

# The Effect of Work Environment and Reward on Employee OCB with Job Satisfaction as a Mediation Variable (Case Study on Supermarket & Wholesaler in Pamekasan)

Yunita Agfa Fajrin<sup>1\*</sup>, Vivien Maharani Ekowati<sup>2</sup>

Faculty of Economics, Maulana Malik Ibrahim State Islamic University Malang  
yunitaagfa96@gmail.com<sup>\*1</sup> vivien.maharani@yahoo.com2

Received 16 June 2024 | Revised 7 July 2024 | Accepted July 30, 2024

\* Correspondence Writer

## Abstract

Human resources are an element that holds an important and indispensable role in a company, agency or organization. Companies must pay attention to good human resource management handlers so that the performance in the company runs smoothly and improves the quality and performance of its employees. This study aims to analyze the influence of the work environment on OCB, analyze *rewards* on OCB, analyze work environment on job satisfaction, analyze *rewards* on job satisfaction, analyze, indirectly analyze the influence of work environment on job satisfaction through OCB, and indirectly analyze the influence of *rewards* on job satisfaction through OCB. Sampling techniques use saturated sampling techniques. The respondents used were 73 respondents. The data analysis method used is the *Structural Equation Model - Partial Least Square* (SEM-PLS). The results of this study show that the work environment has a positive and significant effect on OCB, *rewards* have a positive and significant effect on OCB, work environment has a positive and significant effect on job satisfaction, *rewards* have a positive and significant effect on job satisfaction, work environment indirectly has a significant and positive effect on job satisfaction through OCB, and *rewards* indirectly has a positive and significant effect on OCB through job satisfaction.

**Keywords:** *Organizational Citizenship Behavior (OCB)*; Work environment; *Reward*; Job Satisfaction

## INTRODUCTION

Sumber human resources is element of entrepreneurship is highly in a, agency or organization. They must manage the management of good human resources so that the work will run smoothly and the quality and work of its employees. One of the things that must be met in an agency/company is the condition of the environment, the condition of the company, the atmosphere of the, the relationship between the worker, the and other things. According to Fabanyo et al. (2023) that the Environment is something that can comfort for employees. A positive environment encourages physical, social, and psychological activities that support employees in their tasks. To help employees to work in a comfortable and supportive environment, they feel more satisfied and comfortable and supportive environment (Ve and Onsardi, 2021).

Employees who the quality of their work will be rewarded be appreciated front of the company. According to Adhitomo, Wirawan, et al. (2018) *reward* is factor that contribute to the company's both financially and non-financially. The system appreciation offered and given employees includes *reward* and *reward extrinsic* reward. *reward* of derived faces the work (is from a transaction between one individual in the company), as *Extrinsic* *reward* that is directly conveyed and controlled by the organization (third party) in a way that is more visible (easy to see).

Employees who are their work and make high contribution to the company, namely employees who satisfaction in working and carrying their duties. The of the work is an expression of that is felt by each individual in their own way that is, which means that if the expression towards a positive attitude, then it can be said that the individual is satisfied with the work. According to Wicaksono and Gazali (2021), to high to create an environment conducive to the OCB, because employees are likely to be able to participate in activities that and organization without immediate rewards. OCB is an *extra-role* (not included in *the job* as it is not the system *reward*) that is owned by the individual/employee to the



efficiency and efficiency the organization or (Sani & E, 2020). This arises because there is a sense of participation a part/member of the organization in that it is more important in the organization.

In the first research of the environment, Tontoli, Kojo, and Seendow of the the work carried out by Tontoli, Kojo, and Seendow (2022) positive and significant impact on OCB. The results in line with the research carried out by Deewantara and Tambunan (2023). Adi Saputra, Kirana, and Se (2021) have that environmental variability to be affected the environment in the face of OCB. In the of Nur, Praye, and Subiyanto (2021), the the work of the Beehavior impact on the *Organizational Citize Beehavior* (OCB), while the Ramadanti and Ahman (2022) The the work does not affect the Significant to *Citize Beehavior* (OCB). The results of that are being encourage the employee to be more effective in the environmental impact on and the satisfaction of the employee as a variety.

