

THE INFLUENCE OF EMPLOYEE MOTIVATION AND WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATED BY EMPLOYEE JOB SATISFACTION AT THE MINISTRY OF INDUSTRY OF THE REPUBLIC OF INDONESIA

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Abstract

This study aims to analyze the effect of Employee Motivation and Work Environment on Organizational Citizenship Behavior mediated by Job Satisfaction at the Ministry of Industry of the Republic of Indonesia. The population in the study were Civil Servants (PNS) within the Ministry of Industry of the Republic of Indonesia with a population of 1736 employees with a sample size of 317 employees, who served at the head office of the Ministry of Industry of the Republic of Indonesia. The sampling of this study used the Krejji and Morgan (1971) table to obtain quantitative data from a modified online questionnaire based on questions that already exist in the previous literature. The data analysis technique used is the Structural Equation Modeling (SEM) method. The statistical method used to test the hypotheses proposed in this study is Partial Least Square (PLS) with the help of the SmartPLS program. The results showed that work motivation and work environment have a positive and significant effect on employee job satisfaction and organizational citizenship behavior at the Ministry of Industry. On the other hand, research also shows that job satisfaction has a positive but insignificant effect on organizational citizenship behavior and job satisfaction is not able to mediate the effect of work motivation and work environment on organizational citizenship behavior.

Keywords: Employee Motivation, Work Environment, Employee Job Satisfaction, *Organizational Citizenship Behavior*

INTRODUCTION

The Ministry of Industry has consistently improved the performance of implementing bureaucratic reforms as evidenced by the achievement of the Bureaucratic Reform Index with a score of 80.01 and the category of EXCELLENT (A-) in 2023. The commitment of the Ministry of Industry in applying bureaucratic reform policies will continue to be improved and maintained in the following years. In line with efforts to simplify the bureaucracy, the Ministry of Industry has carried out "Simplification of Organizational Structure" by cutting Administrative Officials to a total of 146 Officials through the Minister of Industry Regulation Number 8 of 2023 concerning Organization and Work Procedures. The success of bureaucratic reform is not only in improving governance but must be able to have an impact that is directly felt by the community. In 2023 the Ministry of Industry entered the Green Zone Category which means that the Public Service Standards Compliance has High Quality with a score of: 85,92. Whereas in 2022 the Ministry of Industry entered the Green Zone Category which means that Compliance with Public Service Standards has the Highest Quality with a Value: 88.25 (Adjustment et al., n.d.). The factor causing this score drop is because during the assessment

process there are several supporting documents needed for the assessment that cannot be fulfilled by the work unit. This means a decrease in commitment to the timely fulfillment of files from HR in the work unit. From the results of a 2 time pre-survey, it was found that Motivation, Work Environment, Employee Job Satisfaction and Organizational Citizenship Behavior are variables that need to be studied because they have a large percentage of "no".

In Diya Kasih's research (2022), it is stated that Wuldanari's research (2018) states that job satisfaction has an insignificant effect on OCB, while in Fitrianasari, Nimran, and Utami's research (2013) it is stated that job satisfaction has a significant effect on OCB. The inconsistency of these previous findings provides an opportunity for this study to retest in research settings in different organizations (Puspitasari & Kusriani, 2022). The satisfaction factor at work can have an impact on the emergence of OCB. Job satisfaction is a positive perception of the tasks received by individuals, when individuals feel job satisfaction, individuals tend to behave to help the organization achieve goals even though this exceeds their responsibilities. Individuals spend half of their lives at work in the office, therefore job satisfaction is an important thing to fulfill. How the organization supports by providing facilities, attention, and even giving awards that can result in employees feeling satisfied with the organization (Puspitasari & Kusriani, 2022). The results of research at PT BPR Bank Bantul (Perseroda) show that the work environment has a negative effect on OCB, work motivation has a positive and significant effect on OCB, and job satisfaction has a positive and significant effect on OCB. And simultaneously the variables of work environment, work motivation, and job satisfaction have a significant effect on Organizational Citizenship Behavior (OCB) at PT BPR Bank Bantul (Perseroda) (Virnanda & Armanu, 2023). Considering the results of previous research and testing the extent of the relationship between work motivation and work environment on employee job satisfaction and its relationship in the formation of Organizational Citizenship Behavior, this study was conducted with the title: "The Effect of Employee Motivation and Work Environment on Organizational Citizenship Behavior Mediated by Employee Job Satisfaction at the Ministry of Industry of the Republic of Indonesia".

