

# BUILDING ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) THROUGH JOB SATISFACTION, WORK ENVIRONMENT, AND WORK LOYALTY

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Article History	ABSTRACT
<b>Received:</b> November 23, 2025	<b>Purpose:</b> This study aims to describe the influence of job satisfaction, work environment, and work loyalty on Organizational Citizenship Behavior (OCB) among employees of PT LAMOTA.
<b>Revised &amp; Accepted:</b> November 26, 2025	<b>Method:</b> The research involved 82 respondents selected using the Slovin formula. The data analysis techniques included data quality testing, classical assumption testing, multiple linear regression analysis, and the coefficient of determination.
<b>Available online:</b> January 2, 2026	<b>Finding:</b> The results show that job satisfaction has no significant effect on OCB. The work environment has a significant positive effect on OCB. Work loyalty is also found to have a significant positive effect on OCB.
<b>Keywords:</b> Job Satisfaction, Work Environment, Work Loyalty, OCB	<b>Novelty:</b> The novelty of this study lies in its simultaneous examination of job satisfaction, work environment, and work loyalty as predictors of OCB within the context of PT LAMOTA, a setting that has not been widely explored in previous studies.

## INTRODUCTION

The development of business in the era of globalization has led business organizations to become overly focused on facing intense competition, resulting in employee conditions within organizations sometimes being treated ineffectively. Employees are one of the most important aspects of a business organization and are key drivers of its success both today and in the future (Arianto, 2017). Employees become contributors to organizational success when their potential can be developed or enhanced (Hapsari, 2015). Employees whose potential is developed will continuously improve their competencies in line with globalization, and their role strongly supports organizational success (Agusta and Sutanto, 2013).

A successful company is one that provides opportunities for employees to express their ideas and thoughts to support the achievement of organizational goals (Ningsih, 2014). This forms the basic concept of Organizational Citizenship Behavior (OCB), because employees strive to go beyond their formal roles and responsibilities within the company (Arianto, 2017). Good OCB can reduce the company's burden in supervising employees, thereby allowing the company to focus more on other matters related to its long-term goals (Darmawati and Indartono 2015). OCB is essentially an interesting aspect of individual employee behavior at work, in which employees not only carry out their main tasks but are also willing to perform tasks beyond their primary responsibilities (Nurhayati, Minarsih, and Wulan 2016a). Furthermore, this behavior may be influenced by several factors such as the level of employee job satisfaction, a work environment that employees perceive as comfortable, and a high degree of loyalty toward the company. According to Robbins dan Judge (2015), job satisfaction should become a major determinant of OCB in an organization. Job satisfaction positively affects Organizational Citizenship Behavior, meaning that when job satisfaction increases, OCB also increases (Nurhayati, Minarsih, and Wulan 2016). However, there are other studies that report different results, stating that job satisfaction does not affect OCB (Ningsih, 2014).

A work environment that aligns with employee needs can provide positive motivation, enabling employees to improve their work performance and feel a strong sense of responsibility for their tasks. In their study, Waspodo dkk, (2019) found that the work environment influences OCB. Yet, other research presents a contrasting finding, indicating that the work environment does not significantly

influence OCB as an external factor, the work environment shows no significant effect (Abda 2015). Work loyalty is also a factor used in evaluating employees within a company, which includes loyalty to work tasks, positions, and the organization (Nurhayati, Minarsih, and Wulan 2016). This study was conducted at PT. LAMOTA, a company engaged in the plastic and weaving industry. The phenomenon frequently observed within the company is employee indiscipline in terms of attendance and performing job duties and responsibilities. Based on this phenomenon, it can be provisionally concluded that the employees' OCB level is low.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

Organizational Citizenship Behavior (OCB) is the contribution of an employee who voluntarily performs additional work beyond the formal demands of the job within the company and is able to improve the quality of work in the organization (Nurhayati et al., 2016). OCB involves several cooperative behaviors such as being helpful, complying with rules and procedures within the company (Soegandhi, Sutanto, and Setiawan 2013). Organizational Citizenship Behavior (OCB) has a positive impact on the company because it is expressed through employees' conscious and voluntary attitude in helping their coworkers (Arianto, 2017).

