

The Influence of Work Motivation and Work Environment on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable in the DIY Tourism Office

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Abstract

This study examines the influence of work motivation and work environment on Organizational Citizenship Behavior (OCB) with job satisfaction as an intervening variable among employees of the Yogyakarta Special Region (DIY) Tourism Office. Using a quantitative approach, data were collected from 74 employees through an online questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 2.0. The results show that work motivation and work environment have a positive and significant effect on OCB, and job satisfaction mediates these relationships, indicating that employees who feel satisfied with their work are more likely to engage in voluntary behaviors beyond formal job duties. These findings highlight the importance of intrinsic and extrinsic motivation and a supportive work environment in fostering positive employee attitudes and extra-role behavior that enhance organizational performance. Theoretically, the study clarifies the mediating role of job satisfaction in the relationship between work motivation, work environment, and OCB within a public tourism context, while practically providing insights for public institutions to strengthen human resource policies that encourage proactive, cooperative, and high-performing behavior. Future studies are recommended to include additional variables such as organizational culture and leadership style to deepen understanding of OCB dynamics.

Keywords: Work motivation, work environment, job satisfaction, organizational citizenship behavior, public sector.



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INTRODUCTION

In recent years, the paradigm within organizational management has shifted toward greater demands for efficiency and effectiveness in achieving strategic goals (Pratondo et al., 2021). One behavior that has emerged as critical in this respect is Organizational Citizenship Behavior (OCB), which comprises voluntary employee activities that go beyond formal job requirements (Podsakoff et al., 2000). Understanding what drives OCB is important not only in private sectors but also in public institutions, especially those involved in tourism, where service quality and competitiveness are deeply intertwined with employee behavior.

The tourism sector in Indonesia still faces challenges in global competitiveness. Based on The Travel & Tourism Competitiveness reports by the World Economic Forum (WEF) for the years 2015, 2017, and 2019, Indonesia's ranking has improved (from 42 in 2017 to 40 in 2019 out of 140 countries), yet remains modest within Southeast Asia. Key pillars such as Healthy and Hygiene, Safety and Security, Environmental Sustainability, and Tourist Service Infrastructure underlie this competitive index. Given the moderate scores (e.g. 4.3 on a scale where 1 is worst and 7 best), there is a clear urgency to improve human resources' contribution to tourism development through enhanced discretionary behaviors such as OCB. This makes it especially important to investigate how work motivation and work environment influence OCB, with job satisfaction as a mediating mechanism (Kartikasari & Wahyuni, 2025), in the context of government tourism offices such as the DIY Tourism Office.

Prior literature suggests that work motivation is a significant antecedent of OCB. Employees who are intrinsically or extrinsically motivated are more likely to engage in behaviors beyond what is formally required helping colleagues, volunteering for extra tasks, and contributing ideas (Robbins & Judge, 2017; Virnanda & Armanu, 2023). Likewise, work environment both physical (e.g., facilities, comfort) and non-physical (e.g., relations, organizational culture) has been shown to foster or hinder such discretionary behaviors (MH Thamrin et al., 2023; Zurahmi et al., 2019). Recent studies continue to affirm these relationships; for instance, research at Salman Faris et al., (2024) found that both motivation and work environment affect OCB, and that the effect strengthens when mediated by job satisfaction.

Job satisfaction has long been posited as a pivotal intervening variable in the motivational and environmental determinants of OCB. When employees feel satisfied with their job be it through recognition, sense of achievement, or equitable working conditions they are more likely to exhibit positive attitudes toward the organization, speak well of it, and exceed normal role expectations (Robbins & Judge, 2017; Sutiyeem et al., 2020). Conversely, dissatisfaction can lead to withdrawal, reduced engagement, or minimal compliance. Literature such as the study by (Alnis Nasution et al., 2024) demonstrates that job satisfaction mediates the effect of work motivation on OCB among employees in the private sector.

