related to OCB, it is beneficial to build individuals and overall organizational performance. The research by Podsakoff, Ahearne, and McKenzie (2001: 262) suggests that OCB can increase the productivity of colleagues, increase leader productivity, save resources on management and organization, saving step resources, become an effective means to coordinate group activities work, improve the organization's ability to attract and retain the best employees, improve organizational work stability, and enhance the organization's ability to adapt to environmental change.

OCB can be measured by dimension: **emphasizing mutual interest** with indicators of providing help and providing time for others; **wise** with indicators of serving others, performing functions to assist the good impression of the organization and providing services for the interests of the organization; **awareness** with indicators of time using efficiency and high attendance; **compliance** with indicators provides warnings before acting, passing on the information appropriately and helping to prevent problems; **sportive behavior** with indicators of avoiding complaints and maximizing the total amount of construction time within the organization.

Performance (job performance or actual performance), is the work result both quality and quantity achieved by a human resource in performing his duties in accordance with the responsibilities given to them. Performance is the achievement or accomplishment of work achieved by employees based on the standard and the size of the assessment that has been set. The concept of performance presented by the experts (Robbin 2008) in Nur'ani (2011) suggests that "employee performance is the interaction between ability, motivation and opportunity" While Performance by Bambang Kusriyanto (1991) in Mangkunegara (2005: 9) is the comparison of results achieved with the role of labor per unit time.

According to Law No. 20 of 2003 on National Education System (Elucidation), Law No. 14 of 2005 on Teachers and Lecturers, Government Regulation No. R.I 37 of 2009 on Lecturer and Regulation of the Minister of National Education of the Republic of Indonesia Number 47 Year 2009 on Educator Certification for Lecturers, Law no. 12 of 2012 on Higher Education and Explanations, Government Regulation no.32 of 2013 Change of PP no. 19 of 2005 on National Education Standards, PP no. 42 of 2009 concerning Professional Allowance for Teachers and Lecturers, Special Allowances for Teachers and Lecturers as well as Honorary Benefits of Professors and Permendiknas no. 47 year 2009 on Educator Certification for Lecturers, lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service.

