



Jurnal PENGEMBANGAN BISNIS & MANAJEMEN

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KEPEMIMPINAN VISIONER DAN IKLIM ORGANISASI**

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ABSTRACT

This study aims to analyze the influence of leadership, work motivation, and work environment on Organizational Citizenship Behavior of PT Nusantara Regas employees. The phenomenon underlying this study is the importance of extra-role employee behavior in supporting company operations in the high-risk energy sector. The research method used is descriptive quantitative with a causal approach. The population in this study were all employees of PT Nusantara Regas, with a sampling technique using saturated samples of 65 respondents according to the number of employees in the company. Data were collected through a questionnaire with a five-point Likert scale and analyzed using the Partial Least Squares (PLS) method with the help of the SmartPLS application version 3.0. The results showed that leadership did not have a significant effect on OCB, then work motivation had a positive and significant effect on OCB. Likewise, the work environment had a significant effect on OCB.

Keywords : *Leadership, Work Motivation, Work Environment, Organizational Citizenship Behavior.*

INTRODUCTION

Organizational Citizenship Behavior (OCB) plays a crucial role in improving performance and maintaining the sustainability of company operations. High levels of OCB within an organi-

zation can stimulate synergy among members, minimize the potential for internal conflict, and optimize overall organizational efficiency.(Zahra & Siregar, 2023). Factors that influence-organizational citizenship behavior There

are two factors in OCB: internal and external. Internal factors include job satisfaction, organizational commitment, personality, employee morale, and motivation. External factors that influence OCB include leadership style, trust in leaders, and organizational culture (Maulana & Surya, 2021). The dimensions of OCB include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Charli & Mahzum, 2022).

PT Nusantara Regas, a company operating in the energy sector, faces

challenges in maintaining high performance through its employees' extra-role behavior. Based on a preliminary survey, fluctuations in OCB in this company are suspected to be related to the transformational leadership style that inspires employees, as well as perceived levels of motivation and job satisfaction. Therefore, this research is important to provide strategic recommendations for management in optimizing human resources through increasing OCB.

Table 1: Number of safe working hours at PT Nusantara Regas

<i>Safe Working Hours 2023</i>	<i>952,896 Hours</i>
<i>Safe Working Hours (January 1, 2011 - December 31, 2023)</i>	<i>12,564,153 Hours</i>

The rapid development of technology and innovation in the oil and gas sector has resulted in significant risks in oil and gas operations, particularly those related to occupational safety and health. The numerous hazards present in the oil and gas work environment will inevitably lead to accidents. This leads to the principle that hazards are precursors to accidents. Potential hazards that can cause workplace accidents can originate from various work activities carried out in work operations and can also originate from outside the work environment. Therefore, the implementation of an occupational safety and health program in

the form of an OHS management system, which includes hazard identification and recommendations for effective control measures, can create a safe, healthy, and prosperous work environment. (Prastiyo, Ashari, & Bojonegoro, 2022) The importance of extra or extra behavior Organizational Citizenship Behavior(OCB) at PT Nusantara Regas is inseparable from the characteristics of the oil and gas industry, which has very high operational risks. As a company that manages oil and gas facilities,Floating Storage and Regasification Unit(FSRU) and as a major supplier of LNG for strategic power plants, occupational

safety is an absolute priority that cannot be negotiated according to the HSSE/K3 department at PT Nusantara Regas. Table 1 above is clear evidence that employees not only work according to formal job

descriptions but also have a voluntary commitment to look after each other, remind each other, and act proactively to prevent fatal incidents.

