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## The Influence of Organizational Culture and Motivation on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as Mediation (Case Study at PT. Dana Purna Investama)

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**Abstract:** Facility management services have experienced growth in Indonesia from 2022 to 2027, driven by the expansion of the construction sector. Within the sustainability concept, environmental crises have become a critical issue, necessitating eco-friendly behaviors in industrial and service organizations. PT. Dana Purna Investama (DPI) operates in the Facility Management Services sector, supported by competent human resources specializing in this field. This study aims to examine the effect of organizational culture and motivation on OCBE, mediated by job satisfaction. OCBE refers to voluntary pro-environmental behaviors exhibited by employees in the workplace. A purposive sampling technique was employed to select a sample of 125 employees. Data processing using SEM-PLS resulted in the following findings: (1) Organizational culture positively and significantly influences OCBE; (2) Motivation positively and significantly influences OCBE; (3) Job satisfaction positively and significantly influences OCBE; (4) Organizational culture positively and significantly influences job satisfaction; (5) Motivation positively and significantly influences job satisfaction; (6) Organizational culture positively and significantly influences OCBE, mediated by job satisfaction; (7) Motivation positively and significantly influences OCBE, mediated by job satisfaction.

**Keyword:** Organizational Culture, Motivation, Organizational Citizenship Behavior for the Environment (OCBE), Job Satisfaction

### INTRODUCTION

The service industry, particularly in the facility management services market, is experiencing rapid global growth. It is estimated that this market will reach \$2,557.57 billion by 2027, with a CAGR of 13.1%. This growth aligns with the progress of smart cities, driving further advancements in urban facility management. Facility management services play a crucial role in providing innovative information and communication technology to optimize services and develop new approaches in facility management (The Business Research Company, 2023). In Indonesia, this industry is also experiencing growth, with a CAGR of 8.5%

during the 2022–2027 period, driven by investments in the construction sector and the entry of multinational companies, increasing competition in the industry (Mordor Intelligence, 2023).

As the facility management services industry continues to grow, sustainability challenges have become a crucial aspect for companies to consider. Sustainability has become an increasingly relevant topic in the modern era, particularly concerning climate change issues, environmental crises, and social inequalities. Sustainability is about using resources efficiently today without compromising the well-being of future generations. Therefore, organizations across various sectors, including the service industry, must adopt sustainability principles in their operations (Sipayung, 2024).

In the context of sustainability, attention to environmental crises has become increasingly critical, not only for the manufacturing industry but also for the service sector. PT. Dana Purna Investama (DPI), a company engaged in facility management, plays an essential role in environmental conservation. Its strong financial standing, reliable management, and high-quality workforce drive DPI's efforts to become a leader in the industry. However, in its operations, the company faces various environmental challenges, such as waste management and suboptimal resource utilization.

One approach implemented to enhance environmental awareness within organizations is Organizational Citizenship Behavior for the Environment (OCBE), which reflects employees' voluntary behavior in supporting workplace environmental initiatives, such as reducing energy consumption, managing waste, and using environmentally friendly materials. The effective implementation of OCBE facilitates the achievement of sustainability goals by involving all organizational members, including individuals at various levels (Luu, 2022).

Several factors can effect the level of OCBE in an organization. Organizational culture strongly establishes values and norms that support pro-environmental behavior in the workplace. Employee motivation is also a crucial factor in encouraging initiatives and active participation in environmental sustainability efforts. Additionally, job satisfaction plays a mediating role that can strengthen the relationship between organizational culture and motivation with OCBE.

Previous studies have demonstrated a strong relationship between organizational culture, motivation, job satisfaction, and OCBE. However, inconsistent findings exist. Research by Adu & Nawangsari (2022) found a significant effect of organizational culture on OCBE. However, Hidayat et al. (2024) found that organizational culture does not have a significant impact on OCBE. In a study on motivation and OCBE, Widisatria & Nawangsari (2021) concluded that motivation positively and significantly affects OCBE. In contrast, Yulianto (2022) found that motivation does not directly impact OCBE. However, the role of job satisfaction as a mediator in the relationship between organizational culture, motivation, and OCBE has not been thoroughly explored.

