


Determinants Of Organizational Citizenship Behavior In ASN Employees Of The Personnel And Human Resource Development Agency

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Info Artikel	ABSTRACT
<p>Keywords: Work Environment, Work Motivation, Job Satisfaction, Organizational Citizenship Behavior.</p>	<p>This study aims to determine the effect of work environment on Organizational Citizenship Behavior, work motivation on Organizational Citizenship Behavior and job satisfaction on Organizational Citizenship Behavior in ASN BKPSDM employees of Tebing Tinggi City. The implication of this research is the lack of work motivation in BKPSDM employees, so that it cannot increase optimal Organizational Citizenship Behavior in employees. This research method uses a quantitative approach. The population in this study were all ASN employees of the Tebing Tinggi City Civil Service and Human Resources Development Agency. The sample was taken using the total sampling technique (census) method of 30 ASN employees. Research data obtained through primary and secondary data with data collection through questionnaires, then analyzed using SEM analysis with the help of SmartPLS. The results of this study indicate that work environment has a significant effect on organizational citizenship behavior, work motivation has a positive effect on organizational citizenship behavior, and job satisfaction has a positive effect on organizational citizenship behavior. It is hoped that in the future it is expected to be a guiding material for organizational leaders, especially the government in managing the increase in OCB in the state civil apparatus or ASN.</p>
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INTRODUCTION

A company's human resources are crucial to its success because of the pivotal role they play in carrying out administrative and governmental tasks. Human resources are the driving force of an organization because they are part of the government apparatus, including public bodies, such as institutions and agencies. Achievement and success in achieving a goal cannot be separated from the human resource factor, namely a person who does a job in an organization, both organizations engaged in the government and private sectors. According to the rules set up by the company or institution, every worker has specific tasks that they are obligated to complete (Rivaldo, Badri and Dona, 2024)

Corporate Social Responsibility Individuals' contributions that go above and beyond the requirements of their job descriptions are known as behavior. Some examples of organizational citizenship behavior are going above and beyond to assist coworkers, offering to take on more responsibilities, and following all policies and procedures. Employees who are always happy when carrying out their duties must have a high sense of social and realise to help each other, and participate in work groups, then it will support individual performance for the development of the organization in the future (Agustiniingsih, 2022).

A pleasant work environment that makes people feel comfortable, which in turn reduces the degree of saturation and stress they face, and ultimately leads to improved employee performance, which in turn improves corporate citizenship behavior. According to (Rahmawati, Sa'adah and Cha, 2020) The work environment is a condition in the organization itself. Those that can affect the work environment are lighting, temperature, sound, work safety and employee relations. Also, because it impacts their mental health, a pleasant, safe, and supportive workplace might encourage workers to be more outgoing and passionate about serving the community. In research that has been conducted by (Saputra et al., 2021) which states that the work environment has a negative effect on Organizational Citizenship Behavior. Likewise with research conducted by (Sucahyowati and Suryani, 2022) stated that the work environment has no significant effect on Organizational Citizenship Behavior.

Every employee who has comfort in the organization can grow motivation in himself, namely to carry out his duties well. According to (Sitorus, 2020) Motivation is the root word of the Latin word *movore*, which means to move or the urge to move or that move. The term "motivation" can refer to a variety of factors that influence human behavior; it can also mean "a push," "a desire," "support," or "a need," all of which can energize and inspire an individual to take the steps necessary to achieve their goals. According to (Cen, 2022) When a behavior emerges, such as when a situation calls for encouragement, a person's motivation kicks in and propels them to take action. In other words, motivation can also be interpreted as the willingness to achieve a higher status of power or recognition for each individual.

Previous research conducted by (Priyandini, Nurweni and Hartati, 2020) that PT Sport Glove Indonesia Wonosari Branch is recommended to maintain in providing motivation to employees so that it is expected to maintain and increase Organizational Citizenship Behavior in employees. From previous research, it can be seen that there is still a lack of employee motivation to achieve Organizational Citizenship Behavior.