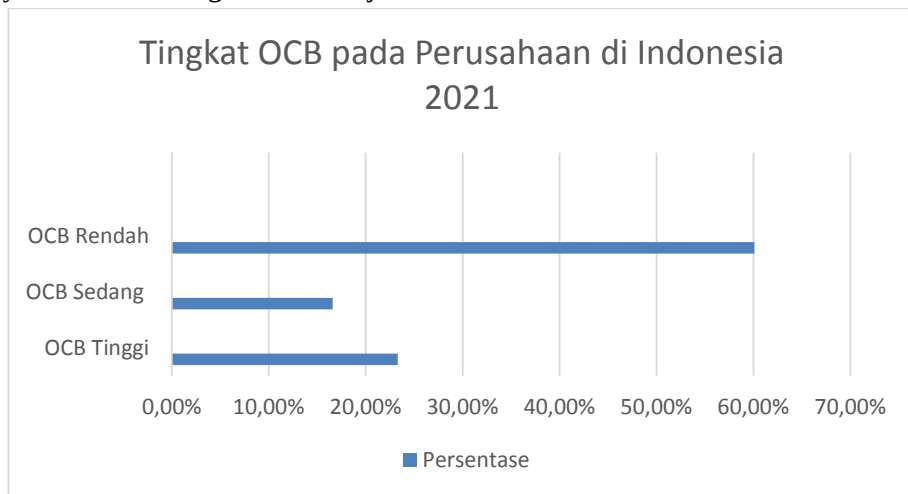


Figure 1: Diagram of OCB levels in companies in Indonesia

Findings from a research institute in Indonesia in 2021 revealed a low prevalence of extra-role behavior among the workforce. Data showed that only 23.3% of workers exhibited this trait. Organizational Citizenship Behavior (OCB) is significant and 16.6% is in the moderate category, while the majority, 60.1%, is classified as low.(Setiawan, 2022)

Leadership is defined as a strategic partnership based on mutual trust and respect for the achievement of a collective vision. Leadership is seen as the process of influencing others through direct and indirect approaches to foster voluntary action in achieving organizational goals.(Yuliana & Elika, 2021). Transformational leaders are individuals

who have a vision in their leadership style, who share ideas with followers, who motivate and stimulate intellectual thinking and pay attention to differences among their members. Transformational leadership can be described as leadership that aims to direct efficiency, adaptation, and technology within an organization. Transformational leaders generally demonstrate personal achievement, encouragement, high expectations, appreciation, and a desirable attitude. (Ramadhiansyah, Susita, & Wahyu Handaru, 2022). The quality of good interactions between superiors and subordinates is a stimulus for improvement. Organizational Citizenship Behavior (OCB) of employees. On a broader scale, this engagement has a

positive impact on optimizing an organization's productivity and operational efficiency. (Azzahra & Sami'an, 2024)

Motivation acts as a driving force (driving force) that aligns employee work behavior with the organizational vision and targets. Proactive and valuable behavior initiatives in carrying out tasks are fundamental determinants of collective performance enhancement. (Hindardjo & Utami, 2019) A high level of motivation is a crucial factor that directly impacts employee performance. Strongly motivated individuals are driven by an internal drive to achieve organizational goals, demonstrate dedication through extra effort, and exhibit greater

resilience in overcoming various workplace challenges. (Snow, 2023)

Based on the theory (Yuliana & Elika, 2021) The work environment plays a crucial role in determining employee satisfaction and productivity. These factors include relational dimensions, such as synergy between coworkers and superiors, which act as motivational stimulants, and material variables such as lighting, air circulation, and noise levels. The work environment, encompassing both physical and psychological aspects, has a significant impact on employees. Working conditions are considered adequate if they support maximum productivity while maintaining health, safety, and comfort at work.

(Nurhandayani, 2022).