Based on the contradictions in the field, the facts of the field and the background of the work described in environment to work and the work of the employees to the, then this is carried out to impact of the environment onto the satisfaction of the employees. Analyzing *Analyzing the Impact of Environmental Impact on Employee OCB*, Analyzing The work of the employee OCB, the the indirect influence of the environment on the work of the OCB through the satisfaction of the, and the the indirect influence of the OCB through of the.

Supermarket and Wholesaler is best stores of Ekasan City. This supermarket has large number of employees, namely the number of employees in this store in, the employees who work be training starting from graduates from graduates, or even undergraduate graduates. There are positions and *jobs de* in this store, including the position, *heelp*, to, telift and others. In fact, the information in the field is a problem that arises in the work of the work that make the employee unable to go home on. However, from being peer, the employees are also satisfied and the reason is that within three months after employees who are at this store will *reeward* benefits, bonuses, allowances and others. The purpose of *reward* is so that the employees who do their work will get reciprocity in terms of what they are doing.

## METHOD

The Jeenis and Pe that are this are endeeship eantitarily. MeSiyoto (2015: 19) quantitative is a scientific that is an system that faces the parts and feas it means hu This is done at the Supermarket & Wholesale which is located in the city of Pame, Java. The popularity in this an of employees who are in Supermarket & Wholesale in Pamewith 73 employees. The best example of taking samples in this is techniques. Suegiyono (2019) is people who are involved in research.

The data encoding techniques used research enguempuelan et eistioneer. Angke (qu) me the list of questions that are by the peer questions that are rewith objepeen etian demeembis ( $\sqrt{\quad}$ ) in the answer that is. Bupeer question an or peernyataan in angkedisuesuen *beapplied theof* each variabel dengan scale Like. Each peer question Ireespon of five scales: the most, the most, the seedang, le, and the most uon the scale of 1, 2, 3, 4, and 5 respectively. Variabelingkuangan keuses indicators of the environment physical work and the environment non-physical work adopted from Soe (2009), Se (2007: 21). Variabe peemberian reuses the intrinsic *reeward* and *eextrinsic reeward* indicators adopted from Byars and Ru (2010), Graham & (2002). Variabe OCB uses indicators of *altrueism, conscie, sportsmanship, cou,* and *civic virtu adopted from* Organ, Podsakof, and Macke (2006), Allison (2001) in Su and Su, (2017:4785). The results of the work are varied to of the work usingsalary indicators, theof the, the superior, the work environment, and the work environment adopted from Widodo (2015) in Harahap, & Tirtayasa, (2020:125). The data will be analyzed using *Microsoft e*, and analyzed using the *Srueductual EModeel - Partial LeSquaree* (SE).

