

THE EFFECT OF WORK ENVIRONMENT, EMPLOYEE ENGAGEMENT, AND EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This study aims to investigate the effects of work environment, employee engagement and emotional intelligence on organizational citizenship behaviour (OCB). Data collection techniques through questionnaires were distributed to 76 respondents. The data were gathered by a questionnaire survey, and Partial Least Squares analysis was used as the data analysis approach. The results obtained that work environment has a significant effect on organizational citizenship behavior. Employee engagement has a significant effect on organizational citizenship behavior and emotional intelligence has a significant effect on organizational citizenship behavior. This study contributes to the organisational citizenship behaviour literature by examining how work environmental, employee engagement and emotional intelligence affects organizational citizenship behaviour. The study implies that when organizations are willing to improve the work environment, employee engagement, and emotional intelligence, their employees will be doing more organizational citizenship behavior.

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1. INTRODUCTION

Human resources as a strategic factor in organizational activities require management that refers to management functions known as Human Resource Management (HRM) (Ferine & Sembiring, 2018, p. 2). Human Resource Management (HRM) is a process of activities consisting of planning, organizing, executing, controlling, and supervising, with the aim of ensuring that human resource activities run smoothly. Furthermore, human resource management can also impact the behavior, attitudes, and performance of employees within the organization (Noe et al., 2016, p. 35). All the attitudes of individuals and groups that can influence an organization are studied in a field called organizational behavior (Syah, 2019, p. 1).

Organizational citizenship behavior (OCB) is a voluntary behavior that can support the effective functioning of an organization by engaging in activities that go beyond an employee's formal job responsibilities (Tewal et al., 2017, p. 44). According to Lestari & Ghaby (2018) employees who exhibit organizational citizenship behavior (OCB) will demonstrate active engagement within the organization, a willingness to collaborate, and effective utilization of work time. According to Naway (2018, p. 82), there are several benefits of OCB, such as enhancing work productivity, preventing conflicts among coworkers, boosting morale, fostering group cohesion, and cultivating loyalty and commitment to the organization.

According to Wajidi (2021) and Thamrin (2023), there is a relationship between OCB and the workplace environment, a better workplace environment in a company will enhance OCB among employees. According to Nurhayati et al. (2016), a good workplace environment motivates employees to carry out their job activities effectively and optimally. If the work environment is safe, healthy, and comfortable for employees, it will support the development of organizational citizenship behavior in an employee. In addition to the work environment, OCB is also influenced by employee engagement. Engaged employees will contribute their best abilities and skills to the success of the company (Paramitha & Rijanti, 2022). Moreover, engaged employees will actively participate in organizational programs and their work, leading them to exhibit positive behavior towards their organization, as demonstrated by organizational citizenship behavior (Priyono et al., 2021).

In addition to employee engagement, the presence of emotional intelligence in employees can foster motivation for them to perform their tasks effectively (Mubarok et al., 2019). According to Goller & Dewi (2020) employees with emotional intelligence are more capable of achieving predetermined work goals. Therefore, with this strong motivation, employees can facilitate the realization of OCB.

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The Public Facility Maintenance Agency (PPSU) workers are a local government unit operating at the sub-district level with five primary tasks, namely, handling road infrastructure, handling drainage infrastructure, handling park infrastructure, handling cleanliness infrastructure, and handling street lighting infrastructure. With the presence of PPSU as part of public service related to facilities and infrastructure, it is expected that they exhibit initiative in performing their duties and willingly engage in tasks without expecting rewards. Therefore, it is expected that every PPSU officer can exhibit OCB in carrying out their job tasks.

In the academic literature, scholars have a different view on how companies can increase organizational citizenship behavior. Many researchers investigate the factors that impact employees' OCB. Wajidi (2021), reports that the work environment has a positive and significant relationship with organizational citizenship behavior (OCB). However, the research conducted by Subastono et al. (2023) found that the work environment does not influence organizational citizenship behavior (OCB).

According to the research conducted by Maryam et al. (2021) and Meniado (2020), there is a positive and significant relationship between employee engagement and organizational citizenship behavior (OCB). This implies that the better the work environment, the more employee OCB behavior will increase. However, the study conducted by Dalimunthe & Zuanda (2020) indicated that there is no significant correlation between employee engagement and OCB.