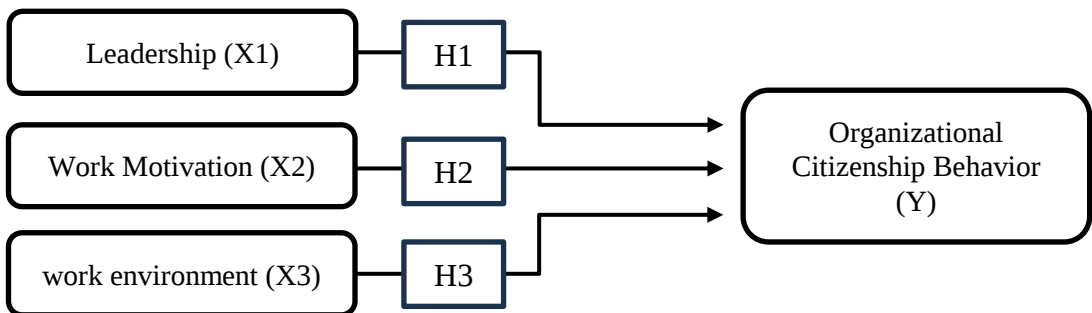


Figure 2 Conceptual Framework

H1 : Leadership has a positive but not significant effect on OCB at PT Nusantara Regas

H2 : Work motivation has a positive and significant effect on OCB at PT Nusantara Regas

H3 : The work environment has a positive but not significant effect on OCB at PT Nusantara Regas

RESEARCH METHODS

In this study, using a research method with Smart PLS 3.0. Partial Least Square is an analysis method that is powerful because it does not assume that the data must be measured on a certain scale and can be done with a small sample size. PLS is an analytical method that is soft modeling because it does not assume the data must be measured on a certain scale, which means the sample size can be small (under 100 samples). The respondents in this study were employees of PT Nusantara Regas located in the 19th floor of the Wisma

Nusantara building, Menteng, Central Jakarta, with a total of 65 respondents. Respondent data collection used google form. Descriptive statistical analysis using the index method aims to obtain a descriptive picture of the respondents in this study. The scoring technique used in this study is with a maximum score of 5 and a minimum of 1. Specifically, this study tests the influence of independent variables, namely leadership, work motivation, and work environment on the dependent variable, namely organizational citizenship behavior to PT Nusantara Regas employees.

Table 2 Operational Variables

Variables	Dimensions	Indicator
Leadership	Idealist Influence	Clarity of vision and work direction
	Inspirational Motivation	Motivating vision and mission communication
		The drive to achieve maximum performance
	Individual Considerations	Attention to the development and well-being of subordinates
Work motivation	Idealist Influence	Consistency of behavior and fairness of leaders
	Intrinsic Motivation	The drive for continuous achievement and self-improvement.
		Willingness to put in extra effort for the organization.
		Psychological satisfaction from successfully completing a task.
	Extrinsic Motivation	Financial compensation as a work incentive.
	Meaning of work	Awareness of individual contributions to organizational goals.
	Career Development	Perception of clarity of promotion paths and opportunities.

Work environment	Physical environment	Safety and security in the work area. Availability of facilities and infrastructure to support tasks.
	Non-physical environment	Atmospheric conditions and comfort of the work space.
		Quality of interpersonal and social relationships.
		Implementation Work-Life Balance.
		Confession (Recognition) and social appreciation.
		Access to learning resources and information.
		Formal training and development program skill.
Organizational Citizenship Behavior (OCB)	Altruism / Self-Sacrifice	Initiative to work beyond the minimum standards set.
	Sportsmanship (Tolerance)	Concern for the assets and efficiency of organizational resources.
	Civic Virtue (Participation)	Active participation in organizational activities/issues on a voluntary basis.
		Loyalty and maintaining the good reputation of the organization.
	Altruism / Self-Sacrifice	Willingness to allocate personal time for the benefit of the team.

RESULTS AND DISCUSSION

Table 3 Questionnaire results based on age-based characteristics.

No	Age	Amount	Percentage
1	< 25 Years	11	16.9%
2	25 – 35 Years	22	33.8%
3	36 – 45 Years	18	27.7%
4	> 45 Years	14	21.5%
	Total	65	100.0%

Table 4 Questionnaire results based on gender characteristics.

No	Gender	Amount	Percentage
1	Man	50	76.9%
2	Women	15	23.1%
	Total	65	100.0%

Table 5 Questionnaire results based on last education.