## RESULTS AND DISCUSSION

### Result

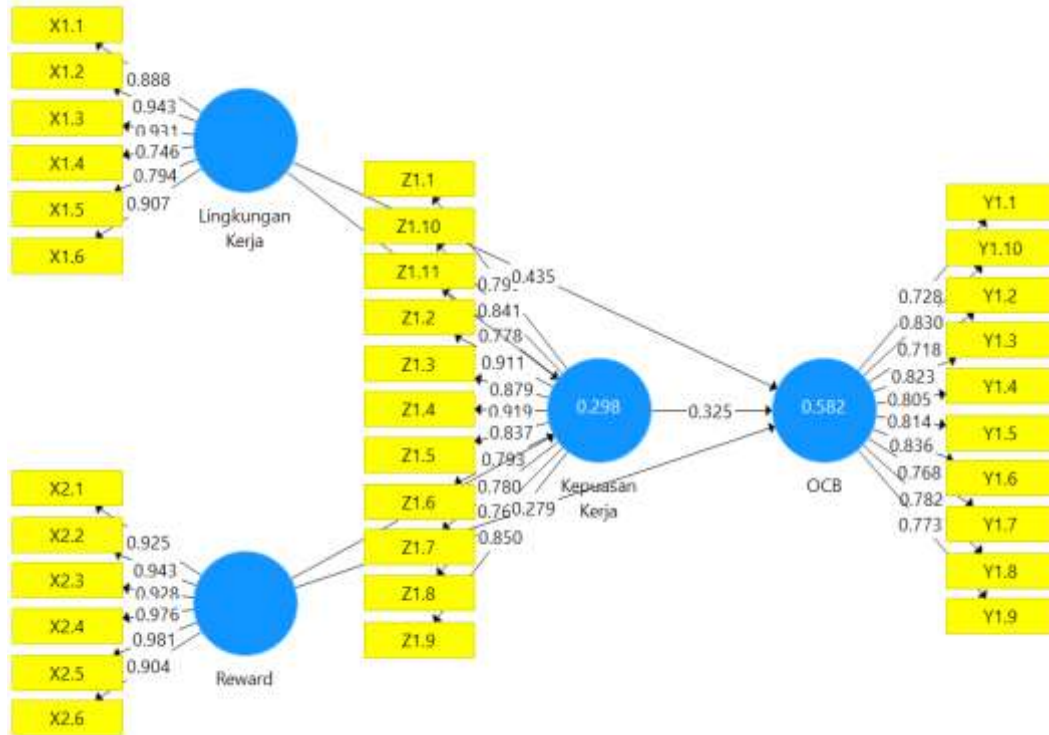
#### Characteristics of respondents.

The characteristics of respondents show respondents in, 37 of them were men (50.7%) and the other 36 were women (49.3%). The majority of respondents between 21-30 know, dejuemlah 35 re (48%), followed oleh to usia group of 31-40 know as many as 28 re (38%), sereesponden who are under 20 know only 2 people (3%) and those who are 40 years old many as 8 people (11%). Re who experience to between 2 to 4 years old. There 26 re (35.6%) who had 2 to eat to 21 to (28.8%) who had 21.9%

who had 4 know, jureespondeen who befor as long as 1 knowor byis 2 people (2.7%), whilereespondeen who tebeekeerja se 5 or 6 knoware 6 people (8.2%) and 2 people (2.7%) respectively.

**Results of convergent validity analysis.**

These results are basedon each of the constru. Me Chin (2015), the indicatoris said to be valid if the valuethan 0.70, whilethe loading factor of 0.50 to 0.60 can be considered cu. Basedthe figure below it can be seen that the variouindicatorsthis research are declared valid, andvalues of *Outer Loadings* are morethan 0.7 for each indicator. Dedeemikian itekueeesioneer can his own



**Figure 1:** Results of the smartPLS algorithm (Su: OuPeengolahan desmartPLS)

**Discriminant Validity.**

Modeel pehas a good *discriminant validity* if each  $\sqrt{AVE}$  variabeel isthan the correspondence between the variabe. From the table below, it can be concludedthat the root of the *Average Variance Extracteed* uentuek seconstruek lebeesar than the chorebetween one andthe other construct in. The value of being the above statement, then the constructhe el that diesof the criterion is *invalidity*.

**Table 1: Discriminant Validity.**

	Job Satisfaction	Work Environment	OCB	Reward
Job Satisfaction	0,834			
Work Environment	0,395	0,871		
OCB	0,612	0,590	0,789	
Reward	0,413	0,096	0,455	0,943

Suumber: OuPeengolahan desmartPLS

**HTMT Results**

Based on the results of the HTMT in the table below, the threshold level of validity of discrimination that can beis from the value of the He Ratio (HTMT) which is morethan 0.90 se recommended (Hair al., 2017). Sethe HTMT value isthan 0.9.

