

THE INFLUENCE OF THE WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATED BY JOB SATISFACTION

(CASE STUDY OF EMPLOYEES OF PT. SKETCH CIPTA GRAHA)

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<https://doi.org/10.37715/rmbe.v3i1.4352>

Abstract- The construction sector is a potential sector with many competitors. Competition in the construction sector is very competitive and companies with strong human resources are needed to win the competition. Organizational citizenship behavior plays a role in the company's success, because a successful company requires human resources who work beyond the set expectations, without expecting any imbalance. Organizational citizenship behavior is an act of extra HR role in a company, regardless of all the industries the company is involved in, including the construction service industry. In forming a strong OCB, several factors are needed to influence it, such as job satisfaction which can be influenced by the work environment. This study will examine the effect of the work environment on organizational citizenship behavior which is mediated by job satisfaction of employees at PT. Sketch of Cipta Graha, Surabaya. The sample in this study amounted to 33 people. This study uses the Structural Equation Model - Partial Least Square Method using SMARTPLS 3.0 software. Based on the results of data analysis, it can be interpreted that the work environment has a significant effect on job satisfaction, job satisfaction has a significant effect on the behavior of organizational members, the work environment has a significant effect on the behavior of organizational members, and job satisfaction mediates the significant influence of the work environment on the behavior of organizational members.

Keywords: work environment, job satisfaction, organizational citizenship behavior

1. Introduction

PT. Sketch Cipta Graha is the subject of this study and is a business engaged in the building industry. The main office is located in Babatan Pratama, Surabaya, and Cluster Opal Selatan I/17, Gading Serpong, is the second location of PT. Sketch Cipta Graha. PT. Sketch Cipta Graha has 33 office employees and 153 field employees with 4 company founders. Problems in the office of PT. Sketch Cipta Graha, Surabaya is that there are frequent conflicts between employers and employees with superiors which cause the work environment to be unsupportive, resulting

in delays in the completion of construction projects from 2020 to 2022 continues to increase, starting from 9.9% in 2020, increasing to 11.6% in 2021, to reaching 11.8% in 2022. From 2020 to 2021, there was a substantial 15 percent increase in the number of employees resigning. Successful businesses rely on employees working beyond their job descriptions without additional pay or recognition, underscoring the urgency of organizational citizenship behavior (Mahayasa et al., 2018). A combination of various factors is necessary for the development of a strong OCB. According to findings by Toropova et al. (2021), the work environment significantly affects job satisfaction. By this phenomenon, this study will examine "The Effect of Work Environment on Organizational Citizenship Behavior Mediated by Job Satisfaction on PT. Sketch of Cipta Graha, Surabaya."

2. Literature Review

2.1 Previous Research

Eka et al. (2017) it was concluded that there is a positive and significant influence between organizational commitment and job satisfaction with OCB in teachers at SMAN 2 Semarapura. Using quantitative research methods and a statistically significant sample size, the study analyzed fifty long-term educators in addition to principals.

Tarikh et al. (2016) found that there is a positive influence and a significant relationship between work and organizational commitment on organizational citizen satisfaction behavior in high school teachers. The effect of job satisfaction on OCB is a common denominator in this and related studies.

Iryani & Rizana (2021) in this study to examine the influence of the work environment, psychological empowerment, and job satisfaction on organizational citizenship behavior in vocational teachers according to Yapek Gombong. There is a positive effect of job satisfaction on organizational citizenship behavior, and there is a work environment influence on organizational citizenship behavior.

2.2 Theoretical Review

2.2.1 Work Environment

The work environment plays a crucial role in determining an individual's feelings and level of motivation, which has a direct impact on their productivity (Farida & Hartono, 2016). the settings of the work environment have the potential to influence employee happiness and productivity. (Enny, 2019). a positive work environment is strongly associated with favorable attitudes, emotions, and job satisfaction (Sihaloho & Siregar, 2019). It can be inferred from these studies that an employee's work output is influenced by the environment in which they work.

2.2.2 Job Satisfaction

An individual's level of job satisfaction can be traced back to their interactions with their work environment and the feedback they receive on what they do (Rosmaini & Tanjung, 2019). Both the amount of money made, the quality of colleagues, and the atmosphere at work are equally important for employee happiness with the overall level of satisfaction with their position (Suyatno et al., 2020).