Job satisfaction is an illustration of an employee's feelings toward their job, reflected through a positive attitude toward tasks and everything related to the work environment (Pitaloka and Sofia 2014). Meanwhile, according to Luthans (2006) in Rohayati (2014), job satisfaction is an emotional response to a work situation regarding how well employees can achieve work outcomes that fulfill or exceed expectations. Job satisfaction, according to Malik et al, (2010), relates to self-perception regarding the fulfillment of needs through work.

The work environment, according to Abda (2015), refers to all tools and materials used, the company environment where employees work, work mechanisms, and work arrangements either individually or in groups. A good work environment contributes to improving the quality of task completion, providing comfort and security, and ultimately helping to achieve organizational goals (Hidayat 2012). According to Malik et al (2014), loyalty is the willingness of employees to contribute all of their abilities, skills, thoughts, and time to participate in achieving organizational goals and to avoid behaviors that may harm the company.

### **Hypothesis Development**

When employees feel comfortable with their work in the company and feel satisfied with how they are treated, they will provide positive feedback to the company that is beneficial for the achievement of organizational goals. In their study, Dewanggana dkk (2016) stated that job satisfaction has a positive and significant effect on OCB. Nurhayati et al., 2016 also found that job satisfaction influences OCB. The study by (Abda 2015) and that of Pitaloka dan Sofia (2014) also reported that job satisfaction significantly affects the organizational behavior of internal auditors.

H1. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB).

When employees perceive the work environment as good, they tend to exhibit positive behavior, because a comfortable work environment fosters emotional stability in performing work tasks. Wasposito et al, 2019 stated that the work environment has a positive and significant effect on OCB. Pitaloka and Sofia (2014) also stated that the work environment has a positive and significant effect on OCB.

H2. The work environment has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Work loyalty can influence OCB. When employees develop a sense of belonging to the company, they will strive to give their best to achieve the company's predetermined goals. All regulations and policies set by the company will be obeyed by employees. According to Soegandhi dkk (2013) loyalty has a positive and significant effect on OCB. Similarly, Fitriani dan Dewi (2017) also found that work loyalty has a positive and significant effect on OCB. The findings of both studies imply that the higher the employee's work loyalty, the higher their OCB.

H3. Work loyalty has a positive and significant effect on Organizational Citizenship Behavior (OCB).

## METODOLOGI PENELITIAN RESEARCH METHOD

This research used a sample consisting of permanent and contract employees of PT. LAMOTA. Data collection was carried out using questionnaires distributed to the sample through a probability sampling method (simple random sampling). The sample size was determined using the Slovin formula from a population of 437 employees, resulting in 82 employees as the sample. The OCB indicators in this research refer to Organ et al. (2006) in Soegandhi et al., (2013), consisting of five indicators that are most commonly used by researchers, namely: Altruism, Conscientiousness, Civic Virtue, Sportsmanship, and Courtesy. Job satisfaction indicators according to Luthans (2006) in (Rohayati 2014) include: the job itself, supervisors, coworkers, promotion opportunities, and salary. Work environment indicators according to Sedarmayanti (2007) in Suwondo et al. 2015 include: air temperature, workspace layout, air circulation, lighting level, coworker relations, and employee supervisor relations. Work loyalty indicators according to Siswanto (2011) in Heryati (2016) include: compliance with regulations, responsibility to the company, willingness to cooperate, sense of belonging, and interpersonal relationships.

## HASIL DAN PEMBAHASAN RESULTS AND DISCUSSION

### Data Quality Test

The results of the validity test in Table 1 show that if the Pearson Correlation value is  $> r$ -table 2.172 (one-tailed  $\alpha$  5%), all indicator items of each variable are declared valid. Furthermore, the reliability test results show that the Cronbach's Alpha on Standardized Item values for job satisfaction (0.819), work environment (0.820), work loyalty (0.924), and OCB (0.774) are all  $> 0.7$ , which indicates that all variables are reliable.