And in every agency, there must be hope that every employee can create satisfaction when carrying out their work. According to (Afandi, 2018) Employees who report high levels of job satisfaction report feeling valued and appreciated for their contributions to the company and its mission, which in turn motivates them to go above and beyond in their work. When workers are happy in their jobs, it shows in their interactions with coworkers, the benefits they get, and other aspects of their physical and mental well-being. Previous research conducted by (Stephanie *et al.*, 2024) stated that job satisfaction has a negative

and significant effect on Organizational Citizenship Behavior. This shows that even though employees have high job satisfaction with their jobs, not many of these employees want to apply Organizational Citizenship Behavior.

The object of this study is the Personnel and BKPSDM of Tebing Tinggi City. The Personnel and Human Resources Development Agency (BKPSDM) carries out duties such as serving administrative functions, planning, policy-making, implementation of activities, information dissemination, determination of salaries related to welfare, to supervision, and evaluation of local government personnel administrators, where these activities require competent human resources in their fields. All employees contribute to the agency's success through their work, which is evaluated by how well they complete tasks, fulfill their responsibilities, and contribute to the overall agency goal. Additionally, in order to promote comfort and increase the quality of job outcomes from each employee, it is necessary to motivate employees at work. In the following table, you can find the data regarding the work activities of all ASN at the BKPSDM of Tebing Tinggi City:

Table 1. Work Activity Data on Employees of the Tebing Tinggi City BKPSDM

Month	Target Work Activities (Poin)	Work Activity Achievement (Poin)	Percentage (%)
December	212.500	200.780	94 %
January	212.500	199.143	94 %
February	212.500	193.940	91 %

Source : Data from the BKPSDM of Tebing Tinggi City

The aforementioned table shows that the agency's achievement of employee work activity targets decreased from 2023 to 2024. This could be because employees lack the motivation to do a good job with their duties and responsibilities. On the other hand, if employees are highly motivated, their organizational citizenship behavior will improve on its own. The decline in ASN's performance goals at the BKPSDM in Tebing Tinggi City indicates that the agency no longer has much faith in the organization's ability to meet its performance objectives. Based on the above phenomenon, the researcher is interested in making a more in-depth study entitled "Determinants of Organizational Citizenship Behavior in ASN Employees of the Personnel and Human Resources Development Agency"

Literature Review

Organizational Citizenship Behavior (OCB)

According to (Kusumajati, 2014) Employees engage in OCB when their actions go beyond what is required of them on the job. *Meanwhile, according to* (Titisari, 2014) One of these components is OCB, which occurs when workers go above and beyond what is required of them by their employer. Based on the definition of organizational citizenship behavior according to several experts who have been presented above, the author can conclude that organizational citizenship behavior is an individual activity against a group that is voluntary without any reward for services.

Work Environment

According to Sedarmayanti in (Bahri, 2018) what constitutes a person's work environment includes not just the tools and materials they encounter on the job, but also their immediate physical surroundings, the processes they employ, and the ways in which they operate alone and in teams. (Bahri, 2018) asserts that an employee's immediate surroundings, including those things that might influence their job, constitute the work environment. Worker productivity is impacted by the physical comfort and safety of their workplace. Employee performance and productivity are influenced by both the physical and non-physical aspects of their workplace. The former includes factors like coworker relationships while the latter includes factors like amicable relationships with superiors. (Sutrisno, Lingkong and Neiwan, 2022) Workers are affected by their work environment when they carry out their jobs, which in turn affects the company's or agency's operations. Increasing the efficiency of the business or government entity is the primary goal of establishing rules for the workplace. Thus, the researcher deduces that the physical condition of the location where workers perform their duties is the work environment. Both the physical and non-physical aspects of an employee's work environment are important. The tangible aspects of a work environment are the items that employees can touch and feel, whereas the intangible aspects include the relationships between coworkers and managers.

