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The Influence of Leadership, Organizational Culture, and Work Environment on Organizational Citizenship Behavior (OCB) at PDAM Tirta Giri Nata, Cirebon City

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Leadership, Organizational Culture, Work Environment, Organizational Citizenship Behavior (OCB).

ABSTRACT

This study examines the influence of leadership, organizational culture, and work environment on Organizational Citizenship Behavior (OCB) at PDAM Tirta Giri Nata, Cirebon City. Using the purposive sampling method, this study selected participants based on certain criteria. Primary data were collected through questionnaires, and data analysis was carried out using validity and reliability tests, as well as multiple regression analysis with SPSS version 20. The findings of the study showed that leadership and organizational culture have no significant effect on OCB, while the work environment has a positive influence. This study was limited by a sample of 89 employees out of 224 employees, because data collection was carried out at the end of the year, when company activity was high, and many employees were doing external assignments. In addition, this study only focuses on PDAM Tirta Giri Nata Cirebon City, which may limit the generalization of research results. Further research should explore the contexts of other organizations to improve their implementation. This study contributes to the existing literature by examining the combined effects of leadership, organizational culture, and work environment on OCB in the context of public utility companies.

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INTRODUCTION

Every business must make strategic planning due to the rapid technological advances in the era of globalization, especially in the field of human resources (Zufriah, 2019). Employee quality is a very important human resource to achieve the company's vision, mission, and goals, and is the determinant of organizational success. Currently, companies require workers to be able to work independently and collaborate. Employees are also expected to be willing and competent to perform tasks outside of their job description, in addition to those directly related to their job (Amelia & Sukmawati By Wayan Puspitadewi, 2023). One of the components in achieving the goals and driving the progress of the company according to (Khafifah & Subroto, 2024) is Organizational Citizenship Behavior (OCB). (Raditya & Rahardja, 2018) Emphasizing that Organizational Citizenship Behavior is one of the important requirements for an employee. The second important criterion for an employee is Organizational Citizenship Behavior, which must be very strong and high because it can support the organization's operations.

Research (LePine, Jeffrey A., Van Dyne, 2021) shows that OCB can affect the effectiveness of organizations at the global level. Organizations can overcome global barriers such as environmental issues, global competition, and technological change with OCB's support. According to the article, companies that support OCB can gain a considerable competitive advantage. Employees who actively perform OCB are generally more engaged, productive, and better equipped to assist companies in overcoming increasingly complex global difficulties, thus making the phenomenon of OCB a topic that remains significant in today's global environment.

According to research conducted in Indonesia on government organizations, including companies in the service sector, the results of every OCB behavior in employees as a means of increasing company productivity are significant (Mawarti et al., 2022). According to (Atkinson et al., 2024) meeting public expectations for the provision of effective and fair services is increasingly being sought for a number of state-owned enterprises and the public sector in Indonesia, including organizations such as regional drinking water companies. As a basic human need, access to clean water is increasingly important as a benchmark for public trust in government

services. Therefore, it is very important for any sector company, especially those in services, to encourage more OCB behavior among its employees. Many factors affect Organizational Citizenship Behavior (OCB), which can be used as a motivator in an effort to improve OCB (Setiani & Hidayat, 2020).

Leadership as a driving factor of OCB in accordance with previous research from (Nurcahyo, 2012) which shows significant outcomes between leadership and OCB. The ability to motivate or influence a person or group of people to complete a predetermined task or goal is known as leadership. Since the leader is the person who will move and guide the organization, the leadership component is also very important in helping the group complete the work or goals that have been set (Sutrisno, 2017).

Organizational Citizenship Behavior (OCB) is a critical factor that contributes to the success of organizations, particularly in public service sectors such as regional water companies. However, there remains uncertainty regarding the extent to which leadership, organizational culture, and the work environment influence OCB among employees in these institutions. The need to empirically explore the significance of these variables, especially in PDAM Tirta Giri Nata Cirebon, forms the core of this study's research problem.

As public service organizations face increasing demands for transparency, efficiency, and customer satisfaction, fostering behaviors that go beyond formal job requirements becomes increasingly vital. OCB plays an essential role in improving service delivery and enhancing the overall performance of public enterprises.

Given the critical nature of water provision as a basic human need, the effectiveness of PDAM's operations directly impacts public trust and community well-being. Identifying the factors that encourage employees to engage in voluntary, constructive behaviors can help ensure sustainable service excellence and organizational development.

Research conducted by (Chandra et al., 2021) OCB in Indonesia is influenced in part by organizational culture. A strong and positive organizational culture can strengthen support for OCB and help encourage employees to engage in voluntary behavior. In an organization, culture usually deals with the rules, provisions, regulations, and work ethics that everyone abides by, attitudes, and work ethic that everyone embraces (Novitasari et al., 2022). If the organizational culture has a strong and positive foundation, it is able to provide a solid foundation for employee performance (Arifiani & Rumijati, 2021). Research conducted (Lestari & Kurniawan Sujono, 2022) show results that are closely related and have a positive effect on organizational culture and OCB.