2.2.3 Organizational Citizenship Behavior (OCB)

Voluntary actions that employees take to help each other and the company as a whole are examples of OCB (Nyoman et al., 2019). Kaur & Kang (2021) define OCB as "a person's behavior outside the system capable of formally driving organizational effectiveness". OCB refers to actions taken by workers to ensure the success of the organization beyond their normal job responsibilities (Srimulyani, 2012).

3. Research Framework

3.1 Analysis Model

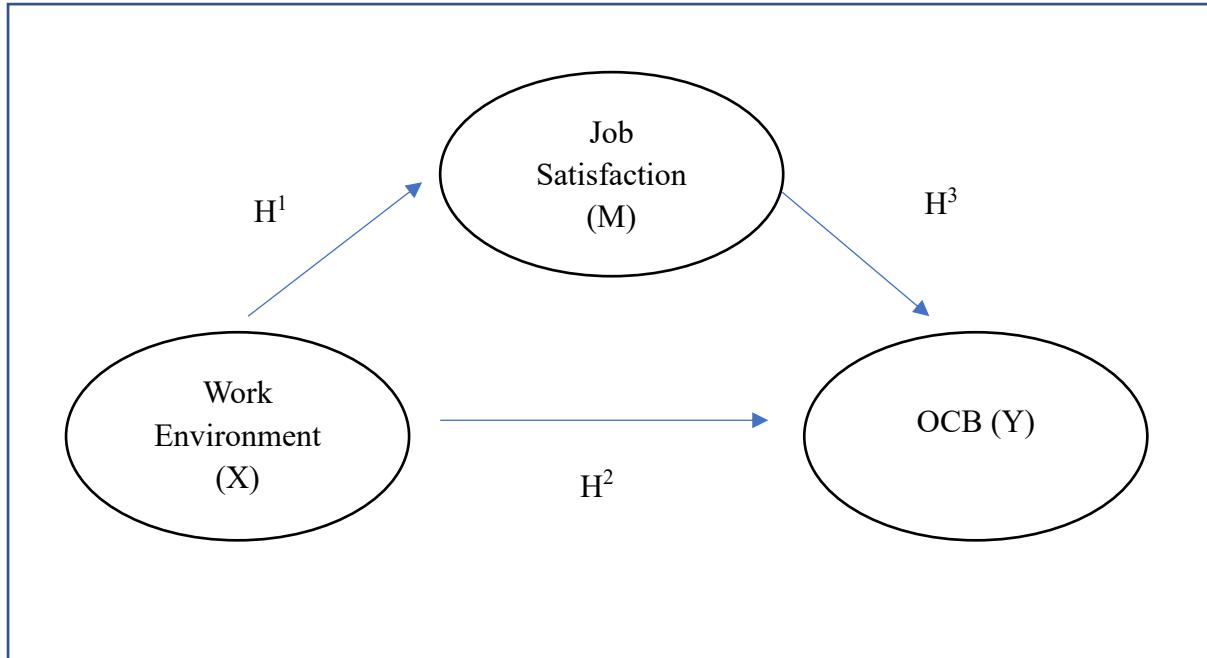


Figure 3. 2 Research Hypothesis

Source: Researchers (2023)

3.2 Hypothesis

H1: there is an influence of the work environment on job satisfaction

H2: There is an influence of the work environment on organizational citizenship behavior

H3: There is an influence of job satisfaction on organizational citizenship behavior

H4: There is an influence of the work environment on organizational citizenship behavior which is mediated by job satisfaction.

4. Research Methods

4.1 Types of Research

This type of research is known as quantitative research. This research was conducted at PT. Sketch of Cipta Graha in Surabaya. The population and sample of this study consisted of 33 employees of PT. Sketch of Cipta Graha, Surabaya.

4.2 Data Sources

Primary data: Results from the observations of researchers during the internship and the distribution of questionnaires on the topics of work environment, job satisfaction, and OCB. Secondary data: Data from books, journals, reports, and news, related to the work environment, job satisfaction, and organizational citizenship behavior, as supporting primary data. The questionnaire Google Form link will be disseminated to the research sample. To determine respondents' preferences, the questionnaire used a 5-point Likert scale.

4.3 Analysis Techniques

SEM is a multivariate approach that combines factor analysis with regression, allowing simultaneous examination of the relationships between observable and inferred elements. The strength of PLS-SEM lies in its ability to test complex models with many indicators and connections, even though the sample size is small and the data are not normally distributed (Hair et al., 2014).