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The behavior of employees who perform tasks outside their responsibilities voluntarily is called Organizational Citizenship Behavior (OCB). Altruism, sportsmanship, conscientiousness, civic virtue, and courtesy are five dimensions that cover this behavior (Fay, 1967). To achieve organizational goals, organizations need human resources who have extra-role performance by first having a positive attitude at work. A positive attitude leads to satisfaction which is ultimately shown by volunteering or OCB (Puspitasari & Kusriani, 2022). Organizational Citizenship Behavior (OCB) is related to the Sustainable Development Goals (SDGs) through several aspects. OCB can contribute to the achievement of SDGs by reducing environmental impacts, increasing awareness and participation, and improving organizational performance. However, it is important to remember that OCB can impact various aspects of the SDGs, depending on the context and implementation.

One aspect of human resource management that can be used as an increase in employee work is high motivation, with high motivation a person can work efficiently. Motivation is also a factor that becomes a driving force that creates a person's work desire to be able to complete his work. based on previous research According to Kristinae (in George & Jones, 2018), work motivation can be defined as a psychological impulse to a person that determines the direction of a person's behavior in an organization, the level of effort (level of effort), and the level of persistence or resilience in the face of an obstacle or problem (level of persistence) (Prabowo & Lesmana, 2023).

Apart from motivation, the work environment also plays a role in providing a sense of satisfaction to employees. According to Sudiarditha et al., (in Nitisemito, 2016) that the work

environment is everything that is around the workers and can affect him in carrying out the assigned tasks. The work environment can affect a person's emotions so employees need a work environment that allows them to work freely without problems so that they can increase their full potential at work (Prabowo & Lesmana, 2023). Sedarmayanti states that broadly speaking, the type of work environment is divided into 2, namely the physical working environment and the non-physical working environment (Sazly Syukron, 2020). The physical working environment is all physical conditions found around the workplace that can affect employees either directly or indirectly. Fellow coworkers Non-physical working environment is all the circumstances that occur related to work relationships, both relationships with superiors and relationships, or relationships with subordinates (RST et al., 2022).

Job satisfaction is the attitude of one's feelings that employees really want from the results of work and from their work (Wuisan, Palupi Meilani, & Sutawidjaya, 2020). Job satisfaction affects employee work attendance and the reciprocity provided to the organization (Wuisan et al., 2020). Job satisfaction can be described by the suitability of employee salaries, work facilities obtained, employee opportunities for advancement, positions, and supportive leaders and coworkers, the existence of awards (Wuisan et al., 2020). Job satisfaction is a positive or pleasant perspective from employees towards the organization and the tasks they receive (Puspitasari & Kusriani, 2022). Job satisfaction is a very important and quite interesting factor because the benefits are proven to be good for employees, companies and society. Especially for employees, with job satisfaction employees will be as much as possible to improve their performance. As the opinion of Robbins & Coulter in Edison, Anwar, Komariah (2017: 210) which states that, "job satisfaction refers to a person's general attitude towards his or job" (job satisfaction is a person's general attitude towards his job). Therefore, it is the duty of managers to create job satisfaction for employees. Because with job satisfaction it can make a comfortable work atmosphere and high morale. Basically job satisfaction is something that is individual, because each individual has a different level of job satisfaction (Sukanto & Gilang, 2018).