Work Motivation

When people are enthusiastic about what they do for a living, they are more likely to want to collaborate with others, do their best work, and give their all in order to reach their goals. This is called work motivation (Hasibuan, 2015). Because encouraging work motivation based on the wrong concepts and justifications would lead to personal and organizational losses, it is crucial to build work motivation with a positive personality or individual character (Ferdinatus, 2020). When people are enthusiastic about what they're doing and feel encouraged to work together toward common goals, it's called work motivation. Motivation in the workplace occurs when workers feel compelled to carry out a task in order to reach a predetermined objective. When employees feel inspired to do their best at work, they are more likely to take initiative and accomplish their objectives, and they are more likely to see the connection between their own professional and personal ambitions (Septiawan and Masrunik, 2020). Based on the definition of motivation that has been put forward by experts, therefore the researcher concludes that motivation is something that comes from within each individual to achieve the targets they have designed for the future.

Job Satisfaction

According to (Priyono, 2014) Work and human behavior have an effect on and contribute to satisfaction. Workers are motivated to meet their own requirements within the framework of an organization. When workers feel fulfilled by their employment, they are said to be experiencing job satisfaction. Satisfaction can describe the positive and negative feelings of workers from the perception of the work they face, such as the feeling of achieving and achieving success at work, implementing high satisfaction with

employees/employees who feel happy and comfortable with the conditions of the organization's environment and get rewards for their work (Hasibuan, 2015). According to (Haris, Effendi and Darmayanti, 2023) The disparity between an employee's actual compensation and their expectations for future compensation can have a significant impact on job satisfaction, which in turn affects performance, motivation, and dedication to one's job. Researchers have determined that job satisfaction is defined as an individual's level of contentment with their employment and their compensation based on the consensus among experts in the field.

Conceptual Framework

Based on this assumption, the conceptual framework of this study is built with a line of thought to explain the influence of independent variables (X) on dependent variables (Y), as follows:

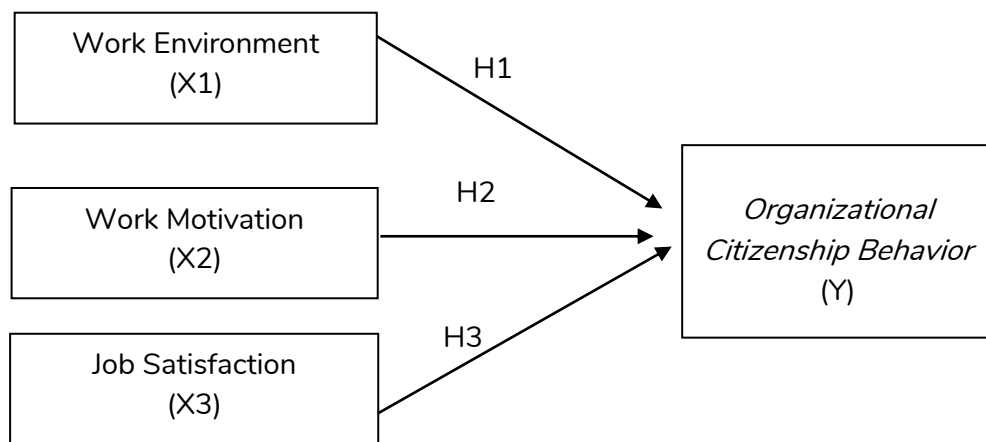


Figure 1. Conceptual Framework

Based on the existing problems and theoretical foundations, the hypothesis is:

H1 : Work Environment has a positive effect on OCB

H2 : Work Motivation has a positive effect on OCB

H3 : Job Satisfaction has a Positive Effect on OCB

METHOD

This study uses a quantitative approach with the aim of knowing the relationship between variables and testing existing theories through analysis. In this study, the sample size was 30 people. Using a total sampling technique sample (census) due to the relatively small population. Data analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS) through SmartPLS 3.0. The calculation involves two models, namely the Measurement Model (Outer Model) and Structural Model Testing (Inner Model). The outer model explores the relationship between indicators and their construct variables. If the loading factor exceeds 0.5 then the results are good. The significance test of factor loading can be done using t-statistics that exceed 1.96 and p-value <0.05 which indicates significant validity results.

