



## The Effect of Work Environment, Job Loyalty and Work Motivation on Organizational Citizenship Behavior at PDAM Bantul Regency

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### ABSTRACT

The purpose of this quantitative research is to examine the relationship between organizational citizenship behavior (OCB) and PDAM Bantul Regency's work environment, employee loyalty to their employer, and overall work motivation. A total of sixty-one workers participated in the survey, and the results were evaluated utilizing SPSS and a Likert scale. There was a favorable and statistically significant relationship between OCB at PDAM Bantul Regency and three factors: work environment, work loyalty, and work motivation.

## INTRODUCTION

When it comes to reaching organizational objectives, human resources (HR) play a pivotal role as the department in charge of planning, controlling, and driving operational operations. For regional firms like PDAM Bantul Regency, which is responsible for the distribution and administration of clean water, effective human resource management is crucial to success. Illegal connections, undiscovered pipe leaks, a lack of speed in responding to customer complaints, and the need to manually calculate water use are all issues that may arise from inadequate performance caused by low-quality human resources. As a result of these issues, workers are less likely to be motivated to engage in Organizational Citizenship Behavior (OCB), which in turn prevents them from taking the initiative to improve the company's performance. Therefore, in order to accomplish organizational objectives and find a solution to the water distribution issue, it is crucial to enhance the quality of human resources.

Employees' in-role and extra-role actions should complement one another to help them perform at their best, especially when those talents and skills vary. OCB, or extra-role behavior, is voluntary actions that have nothing to do with compensation but have a major impact on the long-term viability of the business (Jufrizen & Nasution, 2024). Outside-the-box thinking encompasses OCB activities that boost productivity, enhance the work environment, and facilitate the attainment of corporate objectives (Amal, 2022). According to Podsakoff and McKenzie (quoted in Ruhibnur, 2023), OCB aids organizations in their response to change. A number of factors impact organizational citizenship behavior (OCB), including employment loyalty, work motivation, and work environment (Azis & Yulianto, 2022; Ayu & Solichin, 2022).

One aspect that might impact Organizational Citizenship Behavior (OCB) is the work environment. Everything around employees that could have an impact on their job performance is considered part of the work environment (Rahmawanti, 2014; Pratami et al., 2019). Collaborative problem-solving, strong organizational loyalty, and assisting coworkers are all examples of OCB behaviors that may flourish in a positive work environment. The study by Nursalita and Soliha (2024) backs this up by demonstrating that OCB is positively and significantly impacted by the work environment. Nonetheless, a detrimental impact was discovered in Saputra's study (2021), suggesting a need for more investigation into this area.

A second component that could affect OCB is the degree to which an individual feels loyal to their current employer. A feeling of safety, ownership, care, protection, and responsibility for one's work is reflected in job loyalty, which encompasses loyalty to one's position, organization, and work (Hasibuan, 2003; Aminudin et al., 2023). According to Ayu and Irfan (2023), OCB is born out of when workers are committed to their jobs and commit all of their efforts to the organization's objectives. Job loyalty positively and significantly affects organizational citizenship behavior (OCB), according to Rahayu's (2022) study. There is a need for more research on the topic of

occupational commitment bias (OCB), as Tahniah and Ritonga's (2022) findings suggest that work loyalty does not have a major influence on OCB.

A person's level of intrinsic motivation at work is the third element that could affect OCB. The term "work motivation" refers to the inner or outside forces that push people to take action in pursuit of their objectives (Diwyarthi et al., 2022; Dilla et al., 2023). Companies rely on OCB attitudes, which are more common among driven people, to help them reach their goals (Ernest et al., 2024). Tristian et al. (2021) found that intrinsic motivation at work significantly improves organizational citizenship behavior (OCB). In contrast, Avitya & Yunianto (2024) discovered that motivation had a favorable but insignificant influence on OCB. There has to be a more thorough investigation into this discrepancy since it opens a research gap.

## LITERATURE REVIEW

### *Organizational Citizenship Behavior*

The term "organizational citizenship behavior" (OCB) refers to actions taken voluntarily for the benefit of the company, with no strings attached, with the intention of assisting leaders or coworkers who are going through tough times (Syamsudin, 2022). Even when OCB isn't explicitly stated in the organization's regulations, it may nevertheless benefit the business (Qomariah et al., 2023). Organizational citizenship behavior (OCB) may be impacted by several aspects. These include, but are not limited to, gender, length of service, organizational support perceptions, personality, mood, and the quality of relationships between superiors and subordinates (Bakhriansyah et al., 2024). First, altruism that is, helping coworkers is an indicator of organizational citizenship behavior (OCB). Second, conscientiousness that is, not getting personal but showing up and getting the job done is an indicator of civic virtue. Third, courtesy—that is, demonstrating empathy and understanding is an indicator of civil behavior. Fourth, sportsmanship that is, being honest and willing to admit when you're wrong is an indicator of corporate citizenship behavior (OCB).

