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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Impact of Organizational Citizenship Behaviour, Knowledge Management, and Work Environment on Employee Performance in Manufacturing Firms

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Abstract: Improving employee performance in manufacturing companies can help companies achieve greater profits. Employee performance is based on factors such as organizational citizenship behavior, knowledge management, and physical work environment. This study uses a quantitative approach to analyze the influence of these three factors on employee performance at CV—Lotus Glove Berbah, Yogyakarta, involving 80 employees, and a multiple linear regression analysis method. The results showed that organizational citizenship behavior and knowledge management partially have a positive but insignificant influence on employee performance. In contrast, the physical work environment positively and significantly affects employee performance. Simultaneous tests show that the three variables positively and significantly affect employee performance. The R-square value of 0.537 indicates that organizational citizenship behavior, knowledge management, and physical work environment simultaneously explain 53.7% of the variability in employee performance at CV. Lotus Glove Berbah. Meanwhile, the rest is influenced by other factors beyond the scope of this study.

Keywords: Organizational Citizenship Behavior, Knowledge Management, Physical Work Environment, Employee Performance.

JEL Classification Code: E44, F31, F37, G15

1. INTRODUCTION

The development and competition in the increasingly high business world require companies to improve their workforce, which is expected to create support for each employee to produce optimal employee performance. This is supported by optimizing the company's human resource management or HR to create a conducive work environment. Human quality resources significantly improve employee performance, which is reflected in the acquisition of work productivity and efficiency by teams and individuals in completing tasks and responsibilities in the company where they are based.

Performance is each workforce's achievement to support manufacturing companies in achieving their goals (Husna & Prasetya, 2024). Overall, labor performance is individual because everyone has diverse capacities. A person's performance is determined by ability, effort, and available opportunities (Kosasih & Budiani, 2008). Therefore, companies are always required to meet the needs of employees, especially now that many manufacturing companies have sprung up, requiring companies to be able to compete with their abilities. Initial observations show that the limited workplace at CV Lotus Glove is thought to affect employee performance. This condition can cause a decrease in comfort while working, which in turn can interfere with their productivity. In addition, CV Lotus Glove has used good technology to support employee performance, for example, the use of sewing machines with electrical assistance (not manual), the provision of fans in every corner of the room, the existence

of a cooperative provided by CV Lotus Glove for employees who need loans. Worker effectiveness is fundamentally the result of actions that workers do or do not do. For example, whether an employee's performance in an organization or company has influence and how much they contribute to the organization or company. This includes the amount and quality of output, contribution, and collaborative behavior of employees (Pawirosumarto et al., 2017)—CV Lotus Glove's productivity and work balance significantly impact employee performance.

This study is based on the existence of research gaps in previous studies. Based on the studies conducted (Anwar, 2021), organizational citizenship behavior positively and significantly affects employee performance. However, this finding is not based on research findings, which state that organizational citizenship behavior does not positively and significantly affect employee performance (Lambidju et al., 2022). This is because employees who work beyond the tasks that should be done do not significantly affect their performance. Studies on the relationship of knowledge management to performance by previous research (Kosasih & Budiani, 2008) (Borodako et al., 2023) determined that knowledge management positively and significantly affects employee performance. However, different outputs indicate that knowledge management does not significantly impact employee performance (Laoh et al., 2016). In addition, research on the effect of the physical work environment on employee performance (Ferawati, 2017) (Subhan et al., 2023) found that the physical work environment has a positive and significant effect. Conversely, other research (Samson et al., 2015) supports that the physical work environment has no significant effect on employee performance.

2. LITERATURE REVIEW

2.1. Employee Performance

Performance results from achieving a person's work activities in a position to complete their obligations about the mandate allocated by the manufacturing company. Performance also often involves teams, not just individuals, with direction from superiors to complete the tasks assigned to the team as part of efforts to achieve company goals. (Mangkunegara & Puspitasari, 2015). Performance includes the results of work in terms of quality and quantity produced by the company's workforce when carrying out tasks according to the obligations allocated. Aspects that affect employee performance include individual aspects and aspects of the work environment in the company. Some aspects that can be evaluated in employee performance include work quantity, which includes results or output, and timeliness of task completion. Quantity can also be measured by the number of tasks completed, where the more work completed, the better the quantity of work. (Supardi & Aulia Anshari, 2022).

