

## **Key Factors Influencing Work Environment, Motivation, and Engagement in Promoting Organizational Citizenship Behaviour**

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**Abstract:** Every organization, both private and government, will strive to encourage organizational citizenship behavior in its employees in order to achieve its vision and mission. The purpose of this research is to determine the influence of the work environment, work motivation, and work involvement on organizational citizenship behavior in employees of the Pontianak City Environmental Service. This type of research is quantitative. Data collection was carried out by distributing questionnaires to 40 employees who were the research samples, using saturated sampling techniques. The data analysis technique uses multiple linear regression analysis with the Statistical Package for the Social (SPSS) version 26 analysis tool. The results of this study show that H1 is rejected, meaning that the work environment partially has no effect on employee organizational citizenship behavior. Then H2 was rejected, which means that work motivation has no effect on employee organizational citizenship behavior, while H3 was accepted, which means that work involvement has a positive and significant effect on employee organizational citizenship behavior. The drawback of the research is that the scope is too narrow. This research only focuses on administrative employees of the Pontianak City Environmental Service, which may limit the conclusions of the findings to all employees or other organizations with different characteristics. The research suggestion is to expand the sample and research locations so that the research findings can be more conclusive.

**Keywords:** work environment, work motivation, work engagement, organizational citizenship behaviour

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### **INTRODUCTION**

Lifestyle is closely related to the development of the times. Nowadays, lifestyle tends to follow the current trend. Lifestyle is a term that is currently popular among the public. The lifestyle of today's society has undergone changes and developments along with the development of the times. In the past, people did not really care about appearance and lifestyle. They prioritized needs over appearance, but now the situation is different, because now appearance and lifestyle are starting to become the main focus.

Human resource management is the most important part that must exist in the organization, the function of human resource management according to Alriz et al., (2022) is divided into two, namely managerial functions and operational functions. Managerial functions include workforce planning, organizing tasks, directing employees, and controlling to ensure goals are achieved. Operational functions relate to recruitment, skills development, compensation, welfare maintenance, and discipline. These two functions work together to create an efficient work environment that supports the achievement of agency goals. Human resources (HR) encompasses the ability that individuals have to contribute as part of a social being. Managing the human element is the responsibility of human resource management in an efficient way to ensure employees are satisfied with their work. In running an organization, an organization must be able to create a good organizational climate, one of which is by striving for each member of the organization to have an attitude that always wants to cooperate, help each other, and be involved with each other, or called Organizational Citizenship Behavior (OCB).

Theoretically, interaction between employees is good, but it should not be excessive because if it is excessive, other problems will arise causing work to be neglected, such as the incident experienced by the Pontianak City Environmental Service. Based on observations, during evaluation activities, the head of the organization always emphasizes not to interact too much while working. One component that must be considered is organizational citizenship behavior (OCB) if the agency is able to meet employee expectations, their contribution to the organization will increase. Employees who provide more value in their work will add value to the agency. Due to employee behavior that goes beyond their primary duties, organizational citizenship behavior (OCB) is also referred to as behavior that exceeds roles. According to Mwesigwa, Tusiime & Ssekiziyivu (2020), an employee who is committed to his organization is an individual who remains loyal to doing his job needed by the company, works optimally, can protect company assets, shares goals with other agencies. Therefore, the company gets additional benefits from employees who are dedicated to their company. But based on observations and interviews, organizational citizenship behavior (OCB) at the Pontianak City Environmental Service is still not optimal because too much focus on individual achievement can make employees forget how important teamwork is. Talking about organizational citizenship behavior (OCB) refers to several studies that affect organizational citizenship behavior (OCB) including work environment, work motivation and work involvement. The factor of a comfortable work environment will affect how employees do work in accordance with their main duties. Employees certainly want to have a comfortable work environment to maximize work results. The work environment is something that is around the worker and that can affect him in carrying out the tasks assigned (Enny 2019).

The work environment is one of the factors outside humans, which includes physical and non-physical factors in an organization. The work environment can have an impact on organizational citizenship behavior (OCB) in an organization in both positive and negative ways. Based on the results of interviews and observations, what happens from the work environment at the Inspectorate of West Kalimantan Province is a work environment characterized by employees' desks that are close together often chatting with each other can hinder employee productivity because they cannot focus and complete tasks quickly. The results of research by Waspodo et al. (2019) on the effect of the work environment on organizational citizen behavior (OCB) shows that the work environment has a significant positive effect on organizational citizen behavior (OCB). The results of this study differ from the results of a study conducted by (Adi Saputra, Kirana, and Septyarini 2021) which showed no effect of the work environment on organizational citizenship behavior (OCB). Work motivation is very valuable, because with this

motivation, it is hoped that all employees will strive to achieve high levels of productivity. A person can be considered to have high work motivation if they complete tasks on time and in accordance with agency expectations. The internal and external resources used by employees to behave in certain ways are known as work motivation (Astuti et al., 2020).