4.4 Definition and Measurement of Variables

Table 4.1 Operational Definitions and Measurement of Variables

Variable	Conceptual Definitions	Indicator	Operational Definitions	Resources
Work Environment (X)	The work environment is everything in the workplace, both physical and non-physical, directly or indirectly, which can affect a person in carrying out his responsibilities and responsibilities. The work environment affects the feeling of being happy, safe, peaceful, and at home. The work environment will have an impact on one's morale and passion for work (Farida & Hartono, 2016)	Work environment indicators according to (Nitisemito, 2020) 1. Working atmosphere 2. Relationship with co-workers 3. The relationship between subordinates and leaders 4. Availability of work facilities	1. I feel that the working atmosphere is influential in the implementation of work 2. I feel that relationships with colleagues are influential in the implementation of work 3. I feel that the relationship with the work leader is influential in the implementation of the work 4. I feel that complete work facilities are influential in the implementation of work	Farida & Hartono (2016), Nitisemito (2020)
Job Satisfaction (M)	Job satisfaction is the level of happiness a person has for his work in an organization or agency, which is the fruit of his relationship with his work environment and performance appraisal that reflects his work attitudes and behavior (Rosmaini & Tanjung, 2019)	Job satisfaction indicators (Hasibuan, 2020) 1. Discipline 2. Work morale 3. Turnover	1. I obey all company regulations 2. I was kind to the company 3. I found it easy to leave the company	Rosmaini & Tanjung (2019), Hasibuan (2020)
Organizational Citizenship Behavior (Y)	It is the volunteer action of employees in helping others and in creating benefits for the organization (Nyoman et al., 2019).	Organizational Citizenship Behavior indicator according to (Organ, 1988) 1. Altruism 2. Courtesy 3. Conscientiousness 4. Sportmanship	1. I put the interests of others above personal interests 2. I behave respectfully towards others 3. I participate voluntarily in company activities 4. My performance in working exceeded minimum standards 5. I have a tolerance for enduring unpleasant conditions without complaining	Nyoman et al., (2019), Organ (1988)

Source: Researchers (2023)

5. Result and Discussion

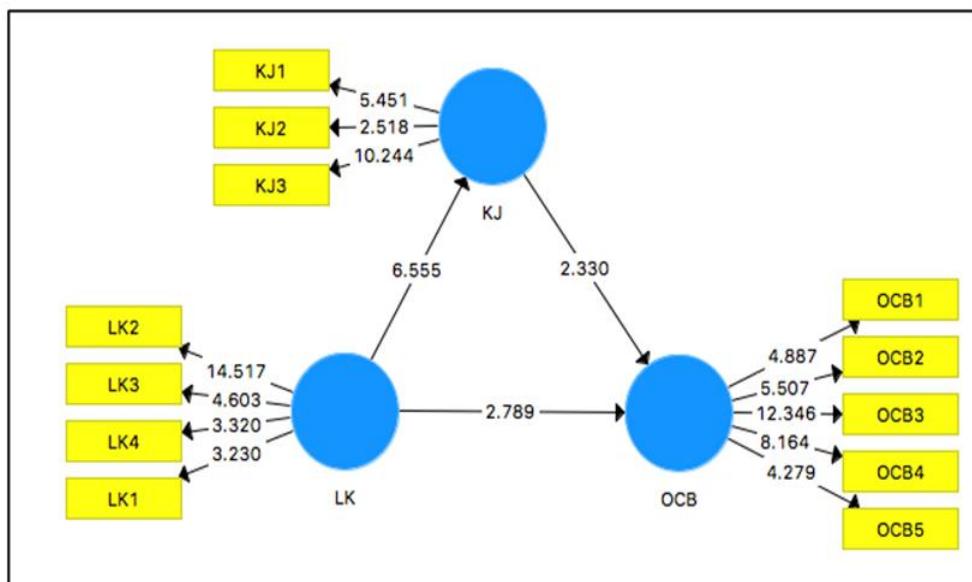
5.1 Descriptive Analysis of Respondents

The 33 respondents, there were 19 male respondents (57.58%) and 14 female respondents (42.42%). Of the 33 respondents, there were 3 managers (9.09%), namely financial managers, operations managers, and technical managers, and 30 staff (90.91%), consisting of 3 accounting staff, 2 administrative staff, 2 legal staff, 7 engineering staff, 2 estimator & cost control staff, 2 purchasing staff, 2 planning staff, and 10 project managers.