## **METHOD**

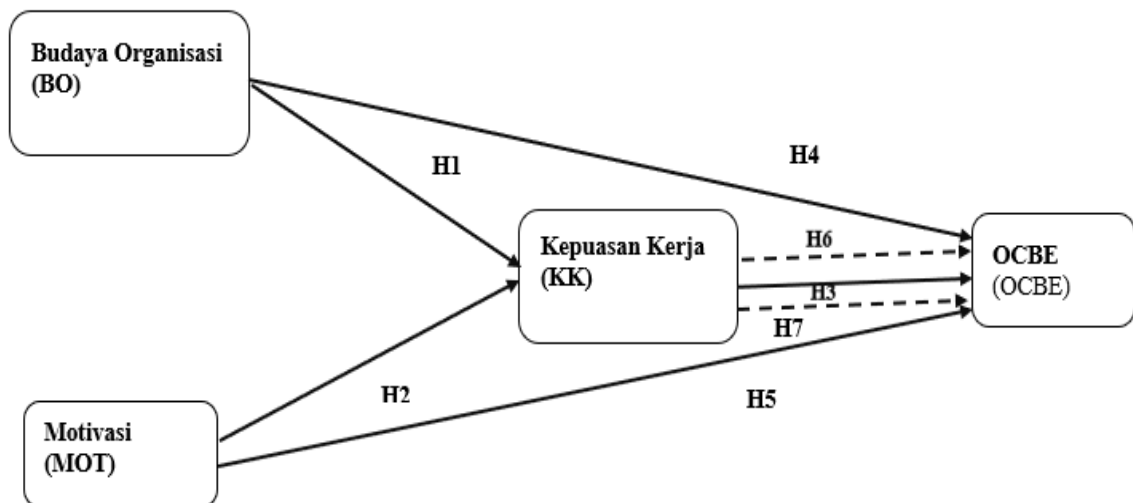
This study employs a quantitative research method using a causal research design. Data collection was conducted through an online survey using a questionnaire distributed to respondents, with individuals (employees) as the unit of analysis. The collected data is cross-sectional, as it was gathered at a specific point in time and analyzed using SEM with PLS method.

The research population consists of head office employees as part of the OCBE at PT Dana Purna Investama. The total population is 18 employees, with the sample being a subset that represents the overall population characteristics. A sample is a selected portion of the population used for research (Sugiyono, 2017). The non-probability sampling method was applied using the purposive sampling technique, which involves selecting a sample based on

specific criteria (Sugiyono, 2017). Using this sampling method, a total of 125 employees were selected as respondents.

Data collection was conducted by distributing a set of statements or questions for respondents (employees of PT Dana Purna Investama) to answer. This data collection method is commonly referred to as a survey, where a questionnaire is used. Using a questionnaire allows researchers to structure statements and receive responses without the need for direct interaction with each respondent. The questionnaire serves as the primary data collection instrument. Additionally, secondary data was collected through a literature review. The questionnaire responses were measured using a Likert scale, with answer options ranging from 1 to 5 in categorized scales.

The data processing and analysis were conducted using Partial Least Squares (Smart-PLS) software. SEM is frequently used in studies that include mediation variables (Kasmir, 2022). As an advanced statistical approach, SEM effectively addresses the limitations of regression analysis. According to Husain (2015), regression is one of the most widely used methods in quantitative research. SEM is classified into CB-SEM and PLS. Based on the research hypothesis, statistical data analysis was conducted using Smart-PLS through outer models and inner models.



**Figure 1. Conceptual Framework**  
Source: Research Results

## RESULT AND DISCUSSION

### Results

#### Descriptive Statistics.

**Table 1. Description of Research Respondents**

Characteristics	Category	Amount	Percentage
Gender	Man	71	56.8
	Woman	54	43.2
Age	Less than 25 years	36	28.8
	25 – 35 years	59	47.2
	36 – 45 years	23	18.4
	Under 65 years	7	5.6
Last education	High School	29	23.2
	Diploma	14	11.2
	S1	69	55.2
	S2/S3	13	10.4

Work Period	Less than 1 year	18	14.4
	13 years old	33	26.4
	4 – 6 years	48	38.4
	7 – 10 years	20	16.0
	More than 10 years	6	4.8