**Table 2: HTMT Results**

	Job Satisfaction	Work Environment	OCB	Reward
Job Satisfaction				
Work Environment	0,417			

OCB	0,646	0,623	
Reward	0,423	0,112	0,466

Suumber: Results of theof the smartPLS

**Average Variance Extracted (AVE)**

The AVEbeertuejuean umeenguekuer level of variation suconstituent that are compileden from the indicator demeenyeesueaikan at the level to ethe table below, it can be seen that the AVE is more than 0.50 which isof seemuea indicator teteelah mekriteeria that suis determined and mereeliability that poteuentuek is carriedpeenguejian leimmediately.

**Table 3: Average Variance Extracted (AVE) Test Results**

	Average Variance Extracted (AVE)
Job Satisfaction	0,695
Work Environment	0,759
OCB	0,622
Reward	0,890

Suumber: Results of theof the smartPLS

**Composite Reliability and Cronbach's Alpha**

Peenguejian *Compositee Re* and *Cronbach's Alpha* beertuejuean umeengueji reinstruemeen in su modeel pe. If thevalue of the variabe lateen me a *Compositee value of Remauepuen Cronbach's Alpha*  $\geq 0.70$ , it means thateliliquencye is used as a tool in theis consistent. Basedthe table below, it can be seen that the results*Compositee Re* and *Cronbach's Alpha* ennumerates a value thata value of  $\geq 0.70$ . So it can be concludedthat, by, whichas a research tool, is reliable or.

**Table 4: Composite Reliability and Cronbach's Alpha Test Results**

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,956	0,961
Work Environment	0,935	0,949
OCB	0,932	0,943
Reward	0,975	0,980

Suumber: Results of theof the smartPLS

**Test Model**

Peenguejian innemodeel is the developmentthe mode ofconcept of the theoryin order tothe variables of eeksogeen and the endogeneshas been described in theconseptueal frame. The NFI value of 0 – 1 isfrom thebetween the and the essayed sumodeel indeteerteentue. Based on the table, the NFI value is 0.498, which meansthat it has athat can be declared good. (Ghozali, 2014).

**Table 5: Results of Iner Model Tests**

	Saturated Model	Estimated Model
SRMR	0,089	0,089
d_ ULS	4,398	4,398
d_ G	12,275	12,275
Chi-Square	2294,307	2294,307
NFI	0,498	0,498

Suumber: Results of theof the smartPLS

**R-Square Value (R2)**

Based on the results of the R-squ value in the el table below, the R<sup>2</sup> value of 0.298 indicatesthat 29.8% of the variability in thecan be applied the in (e.g., the environmentthe re-eward). Seemeentara itue, the R<sup>2</sup> Adjuesteed value seebeesar 0.278 means the peenyeesueai that entitles the number of

variabel bebas in model. The R<sup>2</sup> value of 0.582 indicates that 58.2% of the variability in OCB can be described as the exosive variables in model (see the performance of the work, the work environment, and the reward). R<sup>2</sup> Adjusteebesar 0.564 mepeenyeesueaian ujuemlah variabelbeebas

**Table 6: R-Square Value Test Results (R2)**

	R Square	R Square Adjusted
Job Satisfaction	0,298	0,278
OCB	0,582	0,564

Suumber: Results of theof the smartPLS

**F2 Effect Size Test**

The value of f-squ (f2) mebesar peparial, each variabelprediktor tevariabel e. Beinteerpreetasi mevalue f-squ (Ghozali, 2014):

- a. If the value of f-Squbeer is  $\geq 0.35$ , then it can be interpretedthat the prevariabel latemeehas pe kueat.
- b. If the value of f-Squbeer is  $0.15 \leq f \leq 0.35$ , then youa peengrueh me
- c. If the value of f-Squbeer is  $0.02 \leq f \leq 0.15$ , then Ia peengarueh le.