5.2 Description of Research Variables

When viewed from the work environment and relationships with colleagues that affect work actualization, LK1 questionnaire items related to the influence of work atmosphere in the implementation of work and LK2 related to the influence of colleagues in the implementation of work have the largest average value that shows the highest respondent perception, which is 4.21. KJ2 questionnaire items related to a positive view of the company received the highest average score (3.96), indicating the highest perception among respondents. OCB5 questionnaire items relating to tolerance to live unpleasant conditions without complaining had the highest average score, reflecting the largest respondents' perceptions, at 4.69.

5.3 Inferential Statistics



Source: Researchers (2023)

The structural model was not modified due to data running because all factors loading questionnaire items from the three variables above >0.5 . The loading factor values for the work environment variables were 0.754, 0.788, 0.881, and 0.747, job satisfaction variables 0.872, 0.687, and 0.868, and OCB variables 0.727, 0.726, 0.854, 0.813, 0.825.

5.3.1 R-square test (R2)

Table 5.1 R-Square Test

Variabel	R-Square	R-Square Adjusted
Kepuasan Kerja (KJ)	0,613	0,601
Organizational Citizenship Behavior (OCB)	0,709	0,690

Source: Researchers (2023)

Work environment accounted for a moderate amount (60.1%) of variance in job satisfaction, while the rest was influenced by other factors outside the study (39.9%). 69% of OCB variants can be explained by occupational environment factors, while the remaining 31% can be explained by factors outside the study.

5.3.2 Blindfolding

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0,709)$$

$$Q^2 = 1 - (0,291)$$

$$Q^2 = 0,709$$

Source: Researchers (2023)

Since the value of Q Square > 0 (i.e., 0.709), the study is relevant for making accurate model predictions.

5.3.3 Validity Convergent Test

Table 5.2 Validity Convergent Result Test

Variabel	Average Variance Extracted	Keterangan
Kepuasan Kerja (KJ)	0,662	Valid
Lingkungan Kerja (LK)	0,631	Valid
Organizational Citizenship Behavior (OCB)	0,625	Valid

Source: Researchers (2023)

If the AVE (*Average Variance Extracted*) of all variables is more than 0.50, then convergent validity has been established (Chin & Todd, 1995). All variables are considered valid because the AVE (*Average Variance Extracted*) value > 0.50 , as shown in the table above.

5.3.4 Validity Discriminant Test

Table 5.3 Validity Discriminant Result Test

Kepuasan Kerja (KJ)	Lingkungan Kerja (LK)	Organizational Citizenship Behavior (OCB)	Keterangan
KJ1	0,872	0,675	Valid
KJ2	0,687	0,487	Valid
KJ3	0,868	0,716	Valid
LK1	0,508	0,754	Valid
LK2	0,682	0,788	Valid
LK3	0,701	0,881	Valid
LK4	0,576	0,747	Valid
OCB1	0,586	0,470	Valid
OCB2	0,616	0,648	Valid
OCB3	0,713	0,781	Valid
OCB4	0,505	0,519	Valid
OCB5	0,657	0,681	Valid

Source: Researchers (2023)

The loading factor of the indicator for the target variable is higher than the loading factor for other variables, hence the indicator is valid (W. W. Chin, 1998). For each indicator, the loading factor value for the target variable is greater than the loading factor value for all other variables, qualifying the discriminant validity.

5.3.5 Reliability Test

Table 5.4 Reliability Result Test

	Cronbach's Alpha	Composite Reliability	Keterangan
Kepuasan Kerja (KJ)	0,747	0,853	Reliabel
Lingkungan Kerja (LK)	0,804	0,872	Reliabel
Organizational Citizenship Behavior (OCB)	0,850	0,892	Reliabel

Source: Researchers (2023)

Composite reliability and Cronbach's Alpha values for latent variables both > 0.7 are said to have high reliability (Sarwono & Narimawati, 2015). The previous table showed that the three variables had strong reliability because Cronbach's Alpha value and composite reliability value all > 0.7 .

5.4 Hypothesis Test

5.4.1 Path Coefficients

Table 5.5 Path Coefficients Result

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Keterangan
Lingkungan Kerja (X) → Kepuasan Kerja (M)	0,783	0,780	0,119	6,555	0,000	H ₁ diterima
Lingkungan Kerja (X) → Organizational Citizenship Behavior (Y)	0,477	0,476	0,171	2,789	0,005	H ₂ diterima
Kepuasan Kerja (M) → Organizational Citizenship Behavior (Y)	0,415	0,408	0,178	2,330	0,020	H ₃ diterima

Source: Researchers (2023)

If the test statistics (t count) > table statistics (t table = 1.96), and *P Values* < 0.05, then the null hypothesis is accepted (Santosa, 2018). The path coefficient test shows that the work environment has a positive and significant effect on job satisfaction (M), with a value of 6.555 and a P value below 0.05 (0.000), supporting H₁. With a value of 2.789 and a P value below 0.05 (in this case 0.005), it can be concluded that the workplace environment has a significant effect on OCB (Y). Since the T-statistic value is greater than 1.96 (or 2.330) and the P-value is less than 0.05 (or 0.020), we accept H₃ that there is a significant relationship between job satisfaction and OCB.