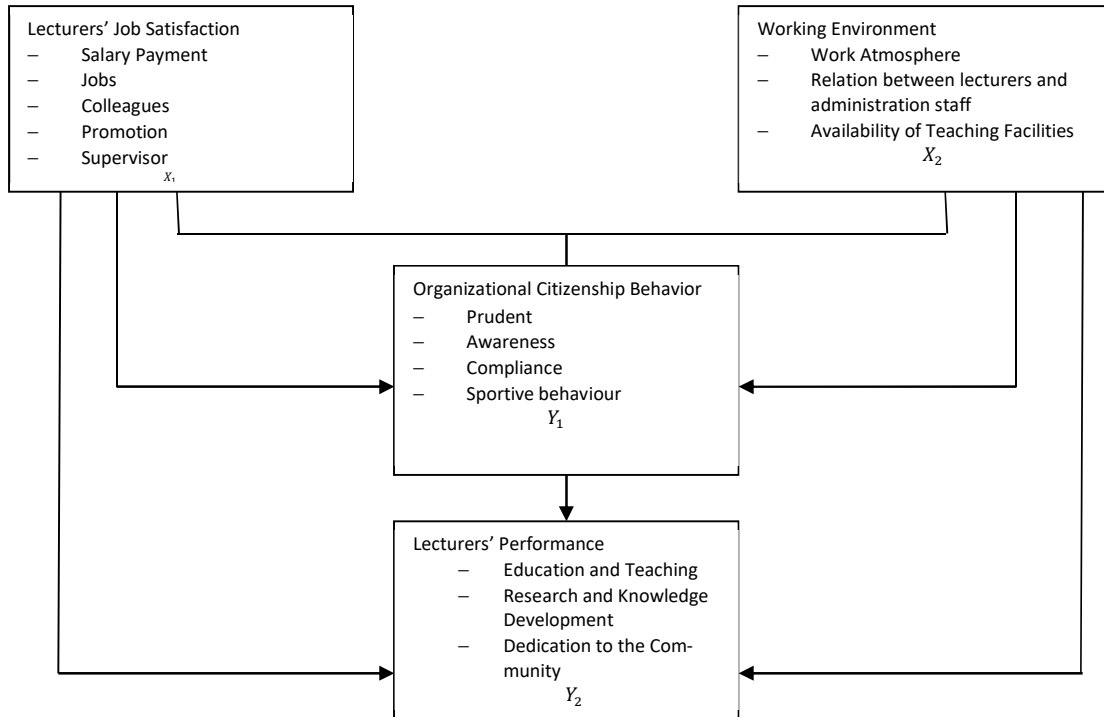
2.4. PREVIOUS RESEARCH

TABLE 1: LIST OF PREVIOUS RESEARCH

No.	Name	Title	Conclusion
1.	Mahasneh,	The impact of Organizational Citizenship Behavior on Job Performance at Greater Amman Municipality. 2015	OCB has significant effect on employee's satisfaction
2.	Sani,	Role of Procedural Justice, Organizational Commitment and Job Satisfaction on job Performance: The Mediating Effects of Organizational Citizenship Behavior, 2013	Procedural justice and organizational commitment have effect on OCB. Organizational Commitment have effect on performance. Job satisfaction does not have effect on OCB and performance. OCB have effect on performance.
3.	Selda Taşdemir Rafşar (2012)	Impact of the Quality of Work-life on Organizational Commitment: A Comparative Study on Academicians Working for State and Foundation Universities in Turkey	Research finding showed that work environment has positive effect on affective and normative commitment from academicians working for state and foundation universities whereas have negative effect on continuous commitment.
4.	Alamsyah Latunani 2014	The Effect of Competence on Commitment, Performance and Satisfaction with Reward as a Moderating Variable (a Study on Desaig-ning Work Plans in Kendari City Government, Southeast Sulawesi)	Research finding:the significant influence of competence and commitment toward SKPDs' performance in improving employees performance in Kendari Government.

2.5. RESEARCH FRAMEWORK

FIGURE 1: RESEARCH FRAMEWORK



3. RESEARCH METHODOLOGY

3.1. TYPE OF RESEARCH AND DATA SOURCE

This research use survey research methodology with type of research used is research to test hypothesis by collecting data in the field or verificative research by using descriptive analysis. Therefore, this research is descriptive and verificative.

This type of research is field study, with primary data source obtained from lecturers working in State Polytechnic of Sriwijaya.

3.2. DATA COLLECTION TECHNIQUE

Data Collection Technic used in conducting this research is as follow:

1. Literature study, by studying books or written materials related to the conducted research.
2. Field study, by collecting data directly in the field by observation, interview, and questionnaire.

3.3. POPULATION AND SAMPLE

Population in this research is permanent lecturers working in State Polytechnic of Sriwijaya amounted 400 people in 9 majors. The size of sample is determined by observing analysis technic which is used in hypothesis test, that is Structural Equation Model (SEM). Kelloway (1988) quoted from Achmad Bachrudin and Harapan L, Tobing (2003) stated that sample size necessary for Structural Equation Model is minimal 200 observations.