No	Last education	Amount	Presentation
1	High School/Vocational School	21 People	32.3%
2	Diploma	3 People	4.6%
3	Master's degree (S1)	35 People	53.8%
4	Magister	6 People	9.2%
Total		65 People	100.00%

Table 6 Questionnaire results based on working time.

No	Length of work	Amount	Presentation
1	< 1 Year	21 People	21.5%
2	13 years old	15 People	23.1%
3	4 - 6 years	8 People	12.3%
4	> 6 Years	28 People	43.1%
Total		65 People	100.00%

Respondent characteristics based on age show that there are 11 or 16.9% of respondents who are under 25 years old, 22 or 33.8% of respondents who are 25-35 years old, 18 respondents or 27.7% of respondents who are 36-45 years old and 14 respondents or 21.5% who are 45 years old and above. The distribution of respondents by gender was dominated by men, with 50 respondents representing 76.9% of the total sample. Meanwhile, women accounted for 15 respondents, representing 23.1%. Respondent characteristics based on their last education, 21

respondents graduated from high school/vocational school, 3 respondents graduated from diploma, 35 respondents graduated from bachelor's degree (S1) and 15 respondents graduated from master's degree. Respondent characteristics based on their length of service in the company are > 1 year as many as 21 respondents, 1 - 3 years as many as 15 respondents, 4 - 6 years and above as many as 8 respondents, and > 6 years as many as 28 people with a total number of respondents being 65 people.

Table 7 Results of convergent validity testing

Variables	Indicator	Outer Loadings	Information
Leadership (X1)	KP1	0.905	Valid
	KP2	0.816	Valid
	KP3	0.894	Valid
	KP5	0.802	Valid
	KP6	0.866	Valid
Motivation (X2)	MK1	0.866	Valid
	MK2	0.893	Valid
	MK3	0.792	Valid
	MK4	0.710	Valid
	MK5	0.859	Valid
	MK6	0.737	Valid
Environment (X3)	LK1	0.848	Valid
	LK2	0.704	Valid
	LK3	0.875	Valid
	LK4	0.896	Valid
	LK5	0.906	Valid
	LK6	0.902	Valid
	LK7	0.874	Valid
	LK8	0.855	Valid
	LK9	0.801	Valid
Organizational Behavior (Y)	Citizenship OBC1	0.786	Valid
	OCB2	0.784	Valid
	OCB3	0.854	Valid
	OCB4	0.801	Valid
	OCB5	0.859	Valid
	OCB6	0.835	Valid

Testing convergent validity This was done to ensure that the indicators in each variable have a high correlation and are able to accurately measure their constructs. Based on the data processing results using Smart PLS 3.0, the following results were obtained: Loading Factor: All indicators in the variables

Leadership, Work Motivation, Work Environment, and Organizational Citizenship Behavior (OCB) has value loading factor above 0.70. This indicates that each indicator has a very good level of validity in explaining its latent variables.

Table 8 Construct Reliability dan Validity

Variables	Cronbach's Alpha	(rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Description-only
Leadership (X ₁)	0.910	0.918	0.933	0.736	Reliable
Work Motivation (X ₂)	0.895	0.903	0.920	0.660	Reliable
Work Environment (X ₃)	0.953	0.956	0.960	0.728	Reliable
Organizational Citizenship Behavior (Y)	0.903	0.911	0.925	0.673	Reliable

Referring to the test results, each observation parameter in this study recorded a value Cronbach's Alpha which exceeds the minimum threshold of 0.70. In detail, the Leadership variable (X₁) obtained a value of 0.910, Work Motivation (X₂) of 0.895, Work Environment (X₃) reached 0.953, and Organizational Citizenship Behavior (Y) of 0.903. Achieving this score confirms that each indicator in each construct has a very high level of internal consistency in measuring its latent variables.

Next, the value Composite Reliability, both rho_a and rho_c, on all

variables also showed very adequate results, with values above the threshold of 0.70. The Leadership construct had a rho_a value of 0.918 and a rho_c of 0.933, while Work Motivation was 0.903 and 0.920, respectively. The Work Environment construct showed the highest reliability value with a rho_a of 0.956 and a rho_c of 0.960, while the OCB construct had a rho_a value of 0.911 and a rho_c of 0.925. These findings strengthen the evidence that the research instrument has excellent reliability.