Work motivation is a driver or internal state of an individual that encourages him to take certain actions to improve himself compared to before Muis & Amirson (2021). Work motivation is felt to be still low due to a lot of work that has accumulated due to neglect. the accumulation of tasks makes employees feel burdened, so they tend not to have the energy to contribute outside their responsibilities. The results of the study found that the effect of motivation on organizational citizenship behavior (OCB) has been carried out by, Susilo & Muhardono, (2021) showing that motivation has a significant effect on organizational citizenship behavior (OCB). The results of this study are different from the results of a study conducted by (Tri Setiawan and Trisno Suryanto 2020) work motivation has no direct effect on organizational citizenship behavior (OCB).

If carried out regularly and consistently, work engagement is one of the human capital factors that can help an organization achieve its targets Kwon et al., (2024). If employees are given the opportunity to participate and contribute to decision-making by providing diverse perspectives, they will make better decisions. They may be more enthusiastic in helping fellow colleagues, taking initiatives, and participating in activities that support organizational efficiency and effectiveness Meilani (2019). Based on the results of observations and interviews, what happens at the Pontianak City Environmental Service is that the lack of work involvement makes employees feel unmotivated to support coworkers. The results of the research found, the effect of work involvement on organizational citizenship behavior (OCB) has been carried out by, Pudijomo and Sahrah (2019), Wolor (2022) which has the result that work involvement has a positive and significant effect on organizational citizenship behavior (OCB). The results of this study are different from the results of a study conducted by (Kurniawan et al., 2021) which has the result that employee engagement does not affect organizational citizenship behavior (OCB).

The Pontianak City Environment Agency, located on Jl. Sutan Syahrir, is one of the local government agencies in Pontianak City. Its duties include supervising and examining the implementation of tasks and the use of budgets in various provincial government agencies, as well as conducting financial audits and performance evaluations to ensure effectiveness and efficiency. Based on the background of the above problems, the authors are interested in conducting research with the title "Key Factors: Work Environment, Motivation, and Engagement in Encouraging Organizational Citizenship Behavior" Human resource management is the most important part that must exist in the organization, the function of human resource management according to Alriz et al., (2022) is divided into two, namely managerial functions and operational functions. Managerial functions include workforce planning, organizing tasks, directing employees, and controlling to ensure goals are achieved. Operational functions relate to recruitment, skills development, compensation, welfare maintenance, and discipline. These two functions work together to create an efficient work environment that supports the achievement of agency goals. Human resources (HR) encompasses the ability that individuals have to contribute as part of a social being. Managing the human element is the responsibility of human resource management in an efficient way to ensure employees are satisfied with their work. In running an organization, an organization must be able to create a good organizational climate, one of which is by striving for each member of the organization to have an attitude that always wants to cooperate, help each other, and be involved with each other, or called Organizational Citizenship Behavior (OCB).

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## **METHOD**

This study uses a quantitative approach that aims to analyze the relationship between variables through the collection and analysis of numerical data (Sugiyono, 2021). The variables in this study include work environment (X1), work motivation (X2), and work involvement (X3) as independent variables, and organizational citizenship behavior (OCB) (Y) as the dependent variable. The population in this study were administrative employees at the Pontianak City Environmental Service, totaling 40 people. By using the saturated sampling technique, the entire population was sampled so that the number of respondents in this study was 40 people (Sugiyono, 2019).

Data collection was carried out through three main methods, namely observation, interviews, and questionnaires. Observations were made by directly observing employee behavior and work environment conditions. Interviews were conducted to gain a deeper understanding of the object of research through direct interaction with informants. Meanwhile, a questionnaire was used as the main research instrument which was prepared based on a Likert scale with intervals of 1-5 to measure respondents' perceptions of the variables studied. The data obtained were analyzed using descriptive and inferential statistics with the help of statistical software to test the relationship between the independent and dependent variables.

## **RESULTS AND DISCUSSION**

### **Research Results**

Based on the data on the characteristics of the respondents, the majority of employees of the Pontianak City Environmental Service are female (52.5%) and have the latest education level S1 (80%). In terms of age, the largest group is in the range of 36-45 years (30%), while the age

group above 50 years is the least (5%). This composition reflects the diversity of employees in terms of gender, education and age, which may affect their perspectives on the work environment, motivation and work engagement.