### *Work Environment*

All the things, both tangible and intangible, that workers encounter on the job and have the potential to influence their happiness and productivity are considered part of the work environment (Alicia, 2020; Rahmawati et al., 2020). Two parts make up an employee's work environment: the physical conditions of the workplace and the non-physical aspects, such as their relationships with their bosses, coworkers, and subordinates, as well as their work arrangements, including things like rest hours, how productive their workday is, and how safe their work is (Pratiwi & Wahyuningtyas in Sisca et al., 2022). When workers are happy and fulfilled in their job, they are more likely to engage in organizational citizenship behavior (OCB). To improve OCB, one needs a conducive work environment, clear lines of communication, and policies that are in line with the goals of the company (Zufriah, 2019). The workplace positively and significantly affects OCB, according to studies conducted by Nursalita & Soliha (2024) and Bakhtiar et al. (2022).

H<sub>1</sub>: The work environment has a positive and significant effect on Organizational Citizenship Behavior.

### ***Work Loyalty***

According to Poerwopoespito (2004) in Wahyuningsih (2022), workers who are competent, trustworthy, and self-controlled in their work demonstrate devotion to their employer. Employees' dedication and enthusiasm for their job are shown by their level of work loyalty (Astuti et al., 2022). Leaders succeed in establishing employee loyalty when they make workers believe that the organization cares about them and their needs. Personal elements, job qualities, interpersonal interactions, and enjoyment for work are some of the aspects that impact employee loyalty (Sopiah, 2008 in Mulia, 2021). Several measures of work loyalty are proposed by Saydam (2000) in Pradana & Nugraheni (2015). These include honesty, responsibility, commitment, and conformity to rules. Anwar (2018) argues that a strong sense of loyalty to one's employer is a key factor in encouraging organizational citizenship behavior (OCB), which in turn boosts teamwork and productivity inside the business. A greater level of employee loyalty is associated with improved organizational citizenship behavior (OCB), according to studies conducted by Rahayu et al. (2022) and Priyanto (2019).

H<sub>2</sub>: Work loyalty has a positive and significant effect on Organizational Citizenship Behavior.

### ***Work Motivation***

According to Hadi and Hanurawan (2018), what drives workers to accomplish excellent work outcomes in the firm is work motivation. Inspiring action toward a goal is what this kind of motivation is all about (Salfiyadi, 2021). Job qualities, pay, benefits, social recognition, connections with colleagues, training, advancement prospects, leadership that cares, and attitudes and interactions are the seven primary aspects that impact work motivation (Dimas Phetorant, 2024). According to Maslow (quoted in Paramarta et al., 2021), there are five basic human needs that influence our motivation to work: physiological (food, shelter, sleep), security (safety from harm, stability in our jobs), social (society, friendship), appreciation (recognition of our efforts), and self-actualization (fulfillment of our potential). Highly motivated workers are more likely to go above and above the call of duty and exhibit good Organizational Citizenship Behavior (OCB) (Putra & Sudibya, 2018). Motivation at work positively and significantly affects organizational citizenship behavior (OCB), according to studies conducted by Tristiani et al. (2021) and Febriani & Fatmawati (2016).

H<sub>3</sub>: Work Motivation has a positive and significant effect on Organizational Citizenship Behavior.