Further analysis includes construct reliability by considering Composite Reliability (CR), Cronbach's Alpha (CA), and Average Variance Extracted (AVE). If CR and CA are both above 0.7, and AVE is above 0.5, then the construct is considered reliable. Testing discriminant validity for reflective measurement models involves comparing the square root of the AVE for each construct with the correlation between that construct and other constructs in the model (Ghozali, 2018). The analysis method used is the outer model test, namely the validity test and reliability test, the inner model test, namely the coefficient of determination analysis, the Multiple Linear Regression Test analysis, and the last test, namely the hypothesis test.

RESULTS AND DISCUSSION

The study employed the SmartPLS SEM Test analysis to ascertain the correlation between the following variables: OCB, Job Satisfaction, Work Environment, and Work Motivation. Presented below are the findings from the analysis:

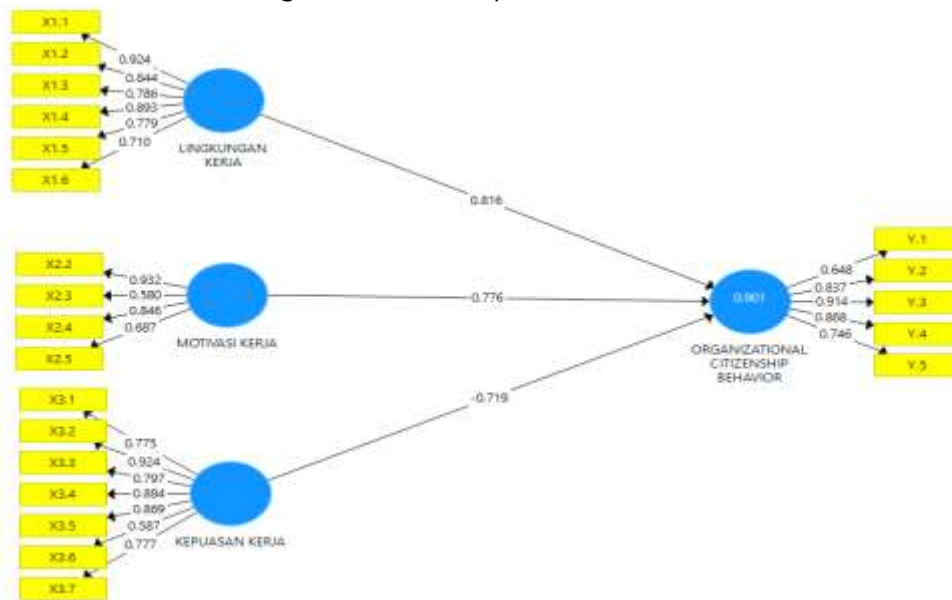


Figure 2. Outer Model Results

Based on Figure 2. The results of the SmartPLS analysis show that Outer Loading produces values on all work environment indicators have a value above 0.7, all indicators on work motivation have a value above 0.5, and all job satisfaction indicators have a value above 0.5, while for the dependent variable, all Organizational Citizenship Behavior indicators are above 0.6. So it can be concluded that all variables from each indicator of this study can be declared valid.

Also, if the Average Variance Extracted is greater than 0.5, the Cronbach Alpha is greater than 0.6, and the Composite Reliability is greater than 0.7, then the instrument can be considered reliable. The following table displays the results of reliability calculations using Cronbach's alpha, Composite Reliability, and AVE:

Table 2. Composite Reliability and AVE

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work Environment	0.905	0.921	0.927	0.682
Work Motivation	0.761	0.797	0.852	0.598
Job Satisfaction	0.915	0.950	0.929	0.654
Organizational Citizenship Behavior	0.862	0.877	0.903	0.654

Source : Primary Data processed in 2024

In Table 2. The above shows the results of Reliability Construction and Good Average Variance Extracted (AVE). Because the results of Cronbach's Alpha and Composite Reliability obtained have a value of $0.70 >$ and $AVE > 0.05$, then all variables have been declared reliable so that they can be used to carry out the research process. As a first step in PLS model evaluation, each dependent latent variable's Adjusted R-squared value is examined. Here are the outcomes of the r^2 calculation conducted in this study:

Table 3. R-Square

Variabel	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.901	0.889

Source : Primary Data processed in 2024

Table 3. A result of 0.889 for the OCB measure indicates a high level of reliability. OCB factors can be explained by 88.9% by work environment, work motivation, and job satisfaction. Once that is achieved, the model can be said to be robust. According to the study's working hypothesis, the following numbers: It can be inferred that there is a significant effect if the P Value is less than 0.05, and that there is no significant effect if the P Value is more than 0.05.