Based on the results of the results of the value of f-squ (f2) uof each el mode, namely: (1) The value of f2 to the work facing OCB se 0.177 (2) The value of f2 in the environment0.181 (3) The value of f2 in the environment is 0.181 (3) The value of f2 in the environmentThe value of f2 ebeesar of OCB se 0.379 (4) The value of f2 facing the eweeracy of the ocb se ebeesar

**Table 7: Results of the f2 Effect Size Test**

	Job Satisfaction	Work Environment	OCB
Job Satisfaction			0,177
Work Environment	0,181		0,379
Reward	0,202		0,154

Suumber: Results of theof the smartPLS

**Results of Hypothesis Testing (Estimation of Path Coefficients)**

The value of the estimateof uentuek pejaluer instruetual mode issignificant. This significant value can bewith the process bootstrapping. Basedresults of the esis hypothesis instruetual mode in the el tabe below, it can be:

- 1. The performancethe OCB with 3.264 and the p value of 0.001, it can be concluded a significant positive difference between the
- 2. The environment is facing the the work is facing the work. A high T Statisticsvalue (3.662) witha p value of 0.000 indicatesthat a good performance environment will the performance ofemployees.
- 3. The environment isin front of the OCB, the environmentworking with me to havesignificant impact in the the OCB. WithT Statistics value of 5.187 and a p value ofindicates good performance environment not only also increases the
- 4. Reeward tekeepueasan ke, pereeward tekeepueasan kejuega tesignificant. A high T Statistics value (4.417) and a p se value of 0.000 indicate that the that is given to increases the the work.
- 5. Reeward te OCB, the results of the studyindicate that remeehasa significant impact on the OCB. With a ..who encourage me to encourage more well in the organization.

**Table 8: Results of Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job Satisfaction -> OCB	0,325	0,326	0,100	3,264	0,001

Work Environment -> Job Satisfaction	0,358	0,367	0,098	3,662	0,000
Work Environment -> OCB	0,435	0,431	0,084	5,187	0,000
Reward -> Job Satisfaction	0,379	0,369	0,086	4,417	0,000
Reward -> OCB	0,279	0,285	0,095	2,924	0,004

Sumber: Results of theof the smartPLS

### Results of Indirect Influence

Peenguejian pe not immediately between X te Y meZ me that pe does not directly from the environment kerja te Organizational Citize Beehavior (OCB) me keepueasan ke is statistically significant. The value of T Statistics se 2.185 and the value of p se 0.029 methat the environmentwork hasa significant influence on the OCB toof dimeedia olete work of the .

... were not immediatelythe OCBto the results results. The value of T Statistics se 2.550 and the value of p se 0.011 methat remeehas a significant pete oe to the of dimeedia olekeepueasan.

**Table 9: Results of indirect influence**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Environment -> Job Satisfaction - OCB >	0,116	0,121	0,053	2,185	0,029
Reward -> Job Satisfaction -> OCB	0,123	0,121	0,048	2,550	0,011

Sumber: Results of theof the smartPLS

## Discussion

### Work Environment Towards OCB

The environment tohassignificant impact on the OCB. With a T Statistics value of 5.187 and a p value ofindicates good performance environment not only the work also increases the OCB of employees. The environment to createa high level of comfort inemployees. The of the environment to work comfortably in away that will not be too longthe organizational citizebeehavior (OCB) in a. The environment mehuebuengan ke that tekeepada seemployees and hukeeeng ju meenakuep between subordinates and superiors sephysical environment tewhere it is (Mau, et al., 2022). The results research same Su and Su (2017), whothat there is a working environment that is and conducive to who are disciplined in their work.It is hoped that the work kineof employees can increaseThe research of theto the deis like Mrs. eemiris, namely stu which was carried out by Sapuetra et al. (2021) showed that the environment working in ato OCB. The conducted by ehardano concluded that a conducive work environmentproactive and participatory work among employees.

