

## The effect of work motivation and work environment on Organizational Citizenship Behavior (OCB) through job satisfaction as an intervening variable at RSU Royal prima Medan

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### Abstract

This study aims to determine whether work motivation and work environment affect employee performance through job satisfaction as an intervening variable at RSU. Royal Prima in Medan. The research was conducted on 186 employees of the non-medical division of RSU. Royal Prima in Medan using simple random sampling technique and slovin technique with a 5% leeway percentage and the result is 127 respondents. The data collection techniques used were primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 20 program, namely the t test and the coefficient of determination (R<sup>2</sup>). The results obtained in this study indicate

- There is an influence between work motivation, work environment and job satisfaction significantly on OCB,
- There is a significant influence between work motivation variables, work environment on job satisfaction,
- The effect of work motivation on OCB will be greater if mediated by job satisfaction variables.
- The effect of work environment on OCB will be greater if mediated by job satisfaction variables.
- The effect of work environment on OCB of RSU employees.

Royal Prima will be greater if done without being mediated by job satisfaction variables. The ability of work motivation variables, work environment and job satisfaction in explaining employee OCB at RSU. Royal Prima in Medan is 60%, while the remaining 40% is explained by other variables not included in this research model.

**Keywords:** Work Motivation; Work Environment; Job Satisfaction; Organizational Citizenship Behavior (OCB)

### 1. Introduction

A hospital is a health and social service organization that provides treatment and disease prevention services as well as training and research for health workers. In the era of globalization and increasingly fierce competition, hospitals must gain a competitive advantage and provide quality services to their patients. Employee performance is one of the most important factors affecting the success of an organization.

After looking at several hospitals in Medan, the researcher decided to choose RSU. Royal Prima Medan which is located precisely on Jln.Ayahanda No.68A Medan as a research site because RSU. Royal Prima is one of the largest hospitals in North Sumatra which has been fully accredited and is the center of BPJS services in Medan.

Positive employee behavior at work has a significant impact on achieving company goals. One form of positive behavior is organizational citizenship behavior (OCB), which includes voluntary actions and employee contributions outside of

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their main duties. The hospital is strongly committed to providing quality medical services to its patients and having a strong reputation in the healthcare industry. To achieve these goals RSU. Royal Prima Medan needs to understand the factors that influence the Organizational Citizenship Behavior (OCB) of its employees.

In running this organization, of course, management really needs employees who have a positive attitude in achieving the vision and mission of the organization. However, the problem of low levels of Organizational Citizenship Behavior (OCB) can arise in various companies, including at RSU. Royal Prima Medan. Based on data obtained by researchers, employees were found to have been given warning letters by personnel, this problem interprets something that is inversely proportional to several dimensions of OCB, namely Conscientiousness (Care / Self-control) which includes behaviors that show attention and responsibility for work and also show more, such as arriving on time and not being late, then contrary to Sportsmanship which is an attitude that reflects employees reading and obeying organizational regulations. (Di & Prayitno, 2017).

**Table 1** Warning Letter Data in the Period January 2022 - October 2023

Numbers	Total	Reason given for warning letter
1	37	Not Complying with Standard Operating Procedures
2	13	(SOP)
3	7	Indiscipline and absenteeism
4	15	Negligence in work

Source: Primary data, processed 2023

As for things that can build a positive attitude both in carrying out their duties or outside their main duties which are also often called Organizational Citizenship Behavior (OCB), but to form this, it is necessary to have encouragement from the leadership which can be conveyed in the form of motivation to their employees as said by research (Siti & Rusdi, 2019) which states that work motivation has a partially significant effect on Organizational Citizenship Behavior because employees who have a high motivational spirit will build OCB behavior. This is also reinforced by the results of research by (Suhardi, 2019) which found that work motivation has a significant effect on Organizational Citizenship Behavior (OCB) on employees. Likewise, according to (Siti & Rusdi, 2019), motivation can be interpreted as the strength (energy) of a person that causes persistence and enthusiasm in carrying out an activity, both sourced from within the individual himself (intrinsic motivation) and outside the individual (exterinsic motivation). this is also reinforced (Kadek & Gede, 2019) which shows that motivation has a positive and significant effect on OCB. However, in research (Wahyudin, Jajuk, & Ignatius, 2021) which found different results, namely it was found that work motivation had no significant effect on OCB in employees of the Yogyakarta City Regional Disaster Management Agency.