Nevertheless, empirical findings have not always been consistent. Some studies report that work environment may act through job satisfaction to influence OCB but not directly; others find both direct and mediated effects (Fatinabilah & Dwiarti, 2025). There are also studies with limited scope focusing on only two of the three variables (motivation, environment, satisfaction) thus failing to test the full model. These inconsistencies create a research gap in the context of tourism

government offices in Indonesia, where both physical and psychological work environments may differ significantly from private or health sector settings.

Therefore, this study aims to examine the influence of work motivation and work environment on Organizational Citizenship Behavior, with job satisfaction as an intervening variable, at the DIY Tourism Office. Specifically, the objectives are to: (1) assess the direct effect of work motivation on OCB; (2) assess the direct effect of work environment on OCB; (3) examine the mediating role of job satisfaction in both relationships. The expected contributions are: academically, to clarify the mediating role of job satisfaction in this model in a tourism-government context; practically, to inform policy and human resource management in DIY Tourism Office and similar public institutions on how to foster employee behaviors that contribute beyond formal duties.

METHOD

This study employed a quantitative research design, which aims to examine the influence of work motivation and work environment on organizational citizenship behavior (OCB) with job satisfaction as an intervening variable. The object of this research was the employees of the Yogyakarta Special Region Tourism Office (Dinas Pariwisata DIY), comprising a total population of 74 employees. Given the relatively small population, the study applied a saturated sampling technique (census), in which all members of the population were included as research respondents (Sugiyono, 2018).

The research utilized primary data, collected directly from respondents through a structured questionnaire distributed online. The questionnaire consisted of closed-ended questions measured using a Likert scale, allowing respondents to indicate their level of agreement with each statement related to work motivation, work environment, job satisfaction, and OCB. Prior to data collection, the instrument underwent validity and reliability testing to ensure the accuracy and consistency of the measurement items (Ghozali, 2021).

The collected data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, employing SmartPLS version 2.0 software. This method was chosen because it is suitable for analyzing complex relationships among latent variables and for testing mediation effects within small sample sizes (Hair et al., 2019). Descriptive statistical analysis was first conducted to provide an overview of respondents' demographic characteristics, followed by outer model testing (validity and reliability) and inner model testing (hypothesis testing and mediation analysis). This comprehensive approach ensured that the findings accurately reflected the relationships among the studied variables within the organizational context of the DIY Tourism Office.

RESULTS AND DISCUSSION

Description of Respondent

The characteristics of respondents in this study include gender, education level, and length of service, as shown in the following table:

Table 1. Description of Respondents

Description of Respondents	Frequency	Percentage (%)
Gender		
Male	42	56.67
Female	32	43.24
Total	74	100.00
Education		
High School	11	14.86
Diploma III	8	10.81
Diploma IV	4	5.41
Bachelor's Degree (S1)	29	39.19
Master's Degree (S2)	22	29.73
Total	74	100.00
Length of Service		
< 10 years	8	10.81
10-20 years	42	56.67
ears	4	5.41
> 30 years	22	29.73
Total	74	100.00

Source: Processed data from SPSS 25, 2025

Based on Table 1, it can be seen that the majority of respondents in this study are male, accounting for 56.67% of the total respondents. Most of them hold a bachelor's degree (S1), representing 39.19% or 29 individuals. Additionally, the majority of employees have a length of service between 10 and 20 years, which amounts to 42 respondents or 56.67%.

Validity and Reliability Test

Discriminant Validity

Table 2. Results of Discriminant Validity Test (Cross Loading)

	Job Satisfaction	Work Environment	Work Motivation	OCB	Description
X1.1			0.883		valid
X1.2			0.840		valid
X1.3			0.774		valid
X2.1		0.966			valid
X2.2		0.965			valid
Y.1				0.889	valid
Y.2				0.883	valid
Y.3				0.882	valid
Y.4				0.890	valid
Y.5				0.888	valid

	Job Satisfaction	Work Environment	Work Motivation	OCB	Description
Z1	0.962				valid
Z2	0.954				valid
Z3	0.972				valid
Z4	0.977				valid

Source: Processed Data from SmartPLS 4.1.08, 2025

The results presented in Table 2 indicate that all indicators subjected to the cross-loading (discriminant validity) test are valid. Each loading value exceeds the threshold of 0.70 and is higher than the correlation values of other constructs. This confirms that each indicator effectively measures its respective latent variable and that there is a clear distinction among constructs. This result implies that the constructs in the model work motivation, work environment, job satisfaction, and organizational citizenship behavior (OCB) possess strong discriminant validity, meaning that each construct is empirically unique and free from multicollinearity problems.