The research will identify a conceptual framework to describe this research using work motivation, work environment, job satisfaction and organizational citizenship behavior, as the variables to be tested. From the description above, the relationship between variables is obtained as follows:

1. Relationship between Job Motivation and Job Satisfaction

Motivation is a drive or willingness that comes from an individual to produce better work (Olatokun & Nwafor, 2012). The stronger the intrinsic motivation, the greater the employee's desire to show the results of his behavior at work according to organizational goals (Sunardi et al., 2020). Through the fulfillment of intrinsic motivation, satisfaction will arise which provides employee happiness and has an impact on the organization (Kurniawan & Nurohmah, 2022). Employees who have high intrinsic motivation will cause high job satisfaction, as in the research of Taufiq (2016), Trisianto Budi (2021), and Aswara and Kurniawan (2023) which states that intrinsic motivation has a significant effect on job satisfaction (Puspitasari & Kusriani, 2022). Considering the research results described previously, the research hypothesis is formulated as follows:

H1: Work motivation has a positive and significant effect on employee job satisfaction.

2. Relationship between Work Environment and Employee Job Satisfaction

The results showed that there was a partial influence between the work environment on employee job satisfaction at the Outpatient Installation Division of Bhayangkara TK.I I.R Said Sukanto Hospital Jakarta (Sopian, 2024). There is a positive influence between the work environment on employee job satisfaction at PT Dexter Ekspressindo Jakarta (RST et al., 2022). Considering the research results previously described, the research hypothesis is formulated as follows:

H2: Work environment affects employee job satisfaction.

3. Relationship between Work Motivation and Organizational Citizenship Behavior (OCB)
The encouragement that comes from an individual to encourage himself to work is intrinsic motivation (Sunardi et al., 2020). This encouragement makes individuals do good activities even in completing a job (Mukhodah and Ranihusna 2018). Employees who have intrinsic motivation will have a passionate attitude at work without coercion from superiors and even volunteer (OCB) (Solihin & Manurung, 2020). The greater the intrinsic motivation in employees, the higher the OCB behavior, as in previous studies from Septiawati, Karnati, and Rochanah (2019), Solihin and Manurung (2020), and Mukhodah and Ranihusna (2018) which state that intrinsic motivation has a significant positive effect on OCB. Considering the research results described previously, the research hypothesis is formulated as follows:
H3: Work motivation affects employee organizational citizenship behavior.
4. Relationship between Work Environment and Organizational Citizenship Behavior
Nurhayati, Minarsih, & Wulan's research (2016) resulted in a positive and significant influence of the Work Environment on Organizational Citizenship Behavior (OCB) at PT Perwirabhakti Sentrasejahtera in Semarang City. Then, Zufriah D (2020) shows that the Work Environment affects Organizational Citizenship Behavior (OCB) of employees of the Sadar Sejahtera Cooperative, South Sumatra. Research conducted by Nurhidayah Et Al., (2016) which suggests that the Work Environment has a positive effect on Organizational Citizenship Behavior (OCB) in Primary School Teachers in Pulo Gadung District (Virnanda & Armanu, 2023). According to the results of data processing, it was found that the work environment has a significant positive effect on job satisfaction (Dewantara & Tambunan, 2023). Considering the research results previously described, the research hypothesis is formulated as follows:
H4: Work environment has a positive and significant effect on employee organizational citizenship behavior.
5. The Relationship of Employee Job Satisfaction to Organizational Citizenship Behavior
Job satisfaction is an individual's feeling towards the results of his work and the organization (Kurniawan & Nurohmah, 2022). Employees who feel satisfaction will perform beyond their work role (OCB) (Lestari & Ghaby, 2018). OCB is the behavior of employees who contribute more than their job demands (Lestari & Ghaby, 2018). OCB is enhanced through job satisfaction, employees who have an OCB attitude contribute to the success and continuity of the organization, (Pradhiptya, 2018). The higher the employee's job satisfaction, the higher the OCB behavior. In previous research Sukanto and Gilang (2018), Wahyuni and Supartha (2019), and Wicaksono and Gazali (2021) stated that job satisfaction has a significant effect on OCB (Puspitasari & Kusri, 2022). According to Robbins and Judge (2015: 53), it seems logical to assume job satisfaction should be a major determinant of workers' organizational citizenship behavior. Satisfied workers should be seen speaking positively about the organization, helping others and exceeding normal expectations in their work, perhaps because they want to reciprocate their positive experiences. So it can be interpreted that there are several factors that support OCB in employees. One of them is job satisfaction has an important role in the formation of Organizational citizenship behavior (OCB). Job satisfaction is a factor from within the employee. Where from the results of previous research concluded that job satisfaction has a positive effect on Organizational citizenship behavior (OCB) (Sukanto & Gilang, 2018). Considering the results of the research previously described, the research hypothesis is formulated as follows:
H5: Job Satisfaction affects employee organizational citizenship behavior.
6. Relationship between Work Motivation and Organizational Citizenship Behavior (OCB) mediated by Employee Job Satisfaction
Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB). The higher the employee gets Work Motivation, the tendency of an employee will increase to work, the higher the possibility of employees doing voluntary behavior to do work that exceeds