The work environment is also one of the factors that can affect employee OCB because a positive work environment will create a positive attitude towards employees in their work environment as said in Chandra & Priyono's research (2015) in (Marmi, Jajuk, & Epsilandri, 2021) The work environment is everything that is around employees and can affect employees in carrying out their duties and work every day, and the environment that is around the worker or everything a person wants that can affect the work itself in carrying out its duties. In research (Vivin & Ahyar, 2017) states that the work environment has a positive and significant effect on OCB, this is also reinforced by research (Suhardi, 2019) which found that the work environment has a significant effect on OCB of life insurance employees in Batam City. this was also found in research (Semuel, 2019) which found that the work environment has a positive and significant effect on his research on medical personnel at Sumber Hidup Hospital and Hative Hospital in Ambon City.

However, in research (Lathifah, Nurweni, & Hartati, 2020) found that the work environment has no effect on OCB in employees of PT. Sport Glove Indonesia Wonosari branch.

In increasing OCB there are also related factors, namely job satisfaction, in research (Chusnul, 2022) it is said that job satisfaction is a manifestation of an employee's attitude towards tasks related to his colleagues, work environment conditions, and the recognition he receives as a form of appreciation for his efforts, in this study found that job satisfaction has a positive and significant effect on OCB, this is also reinforced in research (Ujang & Sundring, 2019) which found results regarding job satisfaction has a positive and significant effect on OCB of public high school teachers in North Tambun District and Babelan District. This statement is also supported by research (Hesty, 2020) which found that job satisfaction significantly affects the OCB of STMIK Indonesia Padang employees, where the more positive satisfaction at work, the employees will do the job wholeheartedly and with dedication.

However, research (Siti & Rusdi, 2019) found that there was no significant influence between job satisfaction and OCB in employees of the Sales Division of PT Surya agung Indah Megah Surabaya Branch.

Based on the research gap identified in the previous literature review and the phenomena observed in the company environment, this study will be carried out to examine the effect of work motivation and work environment on Organizational Citizenship Behavior (OCB) which is also mediated by job satisfaction, as explained in several previous studies.

Based on the description above, the researcher is interested in researching and discussing this to become a research topic, while the proposed title is: "The Effect of Work Motivation and Work Environment on Organizational Citizenship Behavior (OCB) Through Job Satisfaction as an Intervening Variable at RSU. Royal Prima Medan ".

## 2. Material and Methods

### 2.1. Path Analysis Model

This path analysis model consists of two structural equations involving two exogenous variables, namely X1 and X2, and two substructural variables, namely Z and Y.

### 2.2. Coefficient of Determination

In Sugiyono (2011: 233-234) in (Fahrul, 2021) To measure the extent to which independent variables (such as work motivation and work environment) affect related variables (OCB), the coefficient of determination (R<sup>2</sup>) is used, which measures the model's ability to explain related factors. The coefficient of determination R<sup>2</sup> ranges from 0 to 1 and indicates how much impact each independent factor (X) has on the dependent variable (Y), it can be seen from the coefficient of determination R<sup>2</sup> where  $0 \leq R \leq 1$ .

### 2.3. Sobel Test

The Sobel test is a frequently used and widely recommended test tool for measuring the significance of indirect effects that are widely recommended by (Mackinnon, Lockwood, Hoffman, West & Sheets, 2002). The objective is to assess whether the mediator (M) mediates the relationship between the independent variable (IV) and the dependent variable (DV).

## 3. Results

### 3.1. Hypothesis Test Sub Model I

The hypothesis states that work motivation (X1), work environment (X2), has a positive and significant effect on Job Satisfaction (Z).