Average Variance Extracted (AVE)

Table 3. Results of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Job Satisfaction	0.934
Work Environment	0.932
Work Motivation	0.695
OCB	0.786

Source: Processed Data from SmartPLS 4.1.08, 2025

As shown in Table 3, all latent variables have AVE values greater than 0.50, indicating that they meet the requirement for convergent validity. This means that the indicators of each construct consistently represent the underlying latent variable. The high AVE values for job satisfaction and work environment (both above 0.90) also indicate that these constructs demonstrate particularly strong explanatory power in capturing the variance of their observed indicators.

Composite Reliability

According to the reliability criteria, a construct is considered reliable when the composite reliability value is ≥ 0.70 . Similarly, Cronbach's alpha values greater than or equal to 0.70 indicate that the measurement has internal consistency reliability. The results of the composite reliability test from 74 respondents are presented in Table 4.

Table 4. Results of Composite Reliability Test

Variable	Cronbach's alpha	Composite reliability
Job Satisfaction	0.976	0.977
Work Environment	0.927	0.928
Work Motivation	0.779	0.781
OCB	0.932	0.935

Source: Processed Data from SmartPLS 4.1.08, 2025

The results in Table 4 demonstrate that all latent variables have composite reliability values above 0.70, along with Cronbach’s alpha values that also exceed 0.70. Thus, all constructs in this study can be declared reliable, indicating that the instruments used to measure work motivation, work environment, job satisfaction, and OCB consistently produce stable and accurate results. These findings further validate the quality of the measurement model, ensuring that subsequent structural model analysis can be conducted with a high degree of confidence. In addition, the strong reliability results suggest that respondents’ perceptions were consistent across items, reflecting a shared understanding of the underlying dimensions of the constructs studied.

Results of the Inner Model (Structural Model)

Table 5. Results of Inner Model (Structural Model) Test

Test	Test Result
Coefficient of Determination (R ²)	
Job Satisfaction (R ₁)	0.620
OCB (R ₂)	0.794
Q ² predictive relevance	77.6%
Q ² = 1 – ((1-R ₁ ²)(1-R ₂ ²))	
= 1 – ((1-0.620 ²)(1-0.794 ²))	
= 1 – ((1-0.384)(1-0.630))	
= 1 – (0.616 × 0.370)	
= 0.772	

Source: Processed Data from SmartPLS 4.1.08, 2025

Based on the results presented in Table 5, the value of Q² predictive relevance is 0.772, indicating that the research model explains 77.2% of the variance in the observed data. The remaining 22.8% of the variance is explained by other variables not included in this study. This result demonstrates that the model possesses a strong predictive capability and a satisfactory level of goodness-of-fit.

The coefficient of determination (R²) for job satisfaction (0.620) implies that 62% of the variance in job satisfaction can be explained by work motivation and work environment, while the remaining 38% is influenced by other factors beyond the scope of this model. Similarly, the R² value of 0.794 for organizational citizenship behavior (OCB) indicates that 79.4% of OCB can be explained by work motivation, work environment, and job satisfaction. This suggests that job satisfaction acts as an important intervening variable, strengthening the influence of work motivation and work environment on OCB.