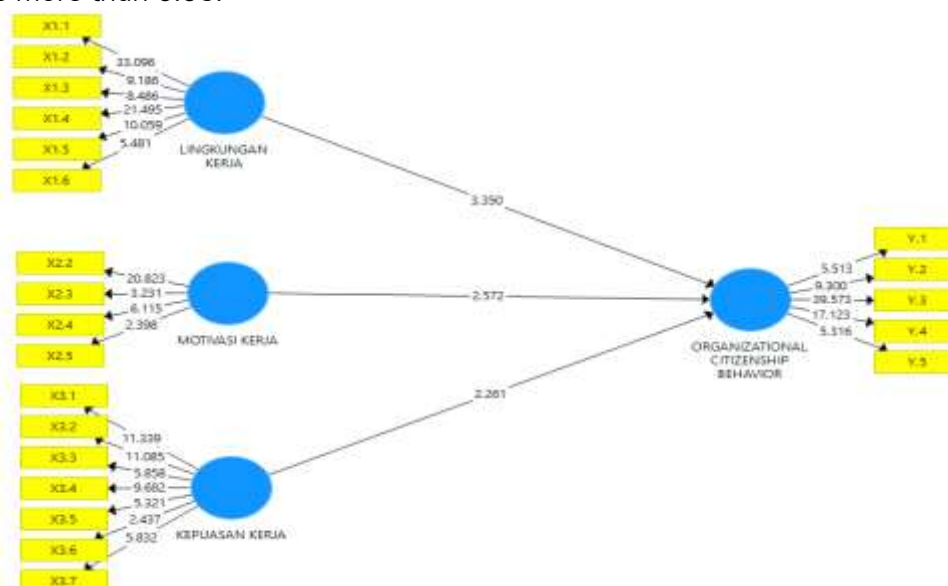


Figure 2. Inner Model

Based on the test results contained in Figure 3. It can be seen that the t-statistic value of the relationship between Work Environment and Organizational Citizenship Behavior is 3.350 greater than the t-table 1.96. The t-statistic value of the relationship between Work Motivation and Organizational Citizenship Behavior is 2.572 greater than the t-table 1.96. And the t-statistic value of the relationship between Work Environment on Organizational Citizenship is 2.261 greater than the t-table 1.96. It can be concluded that the results of each variable in this study are valid.

Table 4. Hypothesis Test Results

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment -> Organizational Citizenship Behavior	0.816	0.874	0.244	3.350	0.001
Work Motivation -> Organizational Citizenship Behavior	0.776	0.717	0.302	2.572	0.010
Job Satisfaction -> Organizational Citizenship Behavior	-0.719	-0.698	0.318	2.261	0.024

Source : Primary Data processed in 2024

Based on table 4. That based on the results of the calculation as follows:

- 1 Hypothesis1: Work Environment to Organizational Citizenship Behavior
Based on the test results contained in table 4, it can be seen that the relationship between the Work Environment and Organizational Citizenship Behavior has a P-Value of 0.001 which is smaller than the probability value of 0.05 or the value (0.001 <0.05) means significant. Thus, hypothesis 1 can be accepted.
- 2 Hypothesis 2: Work Motivation to Organizational Citizenship Behavior
Based on the test results contained in table 4, it can be seen that the relationship between Work Motivation and Organizational Citizenship Behavior has a P-Value of 0.010 which is smaller than the probability value of 0.05 or the value (0.010 <0.05) which states that it is significant. Thus, hypothesis 2 can be accepted.
- 3 Hypothesis 3: Job Satisfaction on Organizational Citizenship Behavior
Based on the test results contained in table 4, it can be seen that the relationship between Job Satisfaction and Organizational Citizenship Behavior has a P-Value of 0.024 which is smaller than the probability value of 0.05 or the value (0.024 <0.05) which states that it is significant. Thus hypothesis 3 can be accepted.