In this research, there are four variables, so that needed minimum sample size as much as 200 respondents. By considering the outliers data existence (Hair et al, 2006: 303) and the principle of the bigger sample size, the better. So, the minimum sample size in this research is using the ratio 1:5, 5 respondents for each parameter in the research (Hair et al, 2006: 605). This research has parameter (indicator), and obtained the minimum size of sample as follow:

$$\begin{aligned}
 n &= \text{parameter amount} \times 5 \\
 &= 65 \times 5 \\
 &= 325 \text{ respondents}
 \end{aligned}$$

3.4. OPERATIONAL DEFINITION AND VARIABLE MEASUREMENT

There are two variables used in this research, they are independent variable and variable dependent, as follow:

TABLE 2: OPERATIONAL VARIABLE DEFINITION

Variable	Dimension	Indicator	Scale
Work Satisfaction	Salary payment	<ul style="list-style-type: none"> <li>- Fair salary system</li> <li>- Salary based on workload</li> <li>- Salary based on expectation</li> </ul>	Ordinal
	Jobs	<ul style="list-style-type: none"> <li>- Giving opportunity</li> <li>- Implementing abilities</li> <li>- Skills</li> <li>- Freedom</li> <li>- Feedback</li> </ul>	Ordinal
	Colleagues	<ul style="list-style-type: none"> <li>- Social interaction</li> <li>- Teamwork with colleagues</li> </ul>	Ordinal
	Promotion	<ul style="list-style-type: none"> <li>- Empowering abilities</li> <li>- Fair promotion policy</li> </ul>	Ordinal
	Supervisor	<ul style="list-style-type: none"> <li>- Related to employee</li> <li>- Affect the employees in working</li> </ul>	Ordinal
Working environment	Work atmosphere	<ul style="list-style-type: none"> <li>- Level of fun work atmosphere</li> <li>- Level of lighting comfort</li> <li>- Level of serenity / not noisy</li> <li>- Level of security in learning</li> </ul>	Ordinal
	Relation between lecturers' and administration staff	<ul style="list-style-type: none"> <li>- Close relationship between lecturers</li> <li>- Close relationship between lecturers and administration staff</li> </ul>	Ordinal
	Availability of teaching facilities	<ul style="list-style-type: none"> <li>- Availability of teaching equipment</li> <li>- Availability of internet connection</li> <li>- Availability of practice laboratory</li> </ul>	Ordinal
Organizational Citizen Behaviour	Concerned with common interest	<ul style="list-style-type: none"> <li>- Offer help</li> <li>- Devote time for others</li> </ul>	Ordinal
	Prudent	<ul style="list-style-type: none"> <li>- Serve others</li> <li>- Perform function in maintaining organizations' good impression</li> <li>- Provide service for organizations' interest</li> </ul>	ordinal
	Awareness	<ul style="list-style-type: none"> <li>- Time efficiency</li> <li>- High precence rate</li> </ul>	Ordinal
	Compliance	<ul style="list-style-type: none"> <li>- Give warning before execution</li> <li>- Forward information accurately</li> </ul>	Ordinal
	Sportive behavior	<ul style="list-style-type: none"> <li>- Avoid complaint</li> <li>- Maximize the total time amount in organization</li> </ul>	Ordinal
Lecturers' Performance	Education and Teaching Element	<ul style="list-style-type: none"> <li>- On time class schedule</li> <li>- Lecturers' knowledge about teaching material</li> <li>- Compatibility of methods used in learning and teaching process</li> <li>- Lecture materials delivery</li> <li>- Relevance between lecture material and syllabi</li> <li>- Relevance of handout usage</li> <li>- Lecturer as motivator</li> <li>- Lecturer as facilitator</li> <li>- Usefulness of materials being taught</li> <li>- Evaluation accuracy</li> <li>- Use several media in teaching</li> <li>- Guide students in academic activities</li> <li>- Design and conduct research individually or in group</li> </ul>	Ordinal
	Research and Knowledge Development Scope	<ul style="list-style-type: none"> <li>- Develop scientific paper report or research appropriately and scientifically</li> <li>- Present papers in scientific discussion, department, faculty, regional, national and international seminar</li> <li>- Write scientific books</li> <li>- Guide students' research</li> <li>- Review the up-to-date scientific materials such as journals and research findings</li> </ul>	Ordinal
	Dedication to the Community Scope	<ul style="list-style-type: none"> <li>- Perform dedication to the community in form of developing research finding that is useful for the community.</li> <li>- Perform useful socialization for the community</li> <li>- Perform useful training for community</li> <li>- Active participation in effort to solve problems in the community</li> <li>- Give lecture in activities which encourage community to be fond of learning, and be able to embrace the change</li> <li>- Write and publish dedication to the community in form of papers so the community can take the benefit of the papers</li> </ul>	Ordinal