the standard of the assigned tasks or Organizational Citizenship Behavior (OCB) (Virnanda & Armanu, 2023). This study states that simultaneously the variables of work environment, work motivation, and job satisfaction have a significant effect on Organizational Citizenship Behavior (OCB) at PT BPR Bank Bantul (Perseroda) (Virnanda & Armanu, 2023). Considering the research results described previously, the research hypothesis is formulated as follows:

H6: *Work motivation has a positive and significant effect on employee organizational citizenship behavior mediated by job satisfaction.*

7. Relationship between Work Environment and Organizational Citizenship Behavior (OCD) mediated by Employee Job Satisfaction

Research on the Effect of Work Environment on Organizational Citizenship Behavior Mediated by Job Satisfaction for Office Employees of PT Sketsa Cipta Graha, Surabaya by Yuni Putri Dewantara and Damelina Basauli Tambunan shows that job satisfaction mediates the relationship between work environment and organizational citizenship behavior of PT Sketsa Cipta Graha employees (2023). Considering the research results described previously, the research hypothesis is formulated as follows:

H7: *The work environment has a positive and significant effect on employee organizational citizenship behavior mediated by job satisfaction.*

RESEARCH METHODS

This study aims to obtain answers related to how the influence of work motivation and work environment on organizational citizenship behavior mediated by job satisfaction as previous research on the Effect of Work Environment, Work Motivation and Job Satisfaction on Organizational Citizenship Behavior (OCB) (Virnanda & Armanu, 2023). This research uses a quantitative approach (Virnanda & Armanu, 2023). Creswell explains that quantitative research is a method used to test certain theories by examining the relationship between variables.

The population used in this study were employees within the Ministry of Industry totaling 1,736 employees (as of January 1, 2025) with a sample size of 317 respondents. Data collection from a modified online questionnaire based on questions that already exist in the previous literature. The data analysis technique used is the Structural Equation Modeling (SEM) method. The statistical method used to test the hypotheses proposed in this study is Partial Least Square (PLS) with the help of the SmartPLS program.

RESULTS AND DISCUSSION

The results showed that of the 317 respondents, it was found that most of the respondents were 36-40 years old, had the latest Postgraduate education (S2), and had worked for 11- 15 years. Respondents' assessments of the variables of Work Motivation, Work Environment, Job Satisfaction, and Organizational Citizenship Behaviour (OCB) were perceived with a high level of agreement, indicated by the average value of the variables between 3.40 - 4.20.

The results of the outer model evaluation show that all indicators meet convergent validity, discriminant validity, and construct reliability. So that all indicators are declared valid and reliable and an inner model evaluation can be carried out. Evaluation of the structural model or inner model is a stage to evaluate goodness of fit which includes the coefficient of determination and predictive relevance and hypothesis testing. The R-square value of the Job Satisfaction variable is 0.629 or 62.9%. This can show that the diversity of the Job Satisfaction variable can be explained by the Work Motivation and Work Environment variables by 62.9%. Or in other words, the contribution of the influence of the Work Motivation and Work Environment variables on Job Satisfaction is 62.9%. While the remaining 37.1% is the contribution of other variables not discussed in this study. The R-square value of the OCB variable is 0.532 or 53.2%. This can show that the diversity of OCB variables can be explained by Work Motivation, Work Environment, and Job Satisfaction variables by 53.2%. Or in