Another study related to the emotional intelligence variable, conducted by Luxmi & Vashisht (2017), indicates a positive correlation between emotional intelligence and organizational citizenship behavior (OCB). The research results show that higher emotional intelligence leads to an increase in OCB. Meanwhile, Prastiwi (2018) suggests that there is no significant relationship between emotional intelligence and OCB. Thus, it is necessary to understand the effect of work environment, employee engagement, and emotional intelligence on organizational citizenship behavior".

Literature Review

Relationships between Work Environment and Organizational Citizenship Behaviour

Work environment is a crucial element when employees carry out tasks for the company. It can affect an employee's excitement or love for work by focusing on a positive work environment or providing settings that encourage motivation. The work environment encompasses all the environmental factors within a company that influence employees in carrying out their activities. These factors include temperature, humidity, lighting, cleanliness, as well as the facilities and equipment used for work (Afandi, 2018, p. 66). A conducive work environment encourages employees to perform their job activities well and to the fullest extent. If employees have a safe, healthy, and comfortable work environment, it will support the development of organizational citizenship behavior in an employee. This statement is supported by the research of Wajidi et al. (2021) and Thamrin et al. (2023), which states a significant relationship between the work environment and organizational citizenship behavior. It indicates that the better the company's work environment, the higher the level of organizational citizenship behavior exhibited by employees. Based on these arguments, this study postulates that:

H1 : Work environment had a significant influence on organizational citizenship behavior of employees.

Relationships between Employee Engagement and Organizational Citizenship Behaviour

Employee engagement is a state in which an employee feels engaged and enthusiastic to make an extra effort for the company where they work (Ferizal, 2016, p. 17). Engaged employees will contribute their best abilities and skills to the success of the company (Paramitha & Rijanti, 2022). According to Priyono et al. (2021), engaged employees will actively participate in organizational programs and their work, leading them to exhibit positive behavior towards their organization, as demonstrated by organizational citizenship behavior. If employees have good engagement, organizational citizenship behavior can increase. In line with the research by Ullah et al. (2018) and Maryam et al. (2021) they state that there is a positive and significant relationship between employee engagement and organizational citizenship behavior. This indicates that the stronger an employee's engagement, the higher the level of organizational citizenship behavior in that employee. Based on these arguments, this study postulates that:

H2 : Employee Engagement had a significant influence on organizational citizenship behavior of employees.

Relationships between Emotional Intelligence and Organizational Citizenship Behaviour

Emotional intelligence is the skill of recognizing and managing emotions in oneself and in relationships with others (Malahayati et al., 2020). Having emotional intelligence will create enthusiasm in employees, allowing them to perform their tasks well ((Mubarok et al., 2019).

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According to Goller & Dewi (2020), employees with high emotional intelligence are more capable of achieving predetermined work goals. Therefore, with good motivation, employees can exhibit organizational citizenship behavior (OCB). In line with research conducted by Hasibuan & Wahyuni (2022) and Kim & Park (2020), which state that there is a positive and significant impact of emotional intelligence on organizational citizenship behavior. This indicates that higher emotional intelligence has a positive effect on organizational citizenship behavior. Based on the arguments, this study postulates that:

H₃: Emotional intelligence had a significant influence on organizational citizenship behavior of employees.

Based on the previous literature and developed hypotheses, the following theoretical framework was formed:

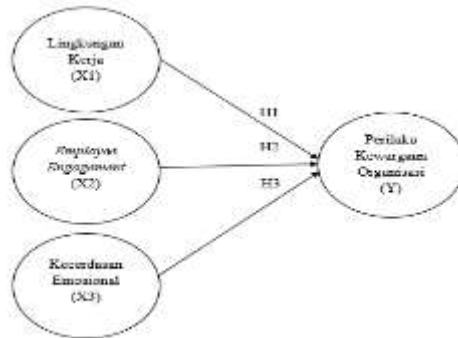


Figure 1: Research Framework

2. METHOD

This study consists of independent and dependent variables measured using a Likert scale. The Likert scale comprises five response options, ranging from strongly agree to strongly disagree. The first variable, work environment was measured by 6 items adapted from Sedarmayanti (2010). To measure the second variable, employee engagement, six items were adapted from Soane, et al (2019). These items measure the extent of employee engagement according to the intellectual, social, affective, dimensions. The third variable, organisational citizenship behaviour, was measured by modifying several OCB measures, drawn from prior theoretical studies by Podsakoff et al. (2009) and Podsakoff and McKenzie (1994).