**Table 1. Data Quality Test**

KKJ		LKJ		LYK		OCB	
KKJ1	0,654	LKJ1	0,826	LYK1	0,700	OCB1	0,516
KKJ2	0,713	LKJ2	0,846	LYK2	0,804	OCB2	0,627
KKJ3	0,699	LKJ3	0,733	LYK3	0,803	OCB3	0,393
KKJ4	0,767	LKJ4	0,259	LYK4	0,877	OCB4	0,572
KKJ5	0,651	LKJ5	0,422	LYK5	0,783	OCB5	0,654
KKJ6	0,391	LKJ6	0,675	LYK6	0,706	OCB6	0,615
KKJ7	0,427	LKJ7	0,578	LYK7	0,792	OCB7	0,629
		LKJ8	0,366			OCB8	0,330
Cronbach							
Alpha on	0,819		0,820		0,924		0,774
Standardize							

### Respondent Characteristics

The respondent characteristics in Table 2 show that employees aged under 30 years account for 46.3%, making them the majority, followed by employees aged 31–40 years at 41.5%. The majority of employees are female, representing 65.9%. Most respondents have a senior high school (or equivalent) education, comprising 85%. Furthermore, the highest employee tenure frequency is less than 2 years at 28%, followed by 2–5 years at 26.8%.

Table 2. Respondent Characteristics

Respondent Characteristics		Percentage
Age	< 30 years	46,3%
	31 – 40 years	41,5%
	41 – 50 years	12,2%
	> 50 years	-
Gender	Male	34,1%
	Female	65,9%
Education Level	Junior High School / Equivalent	12,2%
	Senior High School / Equivalent	85,4%
	Diploma (D1/D2/D3/D4)	-
	S1	1,2%
	S2/S3	1,2%
Years of Service	< 2 years	28,0%
	2 – 5 years	26,8%
	6 – 10 years	22,0%
	11 – 20 years	19,5%
	> 20 years	3,7%

### Classical Assumptions

The results of the classical assumption tests are presented in Table 4. The results show that the tolerance values are  $> 0.1$  and the VIF values are  $< 10$ , indicating that multicollinearity does not occur. The probability values of the Glejser t-test are  $> 0.05$  or declared insignificant, and the Scatterplot test in Figure 1 shows that the research data are not distributed in a regular pattern. Both tests consistently indicate that heteroscedasticity does not occur. The normality test results using the Kolmogorov–Smirnov Test show a K-S value of 0.510 and an Asymp. Sig value of  $0.957 > 0.05$ . Consistent with the graphical normal P-P plot test in Figure 1, the research data follow the diagonal line. Both tests conclude that the data are normally distributed.

Table 3. Classical Assumptions

Ind.	Dep.	Multicollinearity		Glejser Test		Kolmogorov-Smirnov Test	
		Tol.	VIF	t	p.	K-S	Asymp. Sig
KKJ	OCB	0,547	1,828	-1,544	0,127	0,510	0,957
LKJ		0,539	1,856	1,349	0,181		
LYK		0,428	2,334	0,149	0,882		