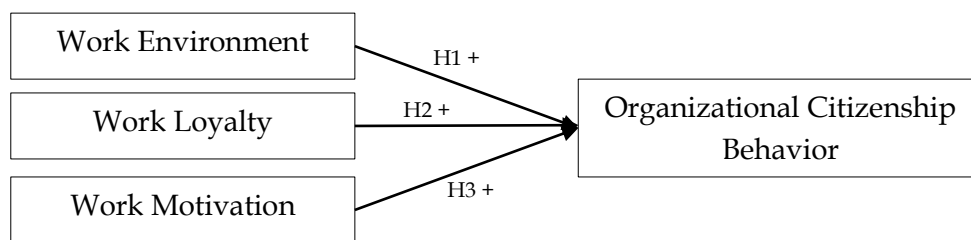


Figure 1. Conceptual Framework

## METHODOLOGY

This study describes and explains the link between organizational citizenship behavior, work environment, loyalty to the company, and drive to succeed via the application of causal quantitative methods. The study was carried out at PDAM Bantul Regency using questionnaires to gather data. All sixty-one staff members of PDAM Bantul Regency made up the study's population. This study's sample was drawn from the whole population, a technique known as a saturated sample. The SPSS statistical tool was used to examine the acquired data. Methods for analyzing data include descriptive statistics for characterizing samples, multiple linear regression for testing hypotheses, and reliability and validity tests for making sure surveys are consistent and accurate.

## RESEARCH RESULT

### *Respondent Profile*

Using respondent profiles, we can better understand the demographics of the 61 people who filled out our surveys and their responses. Respondents' identities are documented with details such as gender, age, level of education, and duration of employment.

Table 1. Respondent Profile

Characteristics	Frequency	Percentage (%)
Gender of respondents		
Male	51	95.1
Female	3	4.9
Age range of respondents		
20 - 30 <sup>th</sup>	-	-
31 - 40 <sup>th</sup>	16	26.2
40 - 55 <sup>th</sup>	45	73.8
> 55 <sup>th</sup>	-	-
Respondent's highest education		
SMA/K	52	85.2
Diploma	-	-
Strata-1 (S1)	9	14.8
Others	-	-
Period of Employment		

< 1 <sup>th</sup>	-	-
1 - 3 <sup>th</sup>	-	-
4 - 6 <sup>th</sup>	-	-
> 6 <sup>th</sup>	61	100
<b>Total</b>	<b>104</b>	<b>100%</b>

**Instrument Test Results**

*Validity*

Table 2. Validity Test Results

<b>Variable</b>	<b>Item Code</b>	<b>rCount</b>	<b>rTable</b>	<b>Description</b>
Work Environment (X1)	X1.1	0.884	0.2521	Valid
	X1.2	0.922	0.2521	Valid
	X1.3	0.818	0.2521	Valid
	X1.4	0.860	0.2521	Valid
	X1.5	0.766	0.2521	Valid
Work Motivation (X2)	X2.1	0.834	0.2521	Valid
	X2.2	0.846	0.2521	Valid
	X2.3	0.889	0.2521	Valid
	X2.4	0.874	0.2521	Valid
	X2.5	0.885	0.2521	Valid
	X2.6	0.882	0.2521	Valid
	X2.7	0.879	0.2521	Valid
	X2.8	0.913	0.2521	Valid
Work Discipline (X3)	X3.1	0.919	0.2521	Valid
	X3.2	0.932	0.2521	Valid
	X3.3	0.928	0.2521	Valid
	X3.4	0.940	0.2521	Valid
	X3.5	0.930	0.2521	Valid
Organizational Citizenship Behavior (Y)	Y.1	0.815	0.2521	Valid
	Y.2	0.805	0.2521	Valid
	Y.3	0.854	0.2521	Valid
	Y.4	0.841	0.2521	Valid
	Y.5	0.815	0.2521	Valid
	Y.6	0.805	0.2521	Valid
	Y.7	0.854	0.2521	Valid
	Y.8	0.841	0.2521	Valid

All items in the dependent and independent variables have r counts greater than r tables of 0.192, as seen in the table above. Accordingly, the statement items must be true.

**Reliability**

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Critical value	Criteria
Work Environment (X1)	0.904	0.60	Reliabel
Work Motivation (X2)	0.956	0.60	Reliabel
Work Motivation (X3)	0.961	0.60	Reliabel
Organizational Citizenship Behavior (Y)	0.930	0.60	Reliabel

Based on the calculation results in table 3. above, it can be seen that the Cronbach's Alpha value is > 0.60, so the items in the instrument tested are considered reliable.

**Classical Assumption Test Results**

*Normality*

Table 4. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Asymp. Sig. (2-tailed)	.200 <sup>c,d</sup>

The normality test results in table 4 above obtained an Asymp sig value. (2-tailed) of 0.200, then the residual data in this regression model is normally distributed because it has a Sig. value greater than 0.05.