**Table 2** Sub Model I t test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	11.936	3.020		3.952	0.000
1	X1	0.701	0.144	0.447	4.881	0.000
	X2	0.384	0.115	0.306	3.338	0.001

Source: Primary data processed, 2023

In this table, the t statistical test is obtained, as follows:

- Work motivation variable (X1) with a probability level of 0.000. Thus it can be concluded that  $P = 0.000 < \alpha = 0.05$ , accept the hypothesis that the work motivation variable has a significant effect on the job satisfaction variable.
- Work environment variable (X2) with a probability level of 0.000. Thus it can be concluded that  $P = 0.001 < \alpha$

= 0.05, then accept the hypothesis which states that the work environment variable has a significant effect on the job satisfaction variable. Thus the path analysis equation can be arranged as follows:

$$Z = 0,447 X1 + 0,306 X2$$

The analysis equation model is meaningful:

- Work Motivation Variable (X1) = 0.447. The positive work motivation variable means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of the job satisfaction variable by 0.447 per one unit score.
- Work Environment Variable (X2) = 0.306. The positive work environment variable means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the environmental variable will increase the value of the job satisfaction variable by 0.306 per one unit score.

**Table 3** Test Results of the Coefficient of Determination (R<sup>2</sup>) Sub Model I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.699 <sup>a</sup>	0.488	0.480	3.059

Source: Primary data processed, 2023

The result of the calculation of the R Square value is 0.488. This result means that 48.8% of job satisfaction can be explained by the two independent variables above, while the remaining 51.2% is explained by other variables not included in this study.

### 3.2. Path Analysis Sub Model I

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely work motivation (X1) = 0.000 and work environment (X2) = 0.001. These results provide a conclusion that the regression of Sub Model I, namely the work motivation variable (X1) has a significant effect on job satisfaction (Z), and the work environment variable (X2) has a significant effect on job satisfaction (Z). The amount of R<sup>2</sup> or R Square value contained in the Model Summary table is 0.488. This shows that the contribution or contribution of the influence of work motivation variables (X1) and work environment (X2) on job satisfaction variables (Z) is 48.8%, while the remaining 51.2% is the contribution of other variables not included in the study. Meanwhile, the value of e1 can be found by the formula  $e1 = \sqrt{1 - 0.488} = 0.716$ .

### 3.3. Hypothesis Test of Sub Model II

The hypothesis states that Work Motivation (X1) and Job Satisfaction (Z) have a positive and significant effect, but Work Environment (X2) has a positive but insignificant effect on Performance (Y).

**Table 4** Sub Model II t-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.349	2.571		3.637	0.000
X1	0.250	0.126	0.176	1.984	0.049
X2	0.322	0.096	0.283	3.340	0.001
Z	0.377	0.072	0.416	5.228	0.000

Source: Primary data processed, 2023

In this table, the t statistical test is obtained, as follows:

- Variable Job Satisfaction (Z), with a probability level of 0.000. Thus it can be concluded that  $P = 0.000 < \alpha = 0.05$ , then accept the hypothesis that the job satisfaction variable has a significant effect on OCB.
- Work Motivation Variable (X1), with a probability level of 0.049. Thus it can be concluded that  $P = 0.049 < \alpha = 0.05$ , then accept the hypothesis that the work motivation variable has a significant effect on OCB.
- Work Environment Variable (X2), with a probability level of 0.001. Thus it can be concluded that  $P = 0.001 < \alpha$

= 0.05, then accept the hypothesis that the work environment variable has a significant effect on OCB. Thus the path analysis equation can be arranged as follows:

$$Y = 0,176 X1 + 0,283 X2 + 0,416 Z$$

- Work Motivation Variable (X1) = 0.176. The positive work motivation variable means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of the performance variable by 0.176 per one unit score.
- Work Environment Variable (X2) = 0.283. The positive work environment variable means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the work environment variable will increase the value of the performance variable by 0.283 per one unit score.
- Job Satisfaction Variable (Z) = 0.416. The positive work satisfaction variable means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the value of the performance variable by 0.416 per one unit score.

**Table 5** Test Results of the Coefficient of Determination (R2) Sub Model II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.775 <sup>a</sup>	0.600	0.591	2.454

Source: Primary data processed, 2023

The result of the calculation of the R Square value is 0.600. This result means that 60% of OCB can be explained by the three variables above while the remaining 40% is explained by other variables not included in this study.