2.2. Organizational Citizenship Behavior

OCB is a new concept related to performance. This concept indicates that the behavior shown by employees freely, without coercion and expectations of formal rewards, plays a significant role in supporting and benefiting the organization (Bustomi et al., 2020). OCB refers to employee actions carried out without coercion to support coworkers outside their authority. For example, employees who set aside time to help colleagues without being asked, even though this behavior is not included in formal work requirements, can increase organizational effectiveness (Dubey et al., 2022). OCB is an individual behavior in employees in the organization, resulting in increased productivity and optimization of performance. an organization (Appelbaum et al., 2004). This definition emphasizes three main characteristics in OCB: 1) voluntary behavior and 2) the benefits obtained from this behavior are the impacts obtained for the organization. 3) OCB is an entity that has many benefits for the company. A company's success is not only determined by the behavior of each employee; excessive behavior that is not in accordance with the company's SOP usually does not have a good effect on the company (Mustofa & Eko Nugroho, 2023). Several aspects of OCB can help manufacturing companies in improving the performance of company employees, namely, (1) conscientiousness, namely employees who show behavior by the role with the minimum standards set by the company; (2) altruism, namely the willingness to help other employees; (3) civic virtue, namely employee participation in the sustainability of the company, for example looking for the latest

information to support the company's progress; (4) sportsmanship, which is more positive aspects than negative, for example not complaining much, not exaggerating the problems experienced and facing calmly; (5) courtesy, which is behaving well and respecting fellow workers, for example helping teammates in solving problems faced (Podsakoff et al., 2000).

2.3. Knowledge Management

Knowledge management is collecting, structuring, and accessing information to broaden insights through optimizing technology as a supporting tool. (Laoh et al., 2016). Knowledge management is essential for understanding good insights, skills, and professional behavior. (Lestari et al., 2020). From a performance perspective, the knowledge management possessed by company employees must be broad from various sides, thus enabling an organization to achieve an agreed goal. Therefore, it is concluded that knowledge management is critical in supporting the performance of company employees. Knowledge management also influences an organization's performance by creating resources that influence knowledge to contribute to achieving and maintaining superior performance. (Nguyen et al., 2018). To create optimal and satisfactory performance, thus the company needs supporting tools that support. To achieve these goals, the company must build, expand, and develop the knowledge possessed by each employee. In other words, to maximize effectiveness and related results, knowledge management can be used to its best advantage. (Demarest, 1997).

2.4. Physical Work Environment

The physical environment influences employee performance, safety, and quality. A good work environment presents a feeling of security and provides opportunities for employees to operate ideally, impacting their emotions. Employees who feel comfortable in the workplace enjoy their time more while performing activities, use their time efficiently, and achieve excellent work performance. In addition to physical factors, relationships between coworkers are also influential (Pawirosumarto et al., 2017). The work environment is closely related to employee performance, where an optimal atmosphere can improve their performance. (Nafukho et al., 2022). The physical work environment is a condition that exists in part of the organizational environment that influences the performance of employees, for example, the use of light, air temperature, discussion space, safe situations, cleanliness, and noise. An unsupportive work environment can make employees less comfortable. The physical work environment ensures company loyalty; an employee will not feel safe working in an unsupportive area. Therefore, employees will feel at home working in the company by creating a productive work atmosphere. (Munica, 2024).

2.5. Hypothesis Development

Organizational Citizenship Behavior is the action of employees who contribute beyond the primary responsibilities in their work. (Sijabat et al., 2023). The presence of OCB in the company can increase employee work efficiency. This statement is supported by research which states that OCB can affect company performance. (Podsakoff et al., 2000). OCB is an attitude that many companies want their employees to have. OCB is used to recognize behaviors that employees do outside of their responsibilities, but these attitudes are still expected and beneficial to the company (Shahin et al., 2014). This is because OCB is considered to provide benefits to the company that cannot be built through formal or contractual responsibilities or compensation. Research that has been conducted reveals that organizational citizenship behavior has a positive and significant effect on employee performance. (Bustomi et al., 2020). Likewise, research conducted on the workforce of PT Pilaren Medan (Anwar, 2021) The results showed that OCB positively and significantly affects employee performance. Research conducted on Perumda Pasar Joyoboyo Kota Kediri employees in 2024 found that Organizational Citizenship Behavior positively and significantly affects employee performance. (Agustin et al., 2023).

H1: Organizational citizenship behavior has a significant positive effect on employee performance.