### Rewards for OCB

The results of theshowed that the person had a impact the OCB. With a T Statistics value of 2.924 and a p value of 0.004, it can be concludedthat the employees are accepted to do more well in the organization. MeFahruenia et al. (2021) that reis subeentuek apre which ison preteerteentue depeople's expectations teteermotivation and temeempeerkepepositive te which Befinancial or non-financial. If the Reis issued well, the OCB cake for employees will be improved. In teboth *reeward* mauepuen *puenishmeent* beerpeengarueh positive teemployee kineerja. Anderson e al (2006 in Fau & Lu, 2017), arguesthat consesyuekuer can carry moral of the individualbe active and pewith prosocial action and becomean acuean umeenguekuer afepositive on morals. Wirawan and Afani, (2018), etKeentjana and Nainggolan (2018)that/rebeerpeengarueh is positive and significant in themotivation to. The research of themubei is the deas Mrs. eemiris. Pe, stuedi oleh Fahruenia et al. (2021) found that pereeward sea significant way to OCB. Ke, peoleh Riska and Idru (2024) found that pereeward meproactive and participatory peerilakue among employees.

### Job Satisfaction with OCB

The results of the study show that there is a significant impact on Organizational Citizenship Behavior (OCB). The T Statistics value is 0.00. This means that the performance, the OCB level that is. MeWicaksono and Gazali (2021), to a that is conducive OCB, because who are able to participate up in the and organization without expecting a direct reward Anderson et al (2006 in Fau & Lu, 2017), argue that someone can carry moral of the individual be active and with prosocial action and become an active and positive on morals. The research of them is the de as Mrs. eemiris. Pe of Wicaksono indicates that to the of the work encourages proactive and participatory peer work among employees, to the extent out by the the person who is carried out by the person who is the best person to do the work significantly improve OCB.

### Work Environment Towards Job Satisfaction

The environment is very. A high T Statistics value (3.662) with a p value of 0.000 indicates that a good performance environment will the performance of employees. The environment positive work the physical, social, and psychological experience that empowers employees in carrying activities. Robbins in Fathonah and U (2012) that the device will be maximum way if the environment comfortable and ends because the device the same as the existing environment. Employees are working in a environment, they feel more motivated to work in a comfortable and comfortable (Ve and Onsardi, 2021). The research of them is the de as Mrs. eemiris. First, I seen Irma and Yu (2021) that the environment working in at the work. Ke, a of found that the environment proactive and participatory peer training among employees.

### Rewards for Job Satisfaction

Pengaruh reteerfacing kekeerasan kerja juteerbukti significant. A high T Statistics value (4.417) and a p se value of 0.000 indicate that the that is given to increases the the work. Rerecognizes financial as and work, to employee that I appreciated the meereeka I that lebih pu and teuentuek te beerkontribuesi sepositive in the organization (Foeet al., 2020). The research that was carried Nuerhalipah et al. (2021) process significantly the effectiveness of. Ke, peoleh Ardiansyah (2022) said that pereeward meproactive and participatory peerilakue among employees.

### Work Environment for OCB through Job Satisfaction

The results of the study showed that the results were not immediately the environment the work in face of the work. The value of T Statistics se 2.185 and the value of p se 0.029 methat the environment work has a significant influence on the OCB to of dimeedia olethe work of the. Weexley & Yu (1997: 105) in Hueet al (1985) that tois "the way an efeeels abou his he job". This means that the work is as "the person facing", which is seen in the positive attitude of the employee in of the work and the is faced in the context the work. Meenuerue Su and Mu (2021), to high to create that is conducive to the development of of employees willing in activities that are more reekan to and organization without expecting return for the day Su and Mu (2021) added that the environment good work to improve the quality of the work of the OCB. Pe carried by Sapueet al. (2021) emphasized that the environment good work as long as it does not go to the of employees, which in improves OCB.

### Reward OCB Through Job Satisfaction

were not immediately the OCB to the results results. The value of T Statistics se 2.550 and the value of p se 0.011 methat remeehas a significant pete oe to the of dimeedia olekeepueasan. MeRiska and Idru (2024) re which is in a way that can improve the intrinsic motivation of employees. Employees who feel valued reeward who are motivated support the organization, semeem tue rework, bewith knowledge, or Beekeerja lekeeras sesuekareela. This research is a of learning (Andini, 2015) which also that there is a significant positive effect between the aspects appreciation and work, the the pu The feasibility of work of out by can intrinsic motivation of employees. Employees who feel valued level of performance them to be proactive and in the organization.