The Relationship of the Work Environment to Organizational Citizenship Behavior (OCB)

According to the study's first hypothesis, OCB is significantly impacted by the work environment. After doing the research, the initial hypothesis was shown to be correct. This is due to adequate workplace facilities because the facilities provided are adequate and maintained to support the work of ASN employees at the Tebing Tinggi City BKPSDM office, have a supportive workspace so that employee efficiency and productivity are maintained, have good air circulation to support activities causing employees to feel comfortable at work, with the support of colleagues who always discuss and share ideas in

completing work, have a level of security and safety while carrying out work so that employees feel protected, and superiors who support ASN employees in doing their work. These findings build on those of earlier studies by (Saputra *et al.*, 2021) . Under the heading of "The Impact of Workplace Factors on OCB", this study examines the subject.

The Relationship of Work Motivation to Organizational Citizenship Behavior (OCB)

This study also postulates, as its second premise, that OCB is significantly impacted by job motivation. The second hypothesis was confirmed by the findings of the conducted research. This means that work motivation affects OCB. This is because superiors who always provide support and guidance related to the work done by ASN employees at the Tebing Tinggi City BKPSDM office, ASN employees at the Tebing Tinggi City BKPSDM office also have a good relationship with colleagues employees feel that this can increase motivation at work, the motivation of ASN employees at the Tebing Tinggi City BKPSDM office has increased also supported by an award for the work done by each employees, as well as ASN employees at the Tebing Tinggi City BKPSDM office are motivated to work hard because they want to achieve success in their careers. These findings build on those of earlier studies by (Susilo and Muhardono, 2021). With the title Analysis of the Influence of Work Motivation, Work Environment, and Compensation on OCB of Educators.

The Relationship Between Job Satisfaction and Organizational Citizenship Behavior (OCB)

Job satisfaction significantly affects OCB, according to the third hypothesis put out in this study. The third hypothesis was shown to be correct based on the outcomes of the conducted research. Accordingly, OCB is impacted by job satisfaction. Workers are content in their jobs when they are able to put their skills to good use, when their pay is commensurate with their efforts, when they have opportunities to advance in their careers, and when their bosses and coworkers acknowledge and value their efforts and valuable contributions. Employees also have job satisfaction because of a positive work environment and support employee welfare, have a good relationship with colleagues and support each other, And employees also feel that this agency gives every employee to participate in decision-making that affects the work of each employee. These findings build on those of earlier studies by (Tontoli *et al.*, 2022). With the research title The Influence of Work Environment, Work Motivation, and Job Satisfaction on OCB at the Public Works and Spatial Planning Office of the South Bolang Mongodow Region..

CONCLUSION

Based on the results of the analysis, it can be concluded that there is a statistically significant correlation between the three variables on Organizational Citizenship Behavior. First, work environment has a significant and dominant effect on Organizational Citizenship Behavior, which means it shows that employees who have a work environment and facilities in the workplace that are adequate and maintained greatly support work so that employees can increase Organizational Citizenship Behavior. Second, Work Motivation has a significant effect on Organizational Citizenship Behavior. Bosses who always provide rewards, and provide support to employees, will be able to increase Organizational Citizenship Behavior. Third, job satisfaction has a significant effect on Organizational

Citizenship Behavior. Every employee who has a higher level of satisfaction in doing his job can carry out his job responsibilities well and can increase Organizational Citizenship Behavior. Thus, the results of these findings provide a comprehensive picture of the relationship between work environment, work motivation, job satisfaction and Organizational Citizenship Behavior. Therefore, it is hoped that in the future this research can be an evaluation and consideration for related parties, especially the leaders of government organizations in maintaining a conducive work environment, building motivation for each of their employees, and being able to maintain job satisfaction received by State Civil Apparatus (ASN) employees so as to increase Organizational Citizenship Behavior.

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