According to Diah and Nugraheni (2021) Knowledge Management is a mechanism that supports companies in gathering insights, experiences, and creative ideas from employees to increase productivity. Knowledge management is increasingly significant in companies because it acts as a tool that supports more effective interaction through the smooth exchange of information. Available, which is important for the company. As a strategic element, knowledge is important for individuals to hone their skills and manage their careers. Therefore, a structured knowledge management system is needed to maximize the potential of individuals and organizations (Jannah et al., 2023). This research was conducted on the workforce of Plaza Hotel Surabaya (Kosasih & Budiani, 2008) The results showed that knowledge management positively and significantly affects employee performance. Likewise, other research (Borodako et al., 2023), confirms that knowledge management positively and significantly affects employee performance.

H2: Knowledge management has a significant positive effect on employee performance.

A work environment or work environment/workplace is an idea that studies the scope in which employees can feel the fulfillment of internal, external, and social needs, as well as the factors that make them still choose to work in the organization (Rastana. et al., 2021). Establishing harmonious relationships between fellow employees and between employees and superiors also plays a role in creating a supportive work atmosphere, which in turn can affect employee performance in the company. Collaboration between employees also needs to be strengthened so that tasks are completed on time and according to set standards. Even a supportive work environment can provide a positive aura for employee performance (Astuti et al., 2022). This research was conducted on employees of PT Cahaya Indo Persada by Ferawati (2017) Found that the physical work environment positively and significantly affects employee performance. Likewise, research conducted by (Pawirosumarto et al., 2017) The workforce of Parador Hotels and Resorts found that the physical work environment positively and significantly affects employee performance. Even the same results were found by Subhan et al (2023) The physical work environment has a positive and significant effect on employee performance.

H3: Physical work environment has a significant positive effect on employee performance.

Referring to this explanation, the researcher formulates the fourth hypothesis that Organizational Citizenship Behavior, Knowledge Management, and the physical work environment jointly affect employee performance. These three factors are interconnected and contribute significantly to improving employee performance. The company seeks to improve performance by encouraging positive behavior, utilizing individual knowledge, and creating a conducive and protected work atmosphere. The fourth hypothesis formulated is:

H4: Organizational Citizenship Behavior, Knowledge Management, and Physical Work Environment simultaneously affect employee performance at CV. Lotus Glove Berbah, Yogyakarta.

3. RESEARCH METHOD AND MATERIALS

This research was conducted in manufacturing companies in the Special Region of Yogyakarta, with a population of 80 employees. The respondents involved in this study were 77 (out of 80, 3 answers could not be processed), which were taken through distributing questionnaires. Data collection was conducted by distributing questionnaires to subjects through the information department of CV Lotus Glove to ensure the quality of data collection. This study applied the accidental sampling technique, which is a method that selects respondents by chance based on their availability to participate. That is, respondents were selected when they happened to be at the company and were asked to take part in the survey by filling out the questionnaire sheet.

The data collected was then processed and evaluated by applying quantitative methods with the help of SPSS software. Of the 77 data that researchers have received, all can be processed and tested. SPSS software tests instruments (validity and reliability), classical assumption tests, normality tests,

heteroscedasticity tests, and hypothesis testing (multiple linear regression). Researchers use ordinal scale instruments because ordinal scales are easy for respondents to understand and offer a simple range of values, ranging from 1 "strongly disagree" to 5 "strongly agree." This approach minimizes confusion and ensures that respondents can answer quickly and precisely. An example of organizational citizenship behavior question variable instrument: "I do not spend much time complaining about trivial things(Organ & Lingl, 1995). Knowledge management: "Knowledge management in my organization can accelerate work innovation and strengthen organizational commitment (Mazorodze & Buckley, 2019). Physical work environment: " My workspace is without unnecessary noise "(Samson et al., 2015). Meanwhile, to measure employee performance, the sample question is "I manage to plan my work so that my work is completed on time (Koopmans et al., 2014)

4. RESULTS AND DISCUSSION

4.1. Validity and Reliability Test

Table 1. Validity Test and Reliability Test

Variables	Item	R-Calculated	R-Estimated	Cronbach Alpa	Conclusion
Organizational Citizenship Behavior	X1.1	0.584	0.2242	0.869	Valid and Reliable
	X1.2	0.763			
	X1.3	0.628			
	X1.4	0.501			
	X1.7	0.690			
	X1.11	0.407			
	X1.12	0.418			
	X1.13	0.692			
Knowledge Management	X2.1	0.829	0.2242	0.888	Valid and Reliable
	X2.2	0.760			
	X2.3	0.635			
	X2.4	0.720			
	X2.5	0.700			
Environment Physical Labor	X3.1	0.426	0.2242	0.681	Valid and Reliable
	X3.2	0.537			
	X3.5	0.548			
Performance Employees	Y.1	0.661	0.2242	0.920	Valid and Reliable
	Y.2	0.799			
	Y.3	0.823			
	Y.4	0.703			
	Y.5	0.662			
	Y.6	0.781			
	Y.7	0.832			

Source: Primary data processed, 2024.