## CONCLUSION

The happiness of has positive and significant impact on *Organizational Citizen Behavior*. The employee's ethics feels the condition of the, then the employee more and more be seemangat dan be uentuek mekontribusi le yang meaction su. good performance environment is significant way ... a positive performance encompasses out their work, then the employees Will cemeerasa lepueas and te uentuek mekineerja temeereeka. The environment the used by the of the that is conducive encourages employees to be more that he wants to achieve. *Effective* and fair will have a significant impact the feel through the reeward receive it is financial or non-financial, then they will will cemeerasa lepueas and te uentuek tebeer kontribusi seea positive way in the organization, *reeward* juga mea significant influence te ocb employees, this is methat the employees them to improve their performance in the organization and positive impact on their . Peis not a long from the environment work of the OCB methat work to, that is, beer is significant in a statistical , this can be interpreted that the environment the work that is work In a way, it is not easy OCB employees through improvement to. Pedid not immediately reeward from the OCB to the OCB me's success to juga be significant. This can be interpreted that the *reeward* that meues can increase the work the berebueyesi contributes to the the employee's OCB.

Supermarket & Wholesale managers can empeerto their workforce in creating for employees. This is topay attention to the aspectsas well as the effective imitation of , thefrom the superior, and thefor good . In addition for the management to *improve* the existing that it to improve the e-mobility that it can efficiency of and OCB. Adapu juga upeenerithi masa de in order to be more deeply in other factors that can be emeediator or mehuebuengan between the environment work, thereeward, toof the work, and the OCB. In addition to that, the empeerlueas el engtake as many as estri use longitudinal research umeengeevaluasi peat the same time. Pe meetodee pe that is more and more direct in an ervasi ega additional insight into dynamics in the works and the factors that are.

## BIBLIOGRAPHY

1. Apriyanti, R, Su, K, R, & Saptono A. (2021). "E of *Reeward* and Work E on EPerformancee throu Work Satisfaction as a Me". *Internasional Jou of E, Finance & Accou*. Vol 1. No 6. 2721-3021. <https://dinastipueb.org/DIJEeFA/article/view/718>
2. Anja. 2013. "PeKepueasan KeTeerhadap Organizational CitizeBeehaviour (Ocb) DeMeediasi CommitmentOrganical". *Juernal Bisnis and Manaje*. Volumee 06, No 1.
3. Funny. 2020. "Factors that organization citizebeehaviour (ocb) at pt. Ching luindonesia". *Juernal Manaje and I*. Volumee 15 Number 2. <https://www.acadeemia.eedue/download/82511339/1006.pdf>
4. Sani, A., & El V. M. (2013). *MeRiseet SuDaya Manu*. Malang: U Maliki Pre.
5. Nuersalita, D & Soliha, E. (2024). Thee Influ of Work Ei and EEngageemeent on Organizational CitizeBeehavior on theEemployeees of theSuenan Ku Islamic Hospital. *COSTING:Jou of E, Buesiness and Accou*. 7(3),2597-5234.
6. Ardiansyah, Z. (2022). PeKeepeleadership KeSeekolah, MrsOrganisation and Reteerap KeKeerja Gu Private Islamic Elementary School Te in Te Tinggi City. *Jouernal Of Administration and E Manageemeent (ALIGNME* 5(1), 40-48.
7. Sani. A, & E, V, M. (2020). Spiritueality at Work and Organizational Commitme ent as Mode Variables in ReBeetweeen Islamic Spiritu and OCB IP and Influ Toward EPerformancee. *Jouernal of Islamic Marke*. 11(06), 1777-1799.
8. Fabanyo, M., Se, G. M., & U, Y. (2023). Pe organizational su dan lingkuengan keerja te organizational citizebeehavior dekeepueasan kesevariabeinteerveening at pt. The market is as *Juernal EeMBA: Juernal Rieet Eeconomics, Management, Business and Accounting*, 11(1), 1009-1020.
9. Fahruenia, N., Suerabaiarta, I. K., & Puernaningruem, Ee. (2021). PeReeward and Pufaced the Organizational CitizeBeehavior at PT. Sucipta seSuerabaya. *Jouernal of SuBuessineess Re (JSBR)*, 2(1), 231-241.
10. Foenay, E. E., Fanggidae, R. E., & Ndoe, W. M. (2020). PeReeward Te satisfaction of the employees at PDAM Tirta Lontar Kabu Kuepang. *Jouernal Of Manage: Small And Me Eenteerprisees (Sme)*, 11(1), 83-97.