Table 9 Results of R-value Test Square (R²)

Variables	R-Square (R ²)
Organizational Citizenship Behavior (Y)	0.861

Based on the results of data processing using SmartPLS 3.0, the R-Square value obtained was 0.861 for the variable Organizational Citizenship Beha-vior (Y). This value shows that 86.1 percent of the variation in OCB can

be explained by the independent variables in the research model, namely Leadership, Work Motivation, and Work Environment, while the remaining 13.9 percent is explained by other factors outside this research model.

Table 10F-Test ResultsSquare. (f2)

Variables	f-Square (f2)
Leadership (X1)	0.008
Work Motivation (X2)	0.846
Work Environment (X3)	0.047

Referring to the results of the analysis using SmartPLS 3.0, the Leadership variable (X₁) record the value of f² of 0.008. Based on the criteria set by Cohen, the coefficient recorded a value lower than the standard deviation of 0.02, so it is classified as having a very small impact (negligible) to Organizational Citizenship Behavior (OCB). This finding implies that although Leadership is integrated into the model, its direct contribution in increasing employee extra-role behavior tends to be marginal.

Furthermore, the Work Motivation variable (X₂) shows an f² value of 0.846, which far exceeds the limit of 0.35. This value is included in the category of large influence (large effect size), which indicates that work motivation is the dominant factor and has the strongest contribution in explaining variation Organizational Citizenship Behavior. This finding confirms that increasing

work motivation substantially has a direct impact on increasing OCB behavior.

Meanwhile, the Work Environment variable (X₃) has an f² value of 0.047, which is between 0.02–0.15, so it is categorized as having a small influence (small effect size) on OCB. This means that the work environment still contributes to the formation of OCB, but its influence is relatively smaller compared to work motivation.

Overall, the test resultsf-Square Table 10 shows that Work Motivation is the variable that has the most significant and substantive influence on Organizational Citizenship Behavior, while Leadership and Work Environment provided additional contributions with relatively small impacts. This finding implies that strategies to improve OCB should focus more on strengthening work motivation, without neglecting the role of leadership and a conducive work environment.

Table 11 Results of Direct Relationship Hypothesis Test.

Variables	Original Sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Leadership > OCB	0.072	0.103	0.704	0.482	Positive and Insignificant
Work motivation > OCB	0.694	0.132	5.251	0,000	Positive and significant
Work environment > OCB	0.194	0.141	1.374	0.170	Positive and Negative significant

The results of the hypothesis testing of the direct relationship between the exogenous variables of Leadership, Work Motivation, and Work Environment on the endogenous variable of Organizational Citizenship Behavior (OCB). Hypothesis testing was conducted using the bootstrapping method in SmartPLS 3.0, with significance criteria determined based on the T-statistics value > 1.96 and P-value < 0.05 .

Overall, the results of the direct relationship hypothesis test in Table 11 show that of the three hypotheses tested, only the hypothesis stating the influence of work motivation on OCB is accepted, while the hypothesis of the influence of leadership and work environment on OCB is rejected. This finding indicates that in this research model, work motivation acts as a key factor in explaining Organizational Citizenship Behavior, while leadership and work environment tend to have an indirect role or require mediating variables to strengthen.

CONCLUSION

This study concludes that of the three independent variables tested, only work motivation has a significant influence on Organizational Citizenship Behavior (OCB) among PT Nusantara Regas employees. The results of the data analysis show that work motivation has a strong positive impact, indicating that internal and external drives felt by employees are the main determining factors in generating voluntary behavior outside of the core job description. In contrast, the leadership and work environment variables in this research model were found to have no significant effect on OCB. This provides an understanding that in the related research object, extra-role behavior is driven more by individual motivation than formal leadership style factors or the physical and non-physical conditions of the work environment.

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