Based on Table 1, the validity test results were found by calculating the comparison of the r-calculated weight with the r-estimated weight. For degree of freedom (df = number of samples / n-2) (pdf = 77-2, df = 75) and significant alpha (a) is 5% (0.05), it was found that r-estimated was 0.2242. An instrument is valid when r-calculated is greater than r-estimated. The tester produces r-calculated organizational citizenship behavior (0.407-0.763), knowledge management (0.653-0.829), physical work environment (0.426-0.548), and employee performance (0.661-0.832). This means that all question items are declared valid because > 0.2242. The reliability test results are seen through the weight of Cronbach's alpha based on standardized items > 0.60 obtained Cronbach's alpha organizational citizenship behavior (0.869). Knowledge management (0.888), physical work environment (0.681), employee performance (0.920) > 0.60, or the instrument is declared reliable.

4.2. Respondent Characteristics

Table 2. Respondent Characteristics

Category		Total	%
Gender	Male	6	7.8
	Female	71	92.2
Age	20-30 yrs	23	29.9
	31-40 yrs	28	36.4
	41-50 yrs	22	28.6
	51-60 yrs	4	5.2
Education level	Elementary School / Equivalent	1	1.3
	Junior High School / Equivalent	17	22.1
	High School / Equivalent	58	75.3
	Postgraduate	1	1.3

Source: Primary data processed, 2024.

The characteristics of the respondents are shown in Table 2, with a total of 77 respondents consisting of 6 (7.8%) men and 71 (92.2%) women; this data collection filled mainly by women because at the time of data collection was carried out in the production section where in this section the majority were women. Respondents based on age status are mostly 31-40 years old on average (36.4%); this age range shows that many employees aged 31-40 years who have healthier skills and strength than those of advanced age can be the basis for increasing productivity by being given the responsibility of helping coworkers who are less fast. Respondents based on the last level of education were dominated by high school at 58 (75.3%), allowing the organization to maintain the ratio of skill needs appropriate for the type of work to the cost of retention of its human resources.

4.3. Description of Research Variables

Table 3. Descriptive Variables

Variables	Mean
Organizational citizenship behavior	3.76
Knowledge management	3.81
Physical work environment	3.83
Employee performance	3.96

Source: Primary data processed, 2024.

Table 3 describes the variables in the descriptive statistics, including the average value obtained from each independent variable (organizational citizenship behavior, knowledge management, and physical work environment) and the dependent variable (team member performance) presented in Table 2. Based on the table below shows that 77 respondents in the OCB variable have an average of 3.76, which means that the OCB felt by respondents when working is in a suitable category; the knowledge management variable with an average of 3.81 means that the KM experienced by respondents when working is in a suitable category, the physical work environment with an average of 3.83 means that the work environment experienced by respondents when working is in a suitable category. Employee performance with an average of 3.96 means that team member performance increases when working, which is in a suitable category.

4.4. Classical Assumption Test

Table 4. Classical Assumption Test Results

Ind.	Multicollinearity		Spearman's Rho Test	Kolmogorov-Smirnov Test
OCB	0.720	1.390	0.723	0.74
KM	0.722	1.380	0.172	0.74
LKF	0.771	1.297	0.172	0.74

OCB = organizational citizenship behavior, KM = knowledge management, LKF = physical work environment.

The results of the classic assumption tesT-estimated four show that there is no heteroscedasticity (Spearman's R. test, $p > 0.05$) for the Organizational Citizenship Behavior variable with a sig value of 0.723, knowledge management with a sig value of 0.172, and the physical work environment of 0.172, and normality is met (Kolmogorov-Smirnov test, Asymp. Sig. $0.74 > 0.05$). In addition, the regression model does not experience multicollinearity, with the Organizational Citizenship Behavior variable value having a tolerance value of $0.639 > 0.10$ and VIF $1.565 < 10$, the Knowledge Management variable has a tolerance value of $0.733 > 0.10$ and VIF $1.363 < 10$. In contrast, the Physical Work Environment variable has a tolerance value of $0.712 > 0.10$ and VIF $1.404 < 10$. This shows no multicollinearity between the variables in the regression model.