*Multicollinearity*

Table 5. Multicollinearity Test Results

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Environment	.712	1.404
	Work Loyalty	.894	1.119
	Work Motivation	.781	1.280

a. Dependent Variable: Kinerja Karyawan

Using the data from the multicollinearity test (table 5). It can be inferred that this regression model does not exhibit multicollinearity as the VIF value is less than or equal to 10.00 and the Tolerance value on the work-life balance, work environment, and work discipline variables is more than or equal to 0.10.

*Heteroscedasticity*

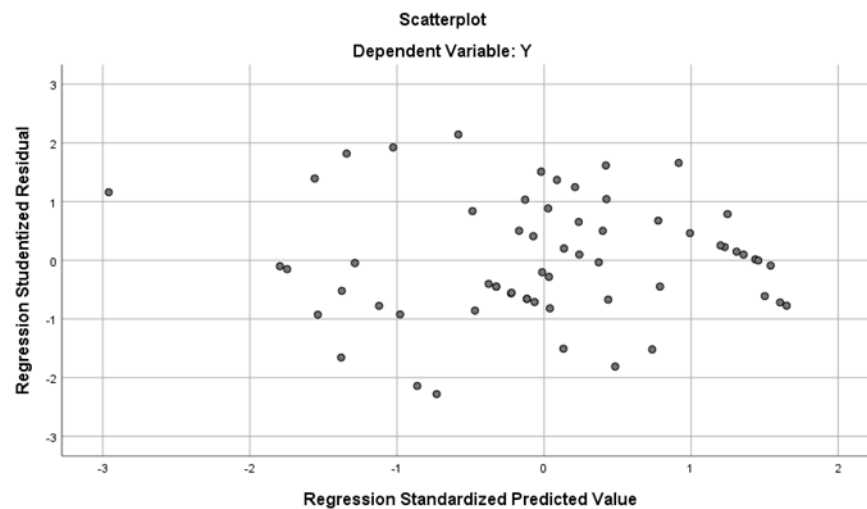


Figure 2. Heteroscedasticity Test Results Scatterplot Graph

There is no discernible pattern, such as waves, broadening, or narrowing, in the dots that spread out randomly along the Y axis in Figure 2. Above, we can see a scatterplot graph. So, it seems that the regression model this research utilized didn't have any signs of heteroscedasticity.

**Data Analysis Results**

*Descriptive Statistical Data Analysis*

This study employed descriptive statistics to explain how participants rated the following research variables: organizational citizenship behavior, work motivation, work environment, and work motivation.

Table 6. Descriptive Analysis Results

Variable	Mean	Category
Work Environment (X1)	3.74	Agree
Work Loyalty (X2)	3.75	Agree
Work Motivation (X3)	3.74	Agree
Organizational Citizenship Behavior (Y)	3.60	Agree

*Multiple Linear Regression Analysis*

Table 7. Results of Multiple Linear Regression Analysis

Model		Coefficients			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.157	3.229		1.597	.116
	WE	.647	.174	.412	3.726	.000
	WL	.187	.081	.228	2.308	.025
	WM	.316	.113	.295	2.793	.007

a. Dependent Variable: OCB

The regression equation can be formulated as follows:

$$Y = 5.157 + 0.647X1 + 0.187X2 + 0.316X3 + e$$

Based on table 7, the regression equation is obtained as follows:

1. A positive sign for the constant ( $\alpha$ ) of 5.157 indicates that the value of the Organizational Citizenship Behavior (Y) variable is 5.157 units when the variables work environment (X1), work loyalty (X2), and work motivation (X3) are held constant.
2. The work environment variable (X1) has a positive regression coefficient of 0.647, which indicates that there is a 0.647-unit rise in organizational citizenship behavior (Y) for every one-unit increase in the value of X1.
3. The work loyalty variable (X2) has a positive regression coefficient of 0.187, meaning that for every one unit rise in the value of X2, there is a 0.187 unit increase in the organizational citizenship behavior (Y) variable.
4. A positive sign (regression coefficient of 0.316) for the work motivation (X3) variable indicates that for every one unit rise in the value of X3, there is a 0.316 unit increase in the organizational citizenship behavior (Y) variable.

*Analysis of the Coefficient of Determination (R<sup>2</sup>)*

Table 8. Coefficient of Determination Test Results (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709 <sup>a</sup>	.503	.477	3.66298

Table 8 shows the results of the tests, and the Adjusted R Squared value is 0.410, or 41.0 percent. The findings demonstrate that the model can only account for 41% of the data variation; the other 59% is affected by factors that were not included for this investigation.