Hypothesis Testing

Table 6. Bootstrapping Results of Direct Effects

Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result

Work Motivation -> OCB	0.226	0.243	0.110	2.063	0.039	Accepted
Work Environment -> OCB	0.228	0.225	0.087	2.623	0.009	Accepted

Source: Processed Data from SmartPLS 4.1.08, 2025

Testing of the First Hypothesis (H₁: Work motivation has a positive effect on organizational citizenship behavior)

As shown in Table 6, work motivation has a positive and significant influence on OCB. The original sample value of 0.226 is positive, the t-statistic of 2.063 exceeds the critical value of 1.98, and the p-value of 0.039 is below the 0.05 significance level. These results indicate that higher levels of work motivation contribute to an increase in employees' OCB. Therefore, the first hypothesis (H₁) is accepted.

Testing of the Second Hypothesis (H₂: The work environment has a positive effect on organizational citizenship behavior)

Based on the data in Table 7, the work environment exerts a positive and significant influence on OCB. The original sample value is 0.228, the t-statistic value is 2.623 (greater than 1.98), and the p-value is 0.009 (less than 0.05). This demonstrates that a more supportive and conducive work environment promotes a higher level of OCB among employees. Thus, the second hypothesis (H₂) is accepted.

Testing of the Third Hypothesis (H₃: Work motivation has a positive effect on OCB through job satisfaction)

The indirect effect was assessed by comparing the results of the direct effect from the path coefficient with the indirect effect obtained through specific indirect effect values in the bootstrapping output.

Table 7. Bootstrapping Results of Direct and Indirect Effects of Work Motivation on OCB

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Direct Effect						
Work Motivation -> OCB	0.226	0.243	0.110	2.063	0.039	Accepted
Indirect Effect						
Work Motivation -> Job Satisfaction -> OCB	0.252	0.255	0.075	3.379	0.001	Accepted

Source: Processed Data from SmartPLS 4.1.08, 2025

As shown in Table 7, the indirect relationship between work motivation and OCB through job satisfaction is positive, with an original sample value of 0.252, a t-statistic of 3.379 (greater than 1.98), and a p-value of 0.001 (less than 0.05). This indicates that job satisfaction mediates the relationship between work motivation and OCB. Therefore, the third hypothesis (H₃) is accepted.

Testing of the Fourth Hypothesis (H₄: The work environment has a positive effect on OCB through job satisfaction)

The indirect effect was analyzed by comparing the results of the direct path coefficient and the specific indirect effect, as displayed in the bootstrapping results below.

Table 8. Bootstrapping Results of Direct and Indirect Effects of Work Environment on OCB

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Direct Effect						
Work Environment -> OCB	0.228	0.225	0.087	2.623	0.009	Accepted
Indirect Effect						
Work Environment -> Job Satisfaction -> OCB	0.229	0.217	0.068	3.351	0.001	Accepted

Source: Processed Data from SmartPLS 4.1.08, 2025

According to Table 8, the direct relationship between the work environment and OCB is positive and significant, as indicated by an original sample value of 0.228, a t-statistic of 2.623 (> 1.98), and a p-value of 0.009 (< 0.05). The indirect relationship, where job satisfaction mediates the influence of the work environment on OCB, also shows a positive and significant result (O = 0.229; t = 3.351; p = 0.001). These results indicate that job satisfaction partially mediates the effect of the work environment on OCB, also known as complementary mediation. Therefore, the fourth hypothesis (H₄) is accepted.

Discussion

The Effect of Work Motivation on Organizational Citizenship Behavior (OCB)

Based on the results of the first hypothesis test, work motivation has a positive and significant effect on OCB. The original sample value of 0.226 indicates that the higher the level of work motivation, the higher the employee’s OCB. This finding aligns with Herzberg’s Motivation Theory and the Self-Determination Theory, which suggest that intrinsic motivation enhances individuals’ engagement and voluntary contributions within the organization.

Bastyant et al., (2024) as well as Frashelia Tontoli et al., (2022) found that work motivation positively and significantly affects OCB. Motivation acts as an internal driving force that encourages individuals to behave proactively, responsibly, and loyally toward their organization. Employees with strong intrinsic motivation tend to display altruism, courtesy, sportsmanship, and conscientiousness, which are key dimensions of OCB. These results confirm that motivation not only drives task performance but also encourages employees to engage in extra-role behaviors that strengthen organizational effectiveness.