**Table 1.** Simultaneous Test Results ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	159.249	3	53.083	22.130	.000 <sup>b</sup>
	Residual	86.351	36	2.399		
	Total	245.600	39			

Dependent Variabel: *Organizational Citizenship Behavior (OCB)*

Predictorc: (Constant), Job Involvement, Work Environment, Work Motivation

Source: *Processed SPSS (2024)*

Based on the table above, it can be seen that the F-count column is 22.130, while the F-table is obtained from the df F (k; n - k) or F (3; 40 - 3) = (3; 37) and produces an F-table value of 2.86. From the results of this value, it explains that the value of F-count = 22.130 > F-table = 2.86 so it can be concluded that H0 is rejected, which means that there is a simultaneous influence of work environment variables (X1), work motivation (X2), and work involvement (X3) on organizational citizenship behavior variables (Y).

**Table 2.** T-Test Results

Variabel	B	Std.Error	Beta	t	Sig.
(Constant)	2.755	3.303	-	0.834	0.410
Work Environment	0.066	0.064	0.147	1.035	0.308
Work Motivation	0.075	0.063	0.140	1.189	0.242
Job Involvement	0.672	0.131	0.641	5.122	0.000

Based on the partial test results (t test) presented in Table 2, it is known that the work environment variable (X1) and work motivation (X2) have no significant effect on organizational citizenship behavior (Y) because each t-count value (1.035 and 1.189) is smaller than the t-table (2.028), so H0 is accepted and H1 is rejected. Meanwhile, the work involvement variable (X3) has a positive and significant effect on organizational citizenship behavior (Y) with a t-count value of 5.122 which is greater than the t-table (2.028), so H0 is rejected and H1 is accepted. This shows that the higher the employee work involvement, the higher the organizational citizenship behavior shown.

The results of this study indicate that multiple linear regression analysis is used to test the effect of work environment, work motivation, and work involvement on organizational citizenship behavior (OCB) of employees at the Pontianak City Environmental Service. Based on the results of the analysis with SPSS version 26, the regression equation is obtained:

$$Y = 2.755 + 0.066 X_1 + 0.075 X_2 + 0.672 X_3 ,$$

Which indicates that any increase in the independent variable will increase employee OCB. The t-test results show that work engagement has a significant effect on OCB with a t-value

of 5,122 and a p-value of 0.000 ( $<0.05$ ), while the work environment and work motivation have no significant effect. Furthermore, the results of the determination test (R-Square) show a value of 0.648 with an adjusted R-Square of 0.619, which means that 61.9% of the variation in OCB can be explained by the three variables, while 38.1% is influenced by other factors outside the model. This value indicates that the regression model has a moderate level of influence on employee OCB.

## Discussion

This study aims to determine the effect of work environment, work motivation, employee work involvement on employee organizational citizenship behavior at the Pontianak City Environmental Service. So in this study the researchers distributed questionnaires to 40 respondents of all employees. Researchers conducted tests using the SPSS version 26 program.

### *There is no Effect of Work Environment on Organizational Citizenship Behavior (OCB)*

The effect of the work environment on employee organizational citizenship behavior at the Pontianak City Environmental Service can be seen based on the results of hypothesis 1 test, for the work environment variable has no effect on the employee organizational citizenship behavior variable. This is evidenced by the statistical test results that the work environment variable (X1) has a coefficient value of - 0.066, which means that if the work environment decreases or has a negative value, the employee's organizational citizenship behavior increases and if the work environment increases, the employee's organizational citizenship behavior decreases. Likewise, with the test results that  $t\text{-count} (1.035) < t\text{-table} (2.028)$  with  $\text{sig } 0.308 > 0.05$ . This means that  $H_0$  is accepted and  $H_1$  is rejected so that the work environment variable (X1) has no effect on employee organizational citizenship behavior (Y).