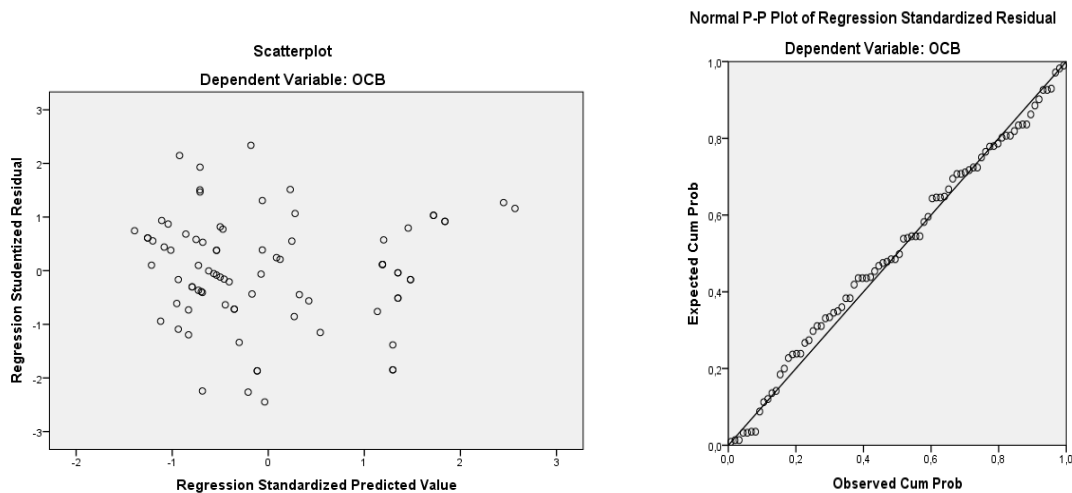


Figure 1. Normal P-Plot and Scatter Plot

### Hypothesis Testing

The results of the hypothesis testing in Table 4 show that Hypothesis 1 indicates job satisfaction does not affect OCB, as concluded from the probability value of  $0.296/2 > 0.05$ , meaning the hypothesis is rejected. Meanwhile, the results of Hypothesis 2 testing show a probability value of  $0.004/2 < 0.05$ , and Hypothesis 3 shows a probability value of  $0.009/2 < 0.05$ ; both results indicate that the hypotheses are accepted. Furthermore, Hypothesis 4 testing using the F-test shows that the calculated F-value of  $23.958 > 2.719$  F-table ( $df2 = n - k$ ;  $df1 = k$ ), which means that the independent variables simultaneously have an effect on the dependent variable. The Standardized Coefficient Beta value indicates that work loyalty (0.337) has the strongest influence on OCB, followed by the work environment (0.332). The effect of the independent variables on OCB is shown by the Adjusted R Square value of 46%.

Table 4. Hypothesis Testing

H.	Ind.	Dep.	Stand. Coeff. B	T	p.	Adj. R <sup>2</sup>	F	Hasil
1	KKJ	OCB	0,116	1,052	0,296	0,460	23,958	Tidak sig.
2	LKJ		0,332	2,987	0,004			Sig.
3	LYK		0,337	2,697	0,009			Sig.
4	KKJ, LKJ, LYK							Sig.

### Discussion

The indicators of job satisfaction measure the extent to which employees are satisfied with their work, satisfied with their supervisors' treatment, satisfied with their coworkers' treatment, satisfied with promotion programs in the company, and satisfied with the salary they receive (Luthan, 2006 in Rohayati, 2014). However, these indicators were not able to encourage the emergence of OCB among employees at PT. LAMOTA. The findings of this study show that job satisfaction does not affect OCB. This contradicts the research of Waspodo dkk (2019) and Tan, (2017) which state that job satisfaction influences OCB. Based on developed theories, there are other factors that may affect OCB. Age can influence OCB, where in this study the highest frequency is employees aged under 30 years (46%). Gender may also have an influence on OCB. In this study, female employees make up 65% of respondents. According to Konrad (2000), women tend to be more helpful and cooperative with others, meaning that job satisfaction may not significantly affect OCB because women may express OCB regardless of their level of job satisfaction. Length of service may also affect OCB. In this study, employees with tenure of less than 2 years categorized as contract workers represent the highest proportion (28%). Contract employees tend to demonstrate extra behavior to increase their chances of becoming permanent employees. This aligns with the research by Ningsih (2014), which



states that job satisfaction does not affect OCB. Furthermore, Mehboob (2012) states that job satisfaction is a weak predictor of OCB.