Using total population sampling, a sample of 76 workers who were employed by the government as freelance daily workers were selected. They were involved in removing garbage from the street. Prior to the data collection, permission to carry out the study was obtained from the management of the organisation. The participants were given instructions on how to complete the questionnaire and explanations of the statements that were included in it before they began. 7 of the 76 surveys were eliminated because there were blanks in the questionnaires, out of a total of 69. Profiles of the responders are shown in Table 1.

Based on the data in the table, it is shown that 94% of the respondents are male. Based on the collected data, it can be concluded that the majority of the respondents in the study fall within the age range of 31-40 years and have a majority with a senior high school education.

Table 1: Respondents' Profiles

Demographic Variable	Category	Frequency	Percentage (%)
Age	20-30 years old	19	28
	31-40 years old	24	34
	41-50 years old	19	28
	>50 years old	7	10
Education	Junior High School	8	11
	Senior High School	55	80
	Associate's degree	4	6
	Bachelor Degree	2	3
Gender	Female	3	6
	Male	66	94

3. RESULTS AND DISCUSSION

This research utilizes the SmartPLS 4.0 software. Inferential data analysis was conducted through the testing of the measurement model (Outer Model), which includes validity and reliability tests, as well as the structural model (Inner Model) through R-Square testing. Furthermore, hypothesis testing was carried out using the T-Test.

Measurement Model Analysis

Table 2: Results of Convergent Validity Test

Variables		Factor Loadings	Composite Reliability	Average Variance Extracted (AVE)
Work Environment	Air temperature	0.58–0.82	0.867	0.523
	Working relationships	0.68–0.71		
	Fairness in the workplace	0.66–0.84		
Employee Engagement	Vigor	0.68–0.71	0.878	0.547
	Social engagement	0.7–0.78		
	Affective engagement	0.73–0.81		
Emotional Intelligence	Self-awareness	0.69–0.72	0.892	0.509
	Self-management	0.69–0.82		
	Social awareness	0.65–0.68		
	Relationship management	0.70–0.71		
OCB	Altruism	0.70–0.71	0.919	0.536
	Conscientiousness	0.64–0.83		
	Sportmanship	0.64–0.65		
	Courtesy	0.83–0.84		
	Civic virtue	0.58–0.79		

Table 3: Cronbach alpha

Construct	Cronbach alpha
Work Environment (LK)	0.813
Employee Engagement (EE)	0.833
Emotional Intelligence (KE)	0.862
Organisational Citizenship Behaviour (OCB)	0.901

Structural Model and Hypothesis Testing

Following the measurement validation through convergent and discriminant validity. In Table 2, it is observed that the loading factor values for each indicator, overall, exceed 0.5. The highest obtained value is 0.848, and the lowest is 0.585. With all indicator values surpassing 0.5, it can be concluded that all the indicators used are considered valid and capable of measuring the variable accurately. Furthermore, it is known that the AVE (Average Variance Extracted) values for the variables work environment, employee engagement, emotional intelligence, and organizational citizenship behavior have all exceeded 0.5. The highest AVE value is found in the employee engagement variable with a value of 0.547. Since all AVE values for each variable have exceeded 0.5, it can be concluded that the variables in this study are considered valid, meaning that the indicators used can measure the designated variables.