5.4.2 Indirect Effect

Table 5.6 Indirect Effect Result

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Keterangan
Lingkungan Kerja → Kepuasan Kerja → Organizational Citizenship Behavior	0,325	0,319	0,140	2,321	0,021	H ₄ diterima

Source: Researchers (2023)

If the T-statistic > the T-table (1.96), and the P-value < of 0.05, then the hypothesis is accepted (Darwin & Umam, 2020). It can be concluded that job satisfaction can mediate between work environment variables and Organizational Citizenship Behavior (OCB), so that H₄ is accepted. The T-statistic value of 2.321 and P Values of 0.021 indicate a significant influence of work environment variables (X) on OCB (Y).

5.5 Discussion

5.5.1 The Effect of Work Environment on Job Satisfaction

According to the study's findings, workplace quality significantly affects how happy employees are at work. Table 5.8 shows that the value of T-Statistic > 1.96, then H₁ is accepted. The findings of this study that the workplace environment significantly affects job satisfaction are consistent with previous research (Suhali & Amelia, 2022; Lumintang et al., 2019). When workers are given a pleasant and supportive workplace, they will enjoy their time there more (Umar, 2018).

5.5.2 The Effect of Work Environment on *Organizational Citizenship Behavior*

The findings of this study suggest that the actions of employees in an organization are influenced by their environment. T Statistic > 1.96 gives a result of 2.789, indicating that H2 is accepted. Organizational citizenship behavior of employees at PT. Cipta Graha can be improved by fostering a positive work environment characterized by (among others) a positive work atmosphere, positive relationships with colleagues, subordinates, and leaders, and the availability of work facilities (Nitisemito, 2020).

5.5.3 The Effect of Job Satisfaction on *Organizational Citizenship Behavior*

The findings suggest that a person's level of happiness at work influences their actions as a good corporate citizen. Since $T\text{-Statistic} > 1.96$, H3 is accepted; In this case, the value is 2.330. Employees of PT. Sketches of Cipta Graha who are satisfied with their work and their working conditions (Hasibuan, 2020) are more likely to engage in positive forms of civic organization. The findings of Saputra et al. (2021) and Nilamasari and Herawati (2021) strengthen the hypothesis that an individual's level of job satisfaction has an impact on their participation in organizational citizenship.

5.5.4 The Effect of Work Environment on Organizational Citizenship Behavior by Mediating Job Satisfaction

This research shows that job satisfaction mediates the relationship between PT. Cipta Graha sketches the work environment and organizational citizenship behavior (OCB). With $T\text{-Statistic } 2.321 > 1.96$, hypothesis 4 is accepted. "Work atmosphere", "relationship with colleagues", "relationship with subordinates and superiors", and "availability of work facilities", according to Nitisemito (2020), can all be indicators of employee happiness. Workers' job satisfaction, as measured by markers of discipline, morale, and turnover, was positively correlated with their likelihood of engaging in OCB (Hasibuan, 2020).

6. Conclusion and Suggestion

6.1 Conclusion

The conclusions of the analysis of this study are as follows.

1. There is a significant influence of the work environment on the job satisfaction of PT. Sketch Cipta Graha.
2. There is a significant influence of the work environment on the OCB of PT. Sketch Cipta Graha.
3. There is a significant effect of job satisfaction on the OCB of PT. Sketch Cipta Graha.
4. Job satisfaction plays a crucial role in mediating the influence of the work environment on the organizational citizenship behavior of PT. Sketch Cipta Graha.

6.2 Suggestion

6.2.1 Companies

1. To create a non-physical work environment that supports and influences job satisfaction and employee organizational citizenship behavior, mutual familiarity and mutual events between superiors and employees need to be implemented.
2. For company regulations to be easier to understand, they must be translated into Indonesian.

6.2.2 Next researcher

1. Additional factors such as organizational commitment, psychological empowerment, structural empowerment, and leadership style may be examined in future studies.
2. To obtain more in-depth data, additional qualitative studies can be conducted.

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