4. RESULTS AND DISCUSSION

4.1. GOODNESS OF FIT STATISTICS FOR THE MODIFIED MODEL

The accuracy of the structural equation is shown by goodness of fit measures. The goodness of fit of the model used in testing the structural model is based on the following criteria:

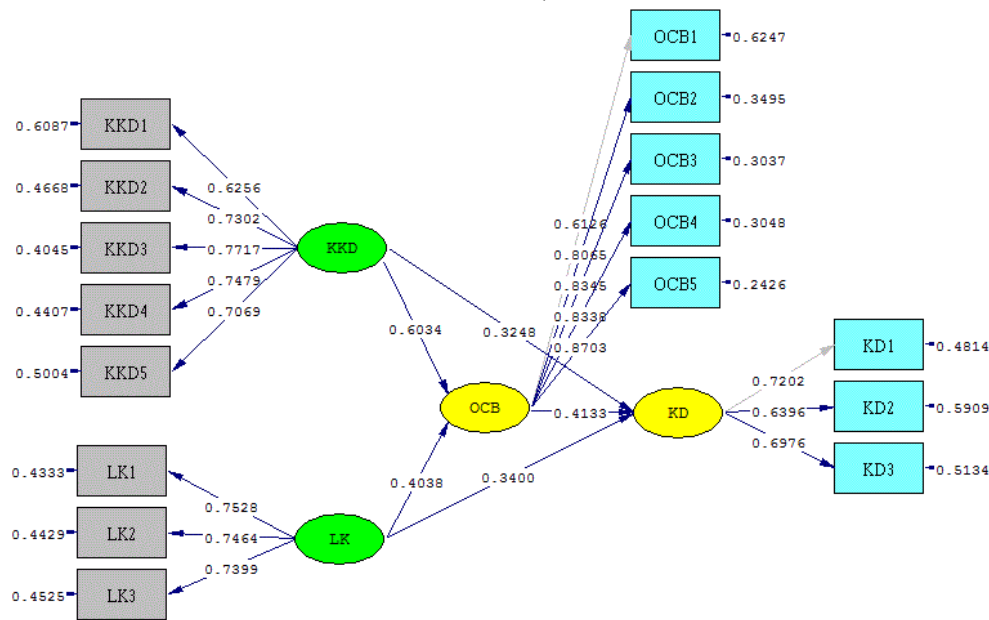
TABLE 3: GOODNESS OF FIT

Goodness of Fit Index	Cut of Value	Results	Model Evaluation
Chi-Square (df= 98)	122,108	159,10	Not fit
Probability (p-value)	0,05	0,00009	Not fit
CMIN/DF	2	1,6235	Marginal / accepted
RMSEA	0,05	0,049	Fit
Normed Fit Index (NFI)	0,900	0,9722	Fit
Comparative Fit Index (CFI)	0,900	0,9891	Fit
Relative Fit Index (RFI)	0,900	0,9891	Fit
IFI	0,900	0,994	Fit
GFI	0,900	0,9192	Fit