*T Test*

Table 9. T Test Results

Model	t	Sig.
1 (Constant)	1.597	.116
Work Environment	3.726	.000
Work Loyalty	2.308	.025
Work Motivation	2.793	.007

We may reject H<sub>0</sub> and accept H<sub>a</sub> based on the t test findings in table 9, which show that the Sig. value of the work environment, work loyalty, and work motivation variables is lower than 0.05.

## DISCUSSION

### ***Work Environment Has a Positive and Significant Effect on Organizational Citizenship Behavior at PDAM Bantul Regency***

We consider H1 as true because our research shows that PDAM Bantul Regency's work environment significantly affects organizational citizenship behavior (OCB). The statement "My work environment is very calm and comfortable" has the greatest average response rate among all of the statements, reflecting this. Employees are more likely to go above and beyond the call of duty when they work in a peaceful and pleasant workplace, both physically and in terms of the relationships between coworkers. This, in turn, leads to higher levels of job satisfaction and, eventually, more extra-role behaviors like offering suggestions for improvements, helping out colleagues, and taking part in organizational activities even when it's not required. Consistent with previous studies, our results demonstrate that OCB is positively and significantly impacted by the workplace (Nursalita & Soliha, 2024; Bakhtiar et al., 2022).

### ***Work Loyalty Has a Positive and Significant Effect on Organizational Citizenship Behavior at PDAM Bantul Regency***

Adopting hypothesis H2, the second study result demonstrates that PDAM Bantul Regency's organizational citizenship behavior (OCB) is positively and significantly impacted by work loyalty. The most typical descriptive remark is "I always obey the rules set by the company well," which means that people are very loyal to their jobs. Compliance with corporate policies is an indicator of both formal compliance and the degree to which workers' own beliefs and the company's culture are congruent, the latter of which encourages OCB. Loyalty to one's employer is defined as an attitude of dedication, enthusiasm, and readiness to put in long hours while maintaining integrity, transparency, and personal accountability. Consistent with previous research, our study indicated that work loyalty positively affects OCB (Priyanto, 2019; Rahayu et al., 2022).

### ***Work Motivation Has a Positive and Significant Effect on Employee Performance in AKPRIND Indonesia University Employees***

The third result supports the acceptance of hypothesis H3, which states that work motivation significantly and positively affects Organizational Citizenship Behavior (OCB) at PDAM Bantul Regency. Descriptive analysis reveals that employees are highly motivated to perform when they get incentives that boost their self-esteem, autonomy, status, acknowledgment, and attention, among other forms of internal and external recognition. An individual's intrinsic desire to work hard in pursuit of organizational objectives is what really motivates them to do their best (Hadi & Hanurawan, 2018). The core of organizational citizenship behavior (OCB) is high motivation, which drives workers to go above and beyond their duties by assisting their colleagues and protecting the organization's interests without expecting immediate compensation. Consistent with other studies, this one finds that

work motivation significantly and positively affects OCB (Tristian et al., 2021; Febriani & Fatmawati, 2016).

## CONCLUSIONS AND RECOMMENDATIONS

Evidence from the study "The Effect of Work Environment, Work Loyalty, and Work Motivation on Organizational Citizenship Behavior at PDAM Bantul Regency" suggests that all three factors significantly and positively influence Organizational Citizenship Behavior at PDAM Bantul Regency. In light of these findings, PDAM Bantul Regency's administration should focus on the following. The first thing that has to be done is for the employer to really care about making sure that the workplace is clean and comfortable. This includes regular cleaning and making sure that there is excellent ventilation. Second, businesses should push for more informal, less formal reporting of employee successes and failures on the job. Third, if we want our workers to be closer to one another, we need to put more effort into the social parts of their lives, such team building and social events. Fourth, by acknowledging and rewarding workers for their accomplishments, firms may foster an atmosphere that encourages employees to actively engage in corporate operations.

## FURTHER STUDY

Several limitations of this study have been acknowledged by the researchers. One of these is that the  $R^2$  coefficient of determination test on the effect of work environment, work loyalty, and work motivation on Organizational Citizenship Behavior (OCB) at PDAM Bantul Regency yielded an Adjusted R Square value of 0.477. This indicates that these variables account for 47.7% of OCB, while the remaining 52.3% is impacted by factors not included in the model. Secondly, there are a lot of other factors that might influence OCB; this research just takes three of them into account: work environment, job loyalty, and work drive.

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