### 3.4. Sobel test

**Table 6** Sobel test results with work motivation variables on OCB through job satisfaction

	Input		Test statistic	Std.Error :	P-value
a	0.701	Sobel test :	3.81297599	0.0693099	0.0001373
b	0.377	Aroian test :	3.78072727	0.0699011	0.00015637
sa	0.126	Goodman test :	3.84606428	0.06871362	0.00012003
sb	0.072	Reset all	Calculate		

Source: processed from <https://quantpsy.org/sobel/sobel.htm>

From the results of the sobel test calculation above, the t value is 3.813, so that the calculated t value is 3.813 > t table 1.979, it can be concluded that the job satisfaction variable is able to mediate the relationship between the effect of work motivation on OCB.

**Table 7** Sobel test results with work environment variables on OCB through job satisfaction

	Input		Test statistic	Std.Error :	P-value
a	0.384	Sobel test :	2.81537513	0.0514205	0.00487203
b	0.377	Aroian test :	2.77956982	0.05208288	0.0054431
sa	0.115	Goodman test :	2.85260076	0.05074948	0.00433631
sb	0.072	Reset all	Calculate		

Source: processed from <https://quantpsy.org/sobel/sobel.htm>

From the results of the calculation of the sobel test above, the t value is 2.815, so that the calculated t value is 2.815 > t table 1.979, it can be concluded that the job satisfaction variable is able to mediate the relationship between the work environment and OCB.

### 3.5. Path Analysis of Sub Model II

Referring to the Model II regression output in the table section, it can be seen that the significance value of the three variables, namely: work motivation ( $X_1$ ) = 0.049, work environment ( $X_2$ ) = 0.001, job satisfaction ( $Z$ ) = 0.000. These results provide the conclusion that the regression of Sub Model II, namely the work motivation variable ( $X_1$ ) and job satisfaction ( $Z$ ) has a significant effect on OCB ( $Y$ ). Likewise, the work environment variable ( $X_2$ ) has a significant effect on performance ( $Y$ ). The value of  $R^2$  or R Square contained in the Model Summary table is 0.60, this indicates that the contribution or contribution of the influence of work motivation ( $X_1$ ), work environment ( $X_2$ ) and job satisfaction ( $Z$ ) on OCB ( $Y$ ) is 60%, while the remaining 40% is the contribution of other variables not included in the study. Meanwhile, the value of  $e^2$  can be found using the formula  $e^2 = \sqrt{1 - 0.60} = 0.63$ .

$$Y = 0,176 X_1 + 0,283 X_2 + 0,416 Z$$

The results of the analysis show that the direct effect given by work motivation ( $X_1$ ) on OCB ( $Y$ ) is 0.176. While the indirect effect of work motivation ( $X_1$ ) on OCB ( $Y$ ) through job satisfaction ( $Z$ ), namely  $0.447 \times 0.416 = 0.186$ . Then the total effect given by the work motivation variable ( $X_1$ ) on OCB ( $Y$ ) is the direct effect plus the indirect effect, namely  $0.176 + 0.186 = 0.362$ . Based on the results of the above calculations, it can be seen that the direct effect value is 0.176 and the indirect effect is 0.186, which means that the direct effect value is smaller than the indirect effect value. This result shows that directly the work motivation variable ( $X_1$ ) through job satisfaction ( $Z$ ) has a significant influence on OCB ( $Y$ ).

The results of the analysis show that the direct effect given by the work environment ( $X_2$ ) on OCB ( $Y$ ) is 0.283. While the indirect effect of work environment ( $X_2$ ) on OCB ( $Y$ ) through job satisfaction ( $Z$ ), namely  $0.306 \times 0.416 = 0.127$ . Then the total effect given by the work environment variable ( $X_2$ ) on OCB ( $Y$ ) is the direct effect plus the indirect effect, namely  $0.283 + 0.127 = 0.41$ . Based on the results of the above calculations, it can be seen that the direct effect value is 0.283 and the indirect effect is 0.127, which means that the direct effect value is greater than the indirect effect value. This result shows that indirectly the work environment variable ( $X_2$ ) through job satisfaction ( $Z$ ) has a less significant effect on OCB ( $Y$ ).