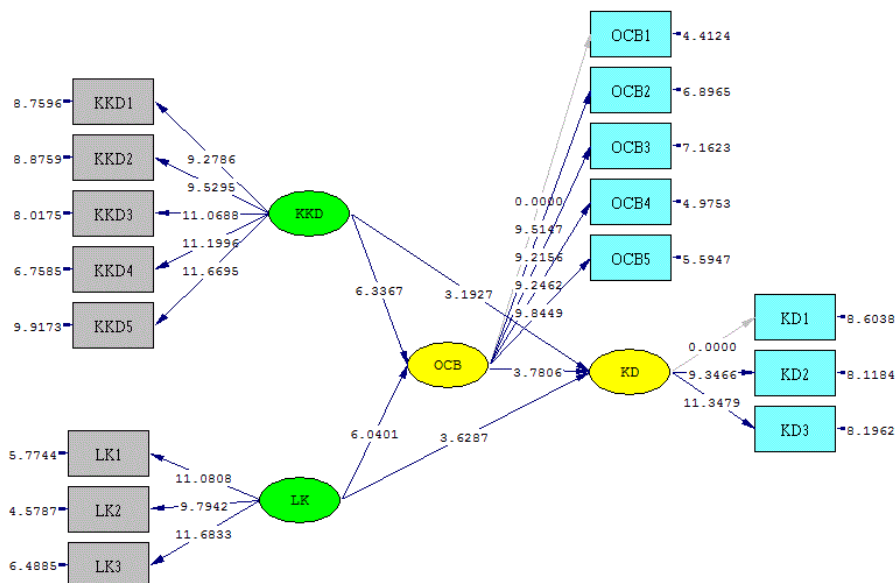
It can be seen that the  $\chi^2$  is 159,10 with p-value = 0,00009, meanwhile the cut of value is 122,108 with p-value = 0,00009 < 0.05, this means that the model has not satisfied the criteria as the value of  $\chi^2$  is bigger than its cut off value. However, if it is seen from the value of CMIN/DF of 1,6235, the model is accepted as it is less than 2.

The value of Root Mean Square Error of Approximation (RMSEA) for the model tested is 0.034, this shows that the model is fit as it is smaller than 0.05 based on the degrees of freedom. Other comparative measurement is Non-Normed Fit Index 9NFI) and Comparative Fit Index (CFI) that shows fit parameters. The results of goodness of fit of the model shows that the model is fit and can be used to explain the relationship between the model studied.

FIGURE 2: STRUCTURAL EQUATION MODEL



Chi-Square=159.10, df=98, P-value=0.00009, RMSEA=0.049



Chi-Square=159.10, df=98, P-value=0.00009, RMSEA=0.049

**4.2. THE EFFECT OF JOB SATISFACTION ( $\xi_1$ ) AND WORK ENVIRONMENT ( $\xi_2$ ) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR ( $\eta_1$ )**

It is found that:

$$OCB = 0.6034 * KKD + 0.4038 * LK, \text{ Errorvar.} = 0.3119, R^2 = 0.6881$$

(0.09523) (0.06685) (0.06232)  
6.3367 6.0401 5.0045

**TABLE 4: STRUCTURAL MODEL CALCULATION RESULTS**

Endogenous Variable	Exogenous Variable	Path Coefficient	T <sub>value</sub> (cr)	R <sup>2</sup>	Error Variance
Organizational Citizenship Behavior ( $\eta_1$ )	Job Satisfaction ( $\xi_1$ )	0.6034	6.3367	0.6881	0.3119
	Work Environment ( $\xi_2$ )	0.4038	6.0401		

(Source: Processed Data)

**TABLE 5: HYPOTHESIS RESULT**

Hypothesis	Path Coefficient	T <sub>value</sub>	T <sub>critic</sub>	Results	Description
Job satisfaction has an effect on OCB	0.6034	6.3367	1,96	H <sub>0</sub> is rejected	Significant
Work Environment has an effect on OCB	0.4038	6.0401	1,96	H <sub>0</sub> is rejected	Significant

(Source: Processed Data)

**TABEL 6: SIMULTANEOUS TEST OF PATH COEFFICIENTS X- Y1**

Hypothesis	R <sup>2</sup>	F <sub>value</sub>	F <sub>table</sub>	Results	Description
Job Satisfaction and Work Environment have an effect on OCB	0,6881	283,491	3,031	H <sub>0</sub> is rejected	Significant