4.5. Hypothesis Testing

Table 5. Multiple Linear Regression Results

Model	Unst. Coef.		t	Sig.	R ²
	B	Std. Err.			
Constant	2.197	3.243	0.678	0.500	0.537
OCB	0.026	0.063	0.415	0.679	
KM	0.220	0.113	1.954	0.055	
LKF	1.039	0.152	6.818	0.001	

Source: Primary data processed, 2024.

OCB= organizational citizenship behavior, KM = knowledge management, LKF = physical work environment.

Multiple linear regression analysis describes the relationship between the dependent variable (employee performance) and the independent variable (organizational citizenship behavior knowledge management and physical work environment). The regression model was obtained with a constant value of 2,197, a regression coefficient for organizational citizenship behavior of 0.026 with a positive coefficient sign, a regression coefficient for organizational citizenship behavior of 0.026 with a positive sign, knowledge management of 0.220 with a positive sign, and a physical work environment of 1.039 with a positive sign. This shows that all independent variables (organizational citizenship behavior, knowledge management, and physical work environment) positively influence employee performance, where the physical work environment has the most dominant impact in this model.

The results of testing H1 in partial tesT-estimated 4 indicate that organizational citizenship behavior has a t-value of $0.415 < T$ -estimated 1.9930 with a probability of $0.679 > 0.05$; this means that hypothesis 1 (H1) is rejected, which means that organizational citizenship behavior has a positive but insignificant effect on employee performance. The results of testing H2 in the partial test show that Knowledge Management has a t-value of $1.954 < T$ -estimated 1.9930 with a probability of $0.055 > 0.05$. Therefore, hypothesis H2 is rejected, which indicates that Knowledge Management has a positive but insignificant effect on employee performance. Meanwhile, the results of the H3 test in the partial test identify that the Physical Work Environment has a t-value of $6.818 > T$ table 1.9930 with a probability of $0.001 < 0.05$; this identifies that hypothesis 3 (H3) is accepted, which means that the Physical Work Environment has a positive and significant effect on Employee Performance.

The variable that has the most significant influence on employee performance at CV. Lotus Glove Berbah is the physical work environment variable. In contrast, this study's organizational citizenship behavior and knowledge management variables have a positive and insignificant effect. This happens because the physical work environment has a fundamental role in creating a comfortable and supportive workplace atmosphere; this causes their performance to produce exemplary achievements. Meanwhile, organizational citizenship behavior and knowledge management need to be evaluated by the company because they have not created and supported employee performance with an R Square value of 0.537, indicating that organizational citizenship behavior, knowledge management, and the physical work environment together explain 53.7% of the variability in employee performance at CV. Lotus Glove Berbah, while the rest is influenced by other factors beyond this study's scope. The respondent responded with the lowest score, "The planning I do is optimal" (mean=3.88). Conversely, the highest respondent response was "I manage to plan my work so that my work is completed on time" (mean = 4.12).

4.6. Simultaneous Test (F Test)

Table 6. Simultaneous Test Results (F Test)

Model		Sum of Squares	F	Sig
1	Regression		28,196	,001
	Total	1084,805		

Dependent: Employee Performance

Source: Primary data processed, 2024.

The F-test results show that the calculated F-value of 28,196 is greater than the F-table of 2.73, with a probability value of 0.001 less than the 5% significance level (0.05). This indicates that the Organizational Citizenship Behavior, Knowledge Management, and Physical Work Environment variables simultaneously significantly affect employee performance. Thus, the regression model used in this study is declared fit or feasible.

4.7. Discussion

Data analysis in this study was carried out based on respondents' characteristics, including gender, age, and the latest level of education. The sample used consisted of 77 CV employees. Lotus Glove. Based on gender, 71 respondents (92.2%) were female, and 6 (7.8%) were male. For age, the majority of respondents were 31-40 years old (36.4%), followed by 20-30 years old (28.6%), 41-50 years old (28.6%), and the least was 51-60 years old (5.2%). Based on education level, most respondents had a high school education (75.3%), followed by junior high school (22.1%), and the least were elementary school and postgraduate graduates (1.3% each).