The Effect of Work Environment on Organizational Citizenship Behavior (OCB)

The results of the second hypothesis test show that the work environment positively affects OCB, with an original sample value of 0.228. This means that a more supportive and comfortable work environment enhances employees' willingness to engage in voluntary behaviors such as altruism and civic virtue. However, the work environment is not the only factor influencing OCB; other psychological and organizational elements may also contribute.

Previous studies by Frashelia Tontoli et al., (2022); MH Thamrin et al., (2023); Nur Fadilah & Maharani Ekowati (2024) demonstrated that a positive work environment significantly enhances OCB across various public institutions. A comfortable, safe, and supportive environment both physically and psychologically can improve job satisfaction and intrinsic motivation. When employees feel valued and supported, they are more inclined to contribute beyond their formal responsibilities, fostering a culture of cooperation and mutual trust within the organization.

The Effect of Work Motivation on OCB through Job Satisfaction

The results of the third hypothesis test indicate that work motivation has a positive and significant effect on OCB through job satisfaction, as shown by the original sample value of 0.252. This implies that higher motivation leads to greater job satisfaction, which in turn enhances OCB. Job satisfaction serves as a mediating factor that strengthens the relationship between motivation and OCB.

Motivation is an intrinsic factor that drives job satisfaction. When employees are motivated by achievement, recognition, or responsibility, they tend to feel more fulfilled in their work. This satisfaction then stimulates prosocial behavior, such as helping colleagues, showing loyalty, and taking initiative beyond formal duties. Magdalena & Hamida (2023) emphasize that job satisfaction generates positive emotions that foster courtesy and sportsmanship. Similarly, Sucahyowati & Suryani (2022) found that job satisfaction significantly mediates the relationship between motivation and OCB. Thus, motivated and satisfied employees are more likely to exhibit OCB, contributing positively to organizational harmony and performance.

The Effect of Work Environment on OCB through Job Satisfaction

The fourth hypothesis test reveals that the work environment has a positive and significant effect on OCB through job satisfaction, as reflected by the original sample value of 0.229. This finding indicates that a better work environment increases job satisfaction, which subsequently enhances OCB. Job satisfaction thus functions as a mediating variable in this relationship.

A conducive work environment both physically (comfort, cleanliness, safety) and non-physically (supportive leadership, collegial relationships, and positive culture) increases employees' satisfaction levels. Satisfied employees are more likely to engage in behaviors beyond their formal duties, such as helping coworkers, maintaining discipline, and upholding ethical standards. Research by MH Thamrin et al., (2023); Nur Fadilah & Maharani Ekowati (2024) also confirmed that a supportive work environment improves OCB through job satisfaction. These findings suggest that organizations aiming to strengthen OCB should prioritize creating a healthy and engaging work environment that nurtures employees' satisfaction and sense of belonging.

CONCLUSION

Based on the results of the analysis, it can be concluded that work motivation and work environment have a positive influence on Organizational Citizenship Behavior (OCB) among employees of the DIY Tourism Office. This indicates that higher levels of work motivation and a more conducive work environment tend to encourage employees to exhibit extra-role behaviors that support organizational effectiveness. Furthermore, job satisfaction plays a crucial mediating role between both work motivation and work environment toward OCB. In other words, job satisfaction serves as a bridge that strengthens the relationship between internal factors (work motivation) and external factors (work environment) with employees' organizational citizenship behavior. When employees experience greater job satisfaction, they are more likely to voluntarily contribute beyond their formal job duties, enhancing organizational harmony and productivity. For future research, it is recommended to include additional variables such as organizational culture, work climate, tenure, or leadership style that may also affect OCB. Moreover, adopting qualitative or mixed-method approaches could provide deeper insights into the complex interplay between motivation, job satisfaction, and citizenship behavior, particularly within the public sector context.

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