other words, the contribution of the influence of Work Motivation, Work Environment, and Job Satisfaction variables on OCB variables is 53.2%. While the remaining 46.8% is the contribution of other variables not discussed in this study. In addition, the value of predictive relevance (Q^2) in all models is positive, indicating that the model is said to be able to predict well. The VIF value is also known <5 for work motivation and work environment variables on job satisfaction and VIF value <5 for work motivation and work environment variables on OCB, as well as VIF value <5 for job satisfaction variables on OCB. So it can be concluded that there is no significant multicollinearity problem between these variables.

Significance testing is used to test whether there is an influence of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value $\geq$ T-table (1.96) or the P value $<$ significant alpha 5% or 0.05, it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of significance testing and the model can be seen through table 1 below:

Table 1. Direct Hypothesis Test Results

Influence	Coefficient	T Statistics	P Values	f Square
Work Motivation-> <i>Job Satisfaction</i>	0.395	9.808	0.000	0.268
Work Environment-> <i>Job Satisfaction</i>	0.490	11.550	0.000	0.414
Work Motivation-> OCB	0.483	8.516	0.000	0.252
Work Environment-> OCB	0.339	5.393	0.000	0.111
<i>Job Satisfaction</i> -> OCB	-0.012	0.165	0.869	0.000

The test results of the effect of Work Motivation on Job Satisfaction resulted in a T Statistics Value of 9.808 with a P Value of 0.000. The test results show that the T Statistics Value >1.96 and P Value <0.05 . This means that there is a significant effect of Work Motivation on Job Satisfaction. The resulting coefficient is positive, namely 0.395. Thus it can be interpreted, the higher the work motivation, the more likely it is to increase Job Satisfaction. The test results support previous research which shows that the stronger motivation, the greater the desire of employees to show the results of their behavior in working according to organizational goals (Sunardi et al., 2020). Previous studies have identified that through fulfilling motivation, satisfaction will arise which provides employee happiness and has an impact on the organization (Kurniawan & Nurohmah, 2022). For example, employees who have high motivation will cause high job satisfaction, as in the research of Taufiq (2016), Trisianto Budi (2021), and Aswara and Kurniawan (2023) which states that motivation has a significant effect on job satisfaction (Puspitasari & Kusriani, 2022).

The test results of the effect of the Work Environment on Job Satisfaction resulted in a T Statistics Value of 11,550 with a P Value of 0.000. The test results show that the T Statistics Value >1.96 and P Value <0.05 . This means that there is a significant effect of Work Environment on Job Satisfaction. The resulting coefficient is positive, namely 0.490. Thus it can be interpreted, the better the Work Environment, the more likely to increase Job Satisfaction. The test results support previous research which shows that there is an influence between the work environment on employee job satisfaction at the Outpatient Installation Division of the Bhayangkara TK.I I.R Said Sukanto Hospital Jakarta (Sopian, 2024). Another study, namely There is a positive influence between the work environment on employee job satisfaction at PT Dexter Ekspressindo Jakarta (RST et al., 2022).

The test results of the effect of Work Motivation on OCB resulted in a T Statistics Value of 8.516 with a P Value of 0.000. The test results show that the T Statistics Value >1.96 and P Value <0.05 . This means that there is a significant effect of Work Motivation on OCB. The resulting coefficient is positive, namely 0.483. Thus it can be interpreted, the better the high work motivation, the more

likely to increase OCB. The test results support previous research which shows that employees who have motivation will have a passionate attitude at work without coercion from superiors and even volunteer (OCB) (Solihin & Manurung, 2020). The encouragement that comes from an individual to encourage himself to work is motivation (Sunardi et al., 2020). This encouragement makes individuals do good activities even in completing a job (Mukhodah and Ranihusna 2018). The greater the motivation in employees, the higher the OCB behavior, as in previous research from Septiawati, Karnati, and Rochanah (2019), Solihin and Manurung (2020), and Mukhodah and Ranihusna (2018) which state that motivation has a significant positive effect on OCB (Puspitasari & Kusri, 2022).