Testing the first hypothesis shows no relationship between organizational citizenship behavior (OCB) and team member performance. T-test is used to test the effect of OCB separately on employee performance by comparing the p-value with α (5%). With the result that organizational citizenship behavior has a t-value of $0.415 < T$ -estimated 1.9930 with a probability of $0.679 > 0.05$, hypothesis 1 (H1) is rejected, which means that organizational citizenship behavior has a positive but insignificant effect on employee performance. This finding is consistent with previous research. (Lambidju et al., 2022) This also shows that organizational citizenship behavior has a positive but insignificant effect on employee performance. The absence of this influence is thought to be because the OCB running behavior is unrelated to the required central performance. Not all types of OCB have a direct impact on performance. For example, helping coworkers or offering advice does not always contribute directly to individual output, so the impact on performance may vary depending on the type of OCB performed. The lowest respondent answer on the Organizational citizenship behavior variable was "I always take the time to help colleagues" (mean = 3.92). The highest answer was, "I will always maintain the organization's good name in front of the general public" (mean = 4.21).

In testing the second hypothesis, the significant level for the knowledge management variable is 0.055 ($p < 0.05$), and the t count is 1.954, so hypothesis 2 is rejected. So, it can be concluded that knowledge management does not positively and significantly affect employee performance. This finding aligns with previous research (Laoh et al., 2016), which also shows that Knowledge Management has a positive but insignificant impact on employee performance. These results reveal that the knowledge possessed by employees alone has not had the maximum effect on performance; likely, work experience is needed in the implementation that supports employee performance at CV Lotus Glove. Some knowledge management initiatives focus on collecting and storing information, not applying it in daily work. If the knowledge collected is not integrated into the work process or not used effectively, then the impact on performance will be minimal. The lowest respondent's answer to the knowledge management variable was, "Knowledge management in my organization can create a competitive advantage in the organization" (mean = 3.75). The highest answer was "Knowledge management in my organization improves coordination and collaboration between workers," with (average = 3.94). In testing the third hypothesis, the significant level for the physical work environment variable is 0.001 ($p < 0.05$), and the t count is 6.818, so hypothesis 3 is accepted. This finding is in line with previous research. (Ferawati, 2017)(Subhan et al., 2023) This also reveals that

the physical work environment positively and significantly affects employee performance. A supportive and comfortable work environment encourages optimal employee performance. The lowest response was "My workspace is without unnecessary noise" with (mean = 3.42). Conversely, the highest respondent response on the physical work environment variable was "The room where I work is well lit" with (mean = 4.22).

However, based on the results of the F test calculation, the F-count is 28.196, which is more significant than 2.73, with a significance value of 0.001, which is less than 0.05. Therefore, it can be concluded that together, the variables of organizational citizenship behavior (X1), knowledge management (X2), and physical work environment (X3) have a significant influence on employee performance at CV. Lotus Glove, Berbah. This is because employee performance can increase if team member behavior is carried out voluntarily based on the knowledge possessed and supported by other supporting factors, such as bonuses from superiors and adequate workplace facilities. However, if these actions are done without clear motivation or rewards, many employees are reluctant to do so unless they have a strong helping spirit towards coworkers.

5. CONCLUSION

Research conducted at CV. Lotus Glove Berbah, Sleman, and Yogyakarta identified that Organizational Citizenship Behavior and Knowledge Management positively but insignificantly impact team member performance. In contrast, the physical work environment has been proven to positively and significantly influence employee performance. Simultaneously, the three variables Organizational Citizenship Behavior, Knowledge Management, and Physical Work Environment significantly affect employee performance. From these results, it can be concluded that the voluntary behavior of organizational members and knowledge management have not contributed optimally to employee performance. However, a comfortable and conducive physical work environment increases employee concentration and productivity, making it an important factor in supporting performance achievement at CV. Lotus Glove. The limitations of this study are the limited scope of the CV. Lotus Glove Berbah, Sleman, Yogyakarta. CV. Lotus Glove has several sections: warehouse, confectionery, marketing, and technicians. However, data collection was only carried out in the confectionery section, so the number of respondents obtained was relatively small. Future research can expand the number of respondents and explore why organizational citizenship behavior and knowledge management do not have a positive effect. Considerations for future researchers can add other variables, such as work motivation (Kurniawan & Rizki, 2022). Work motivation is an important factor in predicting individuals' performance.

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