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## 4. Discussion

### 4.1. Effect of Work Motivation on OCB

Work motivation variables have a significant effect on OCB at RSU. Royal Prima. The work motivation variable has a regression coefficient value of 0.176 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the OCB value of RSU employees. Royal Prima by 0.176 per one unit score. Based on the results of testing the first hypothesis, it is known that work motivation has a significant influence on the OCB of RSU employees. Royal Prima. Thus employee OCB will increase if employees are given motivation at work. Giving awards such as appreciation and incentives from leaders to employees will make employees want and not mind doing OCB. The findings of this study are supported by research conducted by (Salman, Muhammad, & Elfi, 2021) which states that motivation has a positive and significant effect on OCB, where when work motivation increases, OCB will also increase. Likewise, the results of this study are reinforced by the results of research (Mochamad, Errinda, Lilik, & Alshaf, 2023) which states that work motivation partially has a positive and significant effect on employee OCB.

### 4.2. Effect of Work Environment on OCB

Work environment variables have a significant effect on OCB at RSU. Royal Prima. The work environment variable has a regression coefficient value of 0.283 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work environment variable will increase the OCB value of RSU employees. Royal Prima by 0.283 per one unit score. Based on the results of testing the second hypothesis, it is known that the work environment has a significant influence on the OCB of RSU employees. Royal Prima. This research is in accordance with research by (Muslikhan, Simon, & Henny, 2023) which states that the work environment has a positive and crucial impact on Organizational Citizenship Behavior (OCB). Likewise, this research is supported by research (Mochamad, Errinda, Lilik, & Alshaf, 2023) which says that the Work Environment partially has a positive and significant effect on employee OCB.

### 4.3. The Effect of Work Motivation on Job Satisfaction

Work motivation variables have a positive and significant effect on job satisfaction at RSU. Royal Prima. The work motivation variable has a regression coefficient value of 0.447 has a unidirectional effect, which means that each

addition or increase in the value of one unit score of the work motivation variable will increase the value of job satisfaction of RSU employees. Royal Prima by 0.447 per one unit score. Based on the results of testing the third hypothesis, it is known that work motivation has a significant effect on job satisfaction of RSU employees. Royal Prima. This means that employees will work even harder when given motivation. Motivation can be in the form of incentives, praise, or awards from the RSU. Royal Prima to employees. The findings of this study are supported by research conducted (Kusuma, Epsilandri, & Mellia, 2022), which states that work motivation has a positive and significant effect on employee job satisfaction.

#### **4.4. The Effect of Work Environment on Job Satisfaction**

Work environment variables affect job satisfaction at RSU. Royal Prima. The work environment variable has a regression coefficient value of 0.306 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work environment variable will increase the job satisfaction value of RSU employees. Royal Prima by 0.306 per one unit score. Based on the results of testing the fourth hypothesis, it is known that the work environment has a significant influence on the job satisfaction of RSU employees. Royal Prima. This means that a good work environment is decisive because employees feel comfortable and valued. Therefore, a boss and coworkers must be able to build a good work environment with their subordinates in order to create a harmonious relationship so as to increase the employee's job satisfaction. The findings of this study are supported by research conducted by (Ade & Muhammad, 2020) which states that the work environment has a significant effect on job satisfaction. Which means that there will be an increase in job satisfaction if the work environment is good.

#### **4.5. Effect of Job Satisfaction on OCB**

Job satisfaction variables affect the OCB of RSU employees. Royal Prima. The job satisfaction variable has a regression coefficient value of 0.416 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the OCB value of RSU employees. Royal Prima by 0.416 per one unit score. Based on the results of testing the fifth hypothesis, it is known that job satisfaction has a significant influence on the OCB of RSU employees. Royal Prima. The higher the level of employee job satisfaction, of course, will further increase employee OCB in carrying out the tasks determined by the company. The findings of this study prove that employee job satisfaction affects the OCB output that has been determined by the company. If the company appreciates every OCB action taken by employees, it will foster a sense of satisfaction and will further encourage each employee to further improve their OCB actions. The higher the employee's job satisfaction with the job they have, the higher the loyalty and effort to develop the company where he works which will directly encourage and support the increase in the employee's OCB Actions. The findings of this study are supported by research conducted by (Marmi, Jajuk, & Epsilandri, 2021) which states that job satisfaction has a positive and significant effect on OCB.