Based on the observation, although the layout of the desks between employees that are close together causes chatter that disrupts concentration and results in neglected tasks, the condition of the work environment at the Pontianak City Environmental Service is still good and in accordance with applicable regulations. This does not have a significant effect on employee organizational citizenship behavior (OCB) for several reasons. First, despite the disruption from social interaction, employees have a high level of discipline and are able to prioritize their tasks well. Second, a supportive work environment, with adequate facilities and a positive atmosphere, helps employees continue to exhibit behaviors that support the organization, such as contributing more than just their obligations. In addition, strong support from superiors, clear communication, and a work culture that prioritizes cooperation also strengthen the level of organizational citizenship behavior (OCB). Employees feel valued and have a sense of responsibility towards the organization, so they continue to show loyalty, help colleagues, and carry out tasks with full commitment. Thus, even though there is a small disturbance from the work environment, other factors that support make employees' organizational citizenship behavior (OCB) behavior is maintained. The results of this study are reinforced by previous research conducted by Lathifah Priyandini et al., (2020) on the Effect of Organizational Commitment, Work Environment, and Motivation at Work on Organizational Citizenship Behavior (OCB) of Employees of PT Sport Glove Indonesia Wonosar Branch. The results of his research show that the work environment has no effect on employee organizational citizenship behavior (OCB).

### *There is no Effect of Work Motivation on Employee Organizational Citizenship Behavior (OCB)*

The effect of work motivation on employee organizational citizenship behavior (OCB) at the Pontianak City Environmental Service can be seen based on the results of hypothesis 2 testing,

for the work motivation variable has no effect on the employee organizational citizenship behavior variable. This is evidenced by the results of statistical tests that the work culture variable (X2) has a coefficient value of 0.075, which means that if work motivation in an organization is good or has a positive value, the organizational citizenship behavior of employees will also increase, and vice versa, if work motivation decreases, employee organizational citizenship behavior will also decrease. Similarly, the t-count value ( $1.189 < t\text{-table } (2.028)$  with a sig value of  $0.242 > 0.05$ ). This means that H0 is accepted H2 is rejected so that the work motivation variable (X2) has no effect on organizational citizenship behavior (Y).

Based on the results of observations, although it was found that employee work motivation was still not fully in accordance with the expectations of the agency, such as work piling up, in general the condition of work motivation at the Pontianak City Environmental Service remained good. This does not have a significant effect on employees' organizational citizenship behavior (OCB) because despite challenges at work, employees still show high commitment to their duties and the organization. They still behave positively, such as helping colleagues and contributing more than their obligations, thanks to a sense of responsibility and loyalty to the agency. Strong intrinsic motivation and support from superiors and coworkers make employees maintain OCB despite work pressures. The results of this study are in accordance with previous research conducted by Laelaty Mubarakah & Audita Nuvriasari (2024) that in a study conducted entitled the role of leadership and work motivation on organizational citizenship behavior with job satisfaction as mediation at the national committee for kretek preservation (knpk). The results of his research show that work motivation has no effect on organizational citizenship behavior.

#### *There is an Effect of Employee Work Involvement on Employee Organizational Citizenship Behavior (OCB)*

The effect of employee work involvement on employee organizational citizenship behavior at the Pontianak City Environmental Service can be seen based on the results of hypothesis 3 testing, for the employee work involvement variable has an effect on the employee organizational citizenship behavior variable. This is evidenced by the results of statistical tests that the employee work involvement variable (X3) has a coefficient value of 0.672, meaning that if employee work involvement increases, employee organizational citizenship behavior will increase, and vice versa if employee work involvement decreases, employee organizational citizenship behavior will also decrease. Likewise, the t-count value ( $5.122 > t\text{-table } (2.028)$  with sig  $0.026 < 0.05$ ). This means that H0 is rejected and H3 is accepted so that the employee work involvement variable (X3) has an effect on employee organizational citizenship behavior (Y).

Based on the results of observations, although initially it was found that employee work involvement was lacking due to too much focus on individual achievement, overall the condition of employee work involvement at the Pontianak City Environmental Service remained good. This shows that although there are differences in the initial level of engagement, other factors such as a supportive work culture and effective coaching from leaders help improve work engagement. Therefore, employee work engagement does not directly affect their organizational citizenship behavior (OCB), as employees already exhibit good OCB behaviors, regardless of initial challenges in work engagement. Leaders who coach employees well also play a role in maintaining employees' motivation and commitment to the organization, which supports OCB behavior regardless of the initial level of engagement. The results of this study are in accordance with previous research conducted by Yusni Restanti et al, (2024) entitled The effect of employee work involvement and on employee organizational citizenship behavior through work enthusiasm at

the Pontianak City Environmental Service. The results of his research show that employee work involvement affects employee organizational citizenship behavior.

## CONCLUSIONS

Based on the results of the study, work environment and work motivation have no effect on organizational citizenship behavior (OCB) of employees at the Pontianak City Environmental Service, as indicated by the significance values of 0.308 and 0.242 respectively which are greater than 0.05. In contrast, employee work engagement has a positive and significant effect on organizational citizenship behavior (OCB).

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