From the table above, it is evident that the results of testing for composite reliability values for the variables organizational citizenship behavior, work environment, employee engagement, and emotional intelligence have all exceeded 0.7. Furthermore, for Cronbach's alpha, it is known that for the variables organizational citizenship behavior, work environment, employee engagement, and emotional intelligence, all values have exceeded 0.6. Therefore, it can be concluded that all components of the variables in this study are considered reliable. This aligns with the opinion of Hamid & Anwar (2019, p. 42), which states that a variable is considered reliable when composite reliability values exceed 0.7 and Cronbach's alpha exceeds 0.6

Table 4: Hypothesis testing

	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Work Environment (X1) -> OCB (Y)	0.237	2.750	0.006
<i>Employee Engagement (X2) -> OCB (Y)</i>	0.328	2.463	0.014
Emotional Intelligence (X3) -> OCB (Y)	0.410	3.831	0.000

Discussion

Based on the research conducted by the researchers, the results show that the work environment variable positively influences organizational citizenship behavior, with an original sample value of 0.237 or 23.7% and shows the results of t count 2,750 > t table 1,997 with a significant value (P Values) of 0.006 < 0.05, which means that it can be concluded that Hypothesis 1 is accepted. The influence of the work environment on organizational citizenship behavior indicates that the better the work environment, the better the organizational citizenship behavior of officers. This is because a good work environment can create a healthy, safe, and comfortable atmosphere that supports employees to work optimally and be more enthusiastic. This encouragement will create extra employee behaviors, such as enthusiasm for work beyond expectations. This is directly proportional to research conducted by Wajidi (2021) on 414 workers in Pakistan and a study conducted by Thamrin (2023), which stated that there is a significant influence between the work environment and organizational citizenship behavior.

In the employee engagement variable, the research results show t count 2.463 > t table 1.997; this explains that employee engagement has an influence on organizational citizenship behavior with an original sample value (O) of 0.328, so it can be interpreted that the contribution of employee engagement to organizational citizenship behavior is equal to 32.8% with a significant value (P Values) of 0.014 < 0.05, which means that there is a significant influence between employee engagement and organizational citizenship behavior. Based on these results, Hypothesis 2 is accepted, meaning there is a significant influence between employee engagement and organizational citizenship behavior with a positive relationship direction. The better the level of employee engagement, the better the organizational citizenship behavior. This is because engaged employees or workers will not only improve their performance, but employees will try to improve the performance of the organization. Employees will connect with their organization so that they can focus on physical and psychological efforts, including carrying out extra behavior outside of their duties and responsibilities (Maryam et al., 2021). This is directly proportional to research conducted by Maryam (2023) on 610 sewage workers in Jakarta, which stated that the better the employee engagement of the workers, the better the organizational citizenship behavior.

Furthermore, the emotional intelligence variable had a significant influence on organizational citizenship behavior. This variable has a positive relationship or influence, which can be seen through the original sample with a magnitude of 0.410 or 41% and shows the results of t count 3,831 > t table 1,997 with a significant value (P Values) of 0,000 < 0.05, which means it can be concluded that Hypothesis 3 is accepted, meaning that there is a significant influence between emotional intelligence on organizational citizenship behavior with a positive relationship direction, namely the better emotional intelligence, the better organizational citizenship behavior. The impact of emotional intelligence on organizational citizenship behavior indicates that the better the emotional intelligence, the better the organizational citizenship behavior. Employees with good emotional intelligence will have an empathetic attitude toward others. This sympathetic attitude makes employees do extra voluntary activities such as helping co-workers. This finding is consistent with Butt, et al. (2017) on 170 workers in Pakistan, which stated that there is a significant relationship between emotional intelligence and organizational citizenship behaviour. Therefore, it can be concluded that the higher the emotional intelligence, the better the organizational citizenship behavior will be. The findings show that PPSU employees with an emotional intelligence sense will exert more effort to boost organizational performance, not only by enhancing their individual performance but also by concentrating on the overall development of the organization.

4. CONCLUSION

Research on Organizational Citizenship Behavior (PKO) can help add and broaden knowledge regarding factors influencing organizational citizenship behavior, such as the work environment, employee engagement, and emotional intelligence. This study also provides suggestions for every organization or company to improve organizational citizenship behavior. It can provide support and encouragement to officers by opening relaxed discussion rooms such as gathering activities, which help

officers communicate and exchange ideas. It can provide stress management forums or training to develop the ability to manage stress and emotions by holding free seminars and counseling facilities in developing the ability to control the feelings and emotions of employees.

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