The test of the effect of Work Environment on OCB resulted in a T Statistics Value of 5,393 with a P Value of 0.000. The test results show that the T Statistics Value >1.96 and P Value <0.05 . This means that there is a significant influence of Work Environment on OCB. The resulting coefficient is positive, namely 0.339. Thus it can be interpreted, the better the Work Environment, the more likely to increase OCB. The test results support previous research which shows that the work environment has a significant positive effect on job satisfaction (Dewantara & Tambunan, 2023). But in other studies, it is stated that the Work Environment has a negative effect on Organizational Citizenship Behavior (OCB). This means that the work environment has no effect on the high and low behavior of Organizational Citizenship Behavior (OCB) of employees at PT BPR Bank Bantul (Perseroda) (Virnanda & Armanu, 2023).

The test results of the effect of Job Satisfaction on OCB produced a T Statistics Value of 0.165 with a P Value of 0.869. The test results show that the T Statistics Value <1.96 and P Value >0.05 . This means that there is no significant effect of Job Satisfaction on OCB. The test results do not support previous research which shows that employees who feel satisfaction will perform beyond their work roles (OCB) (Lestari & Ghaby, 2018) because it is mentioned in subsequent research that job satisfaction is an individual's feeling towards the results of his work and the organization (Kurniawan & Nurohmah, 2022). OCB is the behavior of employees who contribute more than their job demands (Lestari & Ghaby, 2018). OCB is enhanced through job satisfaction, employees who have an OCB attitude contribute to the success and continuity of the organization (Pradhiptya, 2018).

Table 2. Indirect Hypothesis Test Results

Influence	Coefficient	T Statistics	P Values	f square
<i>Job Motivation-> Job Satisfaction-> OCB</i>	0.395	9.808	0.000	0.268
<i>Work Environment-> Job Satisfaction-> OCB</i>	0.490	11.550	0.000	0.414

The test results of the effect of Work Motivation on OCB through job satisfaction resulted in a T Statistics Value of 0.163 with a P Value of 0.870. The test results show that the T Statistics Value <1.96 and P Value >0.05 . This means that there is no significant effect of Work Motivation on OCB through job satisfaction. Thus it can be interpreted that job satisfaction is not able to mediate the effect of Work Motivation on OCB. The test results do not support previous research which shows that work motivation has a significant positive effect on OCB through job satisfaction, so the job satisfaction variable can be said to have an influence or mediation between work motivation on OCB. (Fadilah, 2024) Other research also shows that simultaneously work environment variables, work motivation, and job satisfaction have a significant effect on Organizational Citizenship Behavior (OCB) at PT BPR Bank Bantul (Perseroda) (Virnanda & Armanu, 2023). Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB). The higher the employee gets Work Motivation, the tendency of an employee will increase to work, the higher the possibility of employees doing voluntary work behavior that exceeds the standard of the assigned tasks or Organizational Citizenship Behavior (OCB) (Virnanda & Armanu, 2023).

The test results of the effect of Job Environment on OCB through Job Satisfaction resulted in a T Statistics Value of 0.163 with a P Value of 0.870. The test results show that the T Statistics Value <1.96 and P Value >0.05. This means that there is no significant effect of Work Environment on OCB through Job Satisfaction. Thus it can be interpreted that Job Satisfaction is not able to mediate the effect of Work Environment on OCB. The test results do not support previous research which shows that job satisfaction mediates the relationship between work environment and organizational citizenship behavior of PT Sketsa Cipta Graha employees (Dewantara, 2023).

CONCLUSION

Work motivation and work environment have a positive and significant effect on employee job satisfaction. Work motivation and work environment have a positive and significant effect on organizational citizenship behavior. Job satisfaction has a positive but insignificant effect on organizational citizenship behavior. Thus, job satisfaction is not able to mediate the effect of work motivation and work environment on organizational citizenship behavior.

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