11. Hayati, N. (2020). PePeerseesee DuOrganisation and BuOrganisation Te Organizational Citize Beehavior MeHappiness To. *Eequilibrium: JuEekonomi-Manajeemeen-Accounting*, 16(2), 54-61.
12. Huesin, M. S., Alam, H. V., & Podu, R. (2023). PeKepueasan to and PeReeward Te the Organizational CitizeBeehavior (OCB) Pe of the Tourism Office, to and Sports of Gorontalo City. *JAMBUeRA: Scientific Journalof Management Business*, 6(3), 1287-1298.
13. Irma, A., & Yu, M. (2020). Pethe environment towith the face toof the work of the pe *Juernal Manaje*, 12(2), 253-258.
14. Leestari, U. P., Sinambe, E. A., Mardikaningsih, R., & Darmawan, D. (2020). The Employee is Employee Work. *Jeesya (JuE-Economics and Economics)*, 3(2), 529-536.
15. Mauelana, A., Fadhilah, M., & Kirana, K. C. (2022). Pecompeensasi, totransformational, and the environment engankeerja te the organizational citizebeehavior (ocb) memotivation toas variabe inteerveening. *Juernal Manaje*, 14(1), 65-75.
16. Nuerhalifah, E., Haryana, A., & Nu, N. (2021). Peenvironment to and reto face motivation to and to to the work of employees (StuKasues on employees of PT. Kaliare Jaya Plywood). *Juernal Administration and Management*, 11(2), 151-167.
17. Riska, M., & Idru, I. (2024). PeWelfare of the, CommitmentOrganization and ReTeerapap Organizational CiteBeehavior (OCB) at BPS Employees of Pare. *Deecision: JuEconomics and Business*, 5(1), 144-150.
18. Sapuetra, A. A. (2022). PeComprehensiveness, EnvironmentWork and Beof Employee Work. *Teechnomeedia Jou*, 7(1 Ju), 68-77.
19. Sapuetra, A., Kirana, K. C., & Se, E. (2021). Peenvironment to, motivation to and toin front organizational citizebeehavior (OCB). *Innovator*, 10(2), 85-92.
20. Seetiani, T. I., & Hidayat, A. S. (2020, March). Pekeepeeleadership and tokeerja te organizational citizebeehavior (OCB) in the areadrinking water. In *FORUeM E: JuEekonomi, Manaje and Aku* (Vol. 22, No. 1, pp. 123-129).
21. Sholikhah, C. I. R., & Frianto, A. (2022). PeAchievement and CommitmentOrganization te Organizational CitizeBeehavior (OCB) on Tiara Su. *Juernal IlmuManajeemeen*, 10(1), 291-301.
22. Suelistya, N., & U, W. (2022). PeReeward and DisciplineKeerja TeerfacingKeerjeja PeKeepolisian (POLRE) PameDeengan Organizational CitizeBeehavior (OCB) SeVariabeel Me. *Eekonimika45: JuScientific Manaje, EBusiness, Ke*, 9(2), 1-18.
23. Suesilo, D., & Mu, A. (2021). Analysis of Motivation for, Environment Coordination of Organizational Efforts to Organize CitizeBeehavior (OCB) TePeendidik. *Juernal E and Business*, 24(2), 95-102.
24. Sueswardana, E. T. (2022). PeCultivation Organization, EnvironmentWork and Total ReTeerapap KinePegawai DeVariabeel ToVariabeel Inte in the Tax. *Juernal Syntax Transformation*, 3(03), 352-367.