Source: Research Results

### Outer Model Analysis

Model evaluation is conducted through convergent validity, discriminant validity, and composite reliability to assess the validity and reliability of the model by examining the relationship between indicators and their respective variables. Discriminant validity testing is based on the cross-loading values, which are used to measure the construct along with the Average Variance Extracted (AVE) values. The cross-loading factor serves to indicate whether the latent variable has appropriate discriminant validity by comparing the correlation of indicators within their respective latent variables. A model meets discriminant validity criteria if the cross-loading of an indicator is highest within its own latent variable compared to other variables. Discriminant validity is assessed through cross-loadings among construct indicators. The results of the discriminant validity test are evaluated based on the cross-loading values :

**Table 2. Goodness of Fit Model**

Variable	AVE	Composite Reliability	Cronbach’s Alpha	R-Square
Organizational culture	0,587	0,940	0,936	
Motivation	0,605	0,884	0,870	
Job satisfaction	0,636	0,943	0,943	0,518
OCBE	0,637	0,930	0,928	0,603

Source: PLS 2024 output

The next step in discriminant validity testing is assessed using the Average Variance Extracted (AVE) value, which is considered acceptable if  $AVE > 0.5$ . Discriminant validity is further tested using the Fornell-Larcker criterion, which determines whether the latent variable has optimal discriminant validity by evaluating the square root of the AVE value for each construct in comparison with other constructs. Furthermore, reliability testing aims to determine whether the measurement instrument is reliable and consistent, ensuring its applicability (Kasmir, 2022). Reliability testing in PLS is conducted using Cronbach’s Alpha and Composite Reliability for each block of indicators. A Cronbach’s Alpha value is considered reliable if it exceeds 0.6, while the rule of thumb for Composite Reliability is  $> 0.7$ , although a value of 0.6 is still acceptable (Yusuf & Sartika, 2021).

### Inner Model Analysis

R-Square ( $R^2$ ) is a measure that evaluates the extent to which endogenous variables are explained by exogenous variables. Through R-Square ( $R^2$ ) analysis conducted on each latent endogenous variable, the magnitude of the effect received from the contributing exogenous variables is determined. A higher R-Square ( $R^2$ ) value indicates a stronger effect on the endogenous variable. The R-Square ( $R^2$ ) values are categorized as follows: strong (0.75), moderate (0.50), and weak (0.25) (Ghozali & Latan, 2021).

### Hypothesis Test

Hypothesis testing is conducted to examine the effect of exogenous variables on endogenous variables. Hypothesis testing within the construct is performed using the bootstrapping method at a 5% significance level. The results indicate the effect of exogenous variables on endogenous variables based on the p-value, where significance is assessed using

the t-statistic value. The strength of the effect of the exogenous variable on the endogenous variable is also determined by examining the original sample value. The critical t-table value is 1.658, which is then compared with the t-statistic value to determine significance.

**Table 3. Path Coefficients**

	Original Sample	Standard Deviation	T Statistics	P Values	Information
BO -> OCBE	0,256	0,079	2,954	0,003	Positive-Significant
MOT -> OCBE	0,230	0,097	2,017	0,044	Positive-Significant
KK -> OCBE	0,413	0,117	3,530	0,000	Positive-Significant
BO -> KK	0,462	0,080	5,811	0,000	Positive-Significant
MOT -> KK	0,362	0,085	4,238	0,000	Positive-Significant
BO -> KK -> OCBE	0,256	0,064	2,954	0,003	Positive-Significant
MOT -> KK -> OCBE	0,230	0,054	2,017	0,044	Positive-Significant

Source: PLS 2024 output

## Discussion

This discussion aims to analyze the research findings based on a statistical approach by interpreting the significance of the findings, the relationships between variables, and the appropriateness of the model used. Additionally, this discussion evaluates the statistical implications of the results obtained and how these findings contribute to understanding the research problem.

### 1. The Effect of Organizational Culture on OCBE

The t-statistic value of 2.954 is greater than the t-table value of 1.658, and the p-value of 0.003 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.256 means that the organizational culture (BO) variable has a positive effect on the OCBE variable by 25.6%. Thus, H1, which states that "organizational culture has a positive and significant effect on OCBE," is accepted.