(Source: Processed Data)

**TABLE 7: SUMMARY RESULTS**

Variable	Effect (%)				
	Formula	Direct	Indirect	Description	Total
Job Satisfaction ( $\xi_1$ )	$\gamma_{\eta_1 \xi_1}^2$	36,41%			44,46%
	$\gamma_{\eta_1 \xi_1} \times \phi_{\xi_1 \xi_2} \times \gamma_{\eta_1 \xi_2}$		8,05%	Through $\xi_2$	
Work Environment ( $\xi_2$ )	$\gamma_{\eta_1 \xi_2}^2$	16,31 %			24,36%
	$\gamma_{\eta_1 \xi_2} \times \phi_{\xi_1 \xi_2} \times \gamma_{\eta_1 \xi_1}$		8,05%	Through $\xi_1$	
Simultaneous effect of $\xi_1$ and $\xi_2$ on $\eta_1$				$R^2_{Y_1, X_1 X_2}$	68,82%
Other variables on $\eta_1$				$\zeta$	31,18%

(Source: Processed Data)

Job satisfaction is proved to have a positive and significant effect with a path coefficient of 0.6034 and t count value of 6.3367 > t table of 1.96 for OCB. Work environment is also proved to have a positive and significant effect with a path coefficient of 0.438 and a t count value of 6.0401 > t table 1.96 for OCB. The dominant dimension of the work environment variable is the work atmosphere dimension, while the dominant OCB variable is formed by the dimensions of sportsmanship behavior. Furthermore, based on the coefficient of determination of 68.82%, it can be concluded that both job satisfaction and work environment has 68.82% effect on organizational citizenship behavior while the rest of 31.18% shows that OCB is affected by other factors outside the model.

**4.3. THE EFFECT OF JOB SATISFACTION ( $\xi_1$ ), WORK ENVIRONMENT ( $\xi_2$ ) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ( $\eta_1$ ) ON WORK PERFORMANCE ( $\eta_2$ )**

$$KD = 0.4133 * OCB + 0.3248 * KKD + 0.3400 * LK, \text{ Errorvar.} = 0.1678, R^2 = 0.8322$$

(0.1093) (0.1017) (0.09370) (0.06680)  
3.7806 3.1927 3.6287 2.5120

**TABLE 8: STRUCTURAL MODEL CALCULATION RESULTS**

Endogeneous Variable	Exogenous Variable	Path Coefficient	T <sub>value</sub> (cr)	R <sup>2</sup>	Error Variance
Job Performance ( $\eta_2$ )	Work Satisfaction ( $\xi_1$ )	0.3248	3.1927	0.8322	0.1678
	Work Environment ( $\xi_2$ )	0.3400	3.6287		
	Organizational Citizenship Behavior ( $\eta_1$ )	0.4133	3.7806		

(Source: Processed Data)

**TABLE 9: HYPOTHESIS RESULT**

Hypothesis	Path Coefficient	T <sub>value</sub>	T <sub>critics</sub>	Results	Description
Job satisfaction has an effect on job performance	0.3248	3.1927	1,96	H <sub>0</sub> is rejected	Significant
Work Environment has an effect on job performance	0.3400	3.6287	1,96	H <sub>0</sub> is rejected	Significant
Organizational Citizenship Behavior has an effect on job performance	0.4133	3.7806	1,96	H <sub>0</sub> is rejected	Significant

(Source: Processed Data)

**TABEL 10: SIMULTANEOUS TEST OF PATH COEFFICIENTS X- Y1-Y2**

Hypothesis	R <sup>2</sup>	F <sub>value</sub>	F <sub>table</sub>	Results	Description
Job satisfaction ( $\xi_1$ ), work environment ( $\xi_2$ ) and Organizational Citizenship Behavior ( $\eta_1$ ) have an effect on job performance	0,8322	423,2086	<b>2,640</b>	H <sub>0</sub> is rejected	Significant