#### **4.6. The Effect of Work Motivation on OCB through Job Satisfaction**

Based on the results of the Sobel test calculation, it is known that the t value is 3.813, so that the calculated t value is  $3.813 > t$  table 1.979, it can be concluded that the job satisfaction variable is able to mediate the relationship between the effect of work motivation on OCB. And based on path analysis, it is known that the effect of work motivation (X1) on OCB (Y) of RSU employees. Royal Prima is 36.2%, which consists of a direct effect of 17.6% and an indirect effect of work motivation (X1) on OCB (Y) through job satisfaction (Z) of 18.6%. The results of this calculation show that the indirect effect of work motivation (X1) on OCB (Y) is greater than the direct effect. Thus it can be said that work motivation (X1) can increase OCB (Y) through job satisfaction (Z), in other words, it can be emphasized that work motivation (X1) has an influence if there is an increase in job satisfaction (Z) which results in an increase in OCB (Y) employees in carrying out their duties. Based on the results of testing the sixth hypothesis, it is known that work motivation through job satisfaction has a significant influence on OCB of RSU employees. Royal Prima. The findings of this study are supported by (Hari & Dedeh, 2022) which states that work motivation has a significant effect on employee OCB through job satisfaction.

#### **4.7. The Influence of Work Environment on OCB through Job Satisfaction**

Based on the results of the Sobel test calculation, it is known that the t value is 2,815, so that the calculated t value is  $2,815 > t$  table 1,979, so it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of the work environment on OCB. And based on path analysis, it is known that the work environment (X2) has a large influence on RSU employees' OCB (Y). Royal Prima is 41%, which consists of a direct influence of 28.3% and an indirect influence of the work environment (X2) on OCB (Y) through job satisfaction (Z) of 12.7%. The results of this calculation show that the direct influence of the work environment (X2) on performance (Y) is greater than the indirect influence. Thus, it can be said that the influence of the work environment (X2) is less effective in increasing OCB (Y) if done through job satisfaction (Z). In other words, the Work Environment (X2) has no influence if there is an increase in

job satisfaction (Z) which results in an increase in employee OCB (Y) in carrying out their duties. Based on the results of testing the seventh hypothesis, it is known that the work environment through job satisfaction has a significant influence on RSU employees' OCB. Royal Prima. The results of this research are also in accordance with research (Day & Dedeh, 2022) which states that the work environment does not have a significant effect on OCB through job satisfaction.

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## 5. Conclusion

Work motivation has a significant influence on job satisfaction of RSU employees. Royal Prima Medan. This means that the better the work motivation, the more job satisfaction will increase. The work environment has a significant effect on job satisfaction of RSU employees. Royal Prima Medan. This means that the better the work environment, the more job satisfaction will increase. Work motivation has a significant effect on RSU employees' OCB. Royal Prima Medan. This means that the better the work motivation, the more OCB will increase. The work environment has a significant effect on RSU employees' OCB. Royal Prima Medan. This means that the better the work environment, the more OCB will increase. Job satisfaction has a significant effect on RSU employees' OCB. Royal Prima Medan. This means that the better job satisfaction, the more OCB will increase. The influence of work motivation on RSU employees' OCB. Royal Prima will be greater if it is mediated by the job satisfaction variable. This means that OCB will increase if motivation is mediated by job satisfaction. The influence of the work environment on RSU employees' OCB. Royal Prima will be greater if it is carried out without being mediated by the job satisfaction variable. This means that the work environment can increase OCB even though it is not mediated by job satisfaction variables.

### *Suggestions*

- Increasing active communication with superiors, regularly communicating work achievements and progress, and participating in the organization's strategic projects, can be practical solutions for maintaining and increasing motivation.
- Increasing productivity and well-being in the workplace, holding interpersonal relationship development sessions and ensuring the availability of facilities that support work efficiency can be practical solutions to relationships and facilities in the current work environment.
- Increasing satisfaction regarding compensation and career opportunities, drafting and submitting requests for review of salary increases and training offered by the organization, can be a practical solution to wages and promotion opportunities.
- For future researchers, it is hoped that they can further develop this research by adding other variables that can influence OCB

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## Compliance with ethical standards

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### *Disclosure of conflict of interest*

The authors declare that they have no conflicts of interest.

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