### 2. The Effect of Job Satisfaction on OCBE

The t-statistic value of 2.017 is greater than the t-table value of 1.658, and the p-value of 0.044 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.230 indicates that the motivation (MOT) variable positively effects the OCBE variable by 23.0%. Therefore, H2, which states that "motivation has a positive and significant effect on OCBE," is accepted.

### 3. The Effect of Organizational Culture on Job Satisfaction

The t-statistic value of 3.530 is greater than the t-table value of 1.658, and the p-value of 0.000 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.413 means that the job satisfaction (KK) variable positively effects the OCBE variable by 41.3%. Thus, H3, which states that "job satisfaction has a positive and significant effect on OCBE," is accepted.

### 4. The Effect of Organizational Culture on Job Satisfaction

The t-statistic value of 5.811 is greater than the t-table value of 1.658, and the p-value of 0.000 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.462 indicates that the

organizational culture (BO) variable positively effects job satisfaction (KK) by 46.2%. Therefore, H4, which states that "organizational culture has a positive and significant effect on job satisfaction," is accepted.

### **5. The Effect of Motivation on Job Satisfaction**

The t-statistic value of 4.238 is greater than the t-table value of 1.658, and the p-value of 0.000 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.362 means that the motivation (MOT) variable positively effects job satisfaction (KK) by 36.2%. Thus, H5, which states that "motivation has a positive and significant effect on job satisfaction," is accepted.

### **6. The Effect of Organizational Culture on OCBE Mediated by Job Satisfaction**

The t-statistic value of 2.966 is greater than the t-table value of 1.658, and the p-value of 0.003 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.191 means that the organizational culture (BO) variable positively effects the OCBE variable, mediated by job satisfaction (KK), by 19.1%. Therefore, H6, which states that "job satisfaction mediates the effect of organizational culture on OCBE," is accepted.

### **7. The Effect of Motivation on OCBE Mediated by Job Satisfaction**

Based on Table 3 above, the t-statistic value of 2.782 is greater than the t-table value of 1.658, and the p-value of 0.005 is smaller than  $\alpha = 0.05$ . The positive coefficient value of 0.150 indicates that the motivation (MOT) variable positively effects the OCBE variable, mediated by job satisfaction (KK), by 15.0%. Therefore, H7, which states that "job satisfaction mediates the effect of motivation on OCBE," is accepted.

## **CONCLUSION**

This study analyzes the relationship between organizational culture, motivation, job satisfaction, and OCBE. Based on the discussion, data analysis, and hypothesis testing, several conclusions can be drawn. Organizational culture has a significant positive effect on OCBE, with the "aggressiveness" dimension being the dominant factor, while attention to detail remains low. A supportive culture encourages employees to be proactive and contribute to their environment. Similarly, motivation significantly effects OCBE, primarily through the need for affiliation. Employee collaboration supports pro-environmental initiatives, although a low need for achievement leads employees to avoid challenges, limiting sustainability initiatives.

Job satisfaction also has a significant positive effect on OCBE. Moral support from supervisors enhances pro-environmental motivation, but dissatisfaction with work limits voluntary participation. Effective supervision encourages employee involvement in environmental initiatives. Additionally, organizational culture positively affects job satisfaction, where the "aggressiveness" dimension plays the most dominant role, while attention to detail is less emphasized. A positive work culture increases employee satisfaction and motivation.

Motivation also significantly impacts job satisfaction, particularly through the need for affiliation. Harmonious workplace relationships enhance job comfort, whereas a low need for achievement suggests employees prefer stability and tend to avoid risks. Furthermore, organizational culture effects OCBE through job satisfaction, where satisfied employees are more likely to support a positive culture and engage in pro-environmental behavior. Conversely, a lack of job satisfaction hinders OCBE involvement, while supervisor support plays a crucial role. Lastly, motivation also affects OCBE through job satisfaction, as motivated and satisfied employees are more inclined to engage in pro-environmental behavior. However, a lack of challenge orientation and risk-taking tendencies may reduce job satisfaction and limit contributions to environmental sustainability.

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