(Source: Processed data)

TABEL 11: SUMMARY RESULTS

Variable	Effect (%)				Total
	Formula	Direct	Indirect	Description	
Job satisfaction ( $\xi_1$ )	$\gamma_{\eta_2\xi_1}^2$	10,55%			24,09%
	$\gamma_{\eta_2\xi_1} \times \phi_{\xi_1\xi_2} \times \gamma_{\eta_2\xi_2}$		3,65 %	Melalui $\xi_2$	
	$\gamma_{\eta_2\xi_1} \times \phi_{\xi_1\eta_1} \times \gamma_{\eta_2\eta_1}$		9,89 %	Melalui $\eta_1$	
Work environment ( $\xi_2$ )	$\gamma_{\eta_2\xi_2}^2$	11,56 %			23,68%
	$\gamma_{\eta_2\xi_2} \times \phi_{\xi_1\xi_2} \times \gamma_{\eta_2\xi_1}$		3,65 %	Melalui $\xi_1$	
	$\gamma_{\eta_2\xi_2} \times \phi_{\xi_2\eta_1} \times \gamma_{\eta_2\eta_1}$		8,47%	Melalui $\eta_1$	
Organizational Citizenship Behavior ( $\eta_1$ )	$\gamma_{\eta_2\eta_1}^2$	17,08%			35,45%
	$\gamma_{\eta_2\eta_1} \times \phi_{\xi_1\eta_2} \times \gamma_{\eta_2\xi_1}$		9,89 %	Melalui $\xi_1$	
	$\gamma_{\eta_2\eta_1} \times \phi_{\xi_2\eta_1} \times \gamma_{\eta_2\xi_2}$		8,47%	Melalui $\xi_2$	
Simultaneous effect $\xi_1, \xi_2, \eta_1, \eta_2$				$R_{Y_2..X_1X_2Y_1}^2$	83,22%
Other variables on $\eta_1$				$\zeta$	16,78%

(Source: Processed Data)

Job Satisfaction is proved to have a positive and significant effect with a path coefficient of 0.3248 and a value of t count 3.1927 > t table 1.96 against the performance of the lecturer. The most dominant dimension in job satisfaction variable is the dimension of colleagues, while the lecturers' performance variable is in the field of education and teaching. Work Environment is also proved to have a positive and significant effect with a path coefficient of 0.3400 and a value of t arithmetic 3.6287 > t table 1.96 against lecturer performance. The dominant dimension of the work environment variable is the work atmosphere, while the lecturer performance variables in the field of education and teaching. Furthermore, OCB is proved to have a positive and significant effect with a path coefficient of 0.4133 and a value of t arithmetic 3.7806 > t table 1.96 against the performance of the lecturer. The dimensions of sportsmanship shape OCB variables, meanwhile the variable performance of lecturers is in the field of education and teaching.

Job satisfaction, work environment and OCB are simultaneously proven to have a positive and significant effect on the performance of lecturers with a contribution of 83.22%. As for the most dominant variables affecting the lecturer performance is OCB variable, with the most reflecting dimensions, namely: sportsmanship behavior, while the dimensions that most reflect the lecturer performance are: education and teaching.

### 5. CONCLUSION

To improve OCB in State Polytechnic of Sriwijaya, which is predominantly shaped by the dimensions of sportsmanship, it is necessary to improve the satisfaction of lecturer, especially on the dimensions of co-workers with indicators of social interaction and collaboration with coworkers and the work environment, especially in the work atmosphere dimension. In improving the performance of lecturers, especially the dimensions of education and teaching, the policy maker at Sriwijaya State Polytechnic can focus more on improving job satisfaction with the dimensions of co-workers' capital, increasing the comfort of the work environment especially in the atmosphere dimension work and synergized with OCB with dimensions of sportsmanship, without neglecting other dimensions.

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