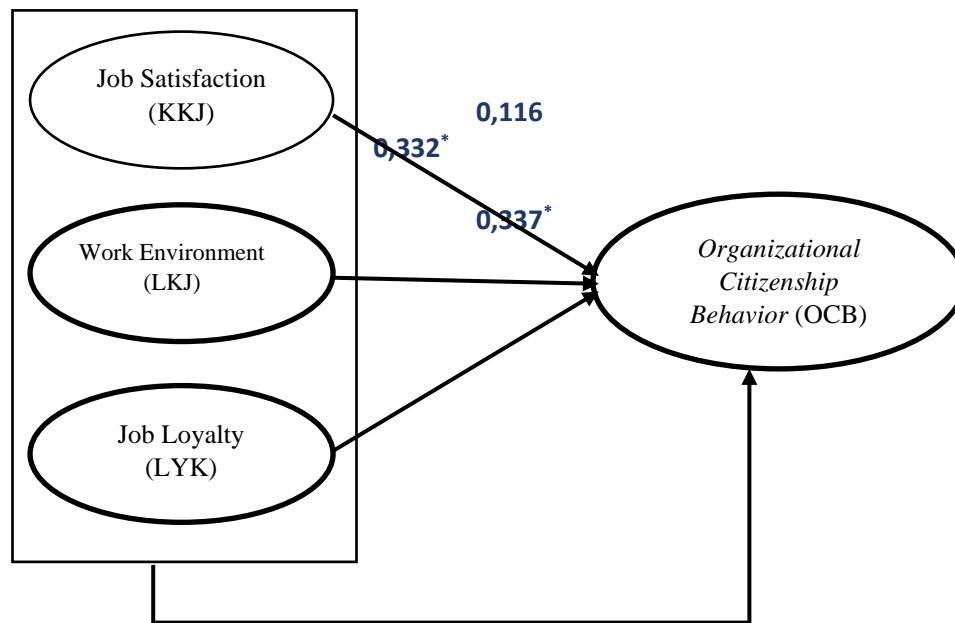


Figure 2 Research Framework

The findings of this study show that the work environment has a positive and significant effect on organizational citizenship behavior (OCB). In a work environment that is perceived as comfortable by employees, employees will perform their duties well and even beyond their main tasks as feedback for what the company has provided in fulfilling employees' needs in their work. This is in line with the research of Pitaloka & Sofia (2014), Nurhayati dkk (2016) and Agung AWS waspodo dkk (2019) which state that the work environment affects organizational citizenship behavior (OCB). However, this is not in line with the research conducted by Alif Abda (2015) which states that the work environment does not affect organizational citizenship behavior (OCB).

The research results show that job loyalty has a positive and significant effect on organizational citizenship behavior (OCB) at PT. LAMOTA. The findings of this study are interesting because most employees under the age of < 30 years are already loyal, whereas loyal employees are those over the age of > 30 years. High employee job loyalty will encourage employees to perform extra-role behavior or OCB. Meanwhile, employees without job loyalty will work as they should and do not need to perform other tasks, which has an impact on the decline of employee OCB in the company. This is in line with the research of Soegandhi dkk (2013) which states that job loyalty has a positive and significant effect on organizational citizenship behavior (OCB). Then the research of Nurhayati dkk (2016) states that job loyalty has a positive and significant effect on organizational citizenship behavior (OCB).

The independent variables have an effective contribution to the total determination coefficient (R<sup>2</sup>) on the dependent variable of 46%, while the remaining 54% is influenced by other factors not examined in this study. Based on the standardized coefficients beta (appendix 6) the most dominant variable influencing this study is job loyalty followed by the work environment and job satisfaction. In other studies the variables that influence Organizational Citizenship Behavior (OCB) are Dewanggana dkk (2016) which states that organizational commitment and organizational culture affect Organizational Citizenship Behavior (OCB). Another study by Hapsari (2015) states that motivation and organizational values influence Organizational Citizenship Behavior (OCB).

## CONCLUSION AND RECOMMENDATIONS

Based on the results of the research conducted at PT. LAMOTA regarding the influence of job satisfaction, work environment and job loyalty on organizational citizenship behavior (OCB), the following conclusions can be drawn: 1) Job satisfaction has no effect on organizational citizenship behavior (OCB); 2) The work environment has a positive and significant effect on organizational

citizenship behavior (OCB); 3) Job loyalty has a positive and significant effect on organizational citizenship behavior (OCB); 4) Job satisfaction, work environment, and job loyalty simultaneously have a positive and significant effect on organizational citizenship behavior (OCB). Company leaders can improve Organizational Citizenship Behavior (OCB) through the implementation of the independent variables, namely Work Environment and Job Loyalty. Furthermore, future research needs to link organizational commitment, organizational culture, motivation, and organizational values to examine their effect on OCB.

### **DECLARATION OF ARTIFICIAL INTELLIGENCE USAGE**

In this study, we carried out all research activities independently from start to finish, without relying on any AI tools. We take full responsibility for the content of the final manuscript. However, we used Artificial Intelligence (ChatGPT) only to help refine the language and assist with translation

### **CONFLICT OF INTEREST**

We declare that there are no conflicts of interest regarding the research, authorship, or publication of this article.

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