Another factor that is recognized to affect the growth and development of the organization is the state of the work environment (Virnanda & Armanu, 2023). According to (Syahriani, Nurwati and Hatani, 2017) The work environment can affect OCB. A work environment is a place where employees are involved in daily activities, and a safe and supportive work environment encourages increased employee productivity (Radiansyah, 2017). Because, on the contrary, if according to (Asriani et al., 2018) An unconducive work environment will make employees easily get sick, easily stressed, have difficulty concentrating, and decrease work productivity. Research that supports the work environment encourages the occurrence of OCB carried out by (Kailola, 2020) which shows that the work environment has a positive influence on OCB.

The world of services is a world without borders that, in fact, continues and demands innovation to be better, demanding positive innovation. Employees in the service business who have direct contact with customers reflect the company and the quality of its services (Bambale et al., 2011). Regional drinking water companies are public service bodies that manage drinking water. They must be managed appropriately and competently. Therefore, public services of regional drinking water companies are very important to determine the extent to which the company's services are beneficial to the community (Kesinta Nenggor et al., 2022). As a result, employee behavior becomes an important factor in service. Employees must be able to respond to customer needs without complaining about the work environment or surroundings. With such demands, regional drinking water companies are one of the aspects of the company that requires behavior from the OCB dimension (Beta Manuruk, 2021).

This means that the increase in the OCB phenomenon is beneficial for companies or organizations (Perkasa & Herawaty, 2021). The researcher was interested in the relationship between some of the most powerful drivers in these behaviors, including leadership, organizational culture, and the work environment, which would be the scope of this study. The existence of a leader's process motivates employees in working to achieve company goals (Felicia Sidarta1 & 1 Program, 2022). When their workplace culture encourages teamwork, creativity, trust, and personal development, employees are more likely to feel inspired, engaged, and productive ({SAPUTRA, 2017) According to (Qoyyimah et al., 2019) The actual workplace has a significant impact on how well individuals perform their duties. Employee morale can be influenced by focusing on a positive work environment or developing working conditions that can inspire employees to work. For this reason, the researcher combines the dimensions and factors that affect OCB by taking the title of the research.

There is limited empirical research specifically targeting the simultaneous impact of leadership, organizational culture, and work environment on OCB in government-owned utility companies. Few studies

focus on PDAM institutions, leaving a knowledge gap in understanding how these variables function within the context of public service delivery.

This study uniquely combines multiple dimensions—leadership, organizational culture, and work environment—in a single regression model to assess their collective influence on OCB in a regional water company. The study applies a statistical approach to validate how these elements interact and contribute to filling the empirical void in the public utilities context in Indonesia.

The objective of this research is to examine and analyze the effect of leadership, organizational culture, and work environment on Organizational Citizenship Behavior among employees of PDAM Tirta Giri Nata, Cirebon City.

This research provides actionable insights for public service organizations seeking to enhance employee engagement and voluntary contributions. It also offers a reference for organizational leaders in designing better work environments and developing a culture that motivates extra-role behavior. Academically, it enriches the literature on OCB within the public utility context in Indonesia.

METHOD

A. Design method

In this study, a quantitative method was used. The quantitative method was used because the data used in this study is numerical data, which will later become the object of statistical analysis. The purpose of this study is to test hypotheses, as well as to find out how the relationships between variables interact.

B. Population and Research Sample

The population of this study consists of all employees of PDAM Tirta Giri Nata, Cirebon City, with a total of 224 employees. With a relatively large population, the technique used in this study is *method purposive sampling*, that is, the determination of the sample with certain considerations. According to (Scott, 2018) The reasons for using the technique are *purposive sampling.* This is because it is suitable for use in quantitative methods or research that does not make generalizations. This is due to the company's rules that only allow the distribution of questionnaires for 89 employees to be sampled. Considering the condition of the survey at the end of the year, the company's activities are increasing, and the number of service employees leaving is quite large.

C. Data Collection Techniques

This study used primary data. Primary data was obtained through the distribution of questionnaires. The data collection technique was carried out by the questionnaire distribution method, and the data analysis technique used was multiple regression analysis. The research instrument was in the form of a questionnaire with a five-point Likert scale, where 1 strongly disagrees and 5 strongly agree. This questionnaire is used to measure leadership variables, organizational culture, work environment, and Organizational Citizenship Behavior (OCB).

D. Research variables

1. Independent Variables: leadership, organizational culture, and work environment. Leadership will be measured through aspects of the relationship between superiors and subordinates, task structure, and power. Organizational culture will be measured through aspects such as organizational values, norms, and dominant practices at PDAM Tirta Giri Nata. The work environment will be measured through the involvement of the physical and non-physical work environment.
2. Dependent variables: Organizational citizenship behavior (OCB) will be measured by looking at the extent to which employees engage in voluntary behavior that helps the organization.

E. Data Collection Procedure

Data will be collected through direct and written surveys that will be shared with PDAM Tirta Giri Nata employees. The survey will be accompanied by clear guidance on how to fill it out and the importance of participation.

F. Data analysis

The collected data will be analyzed using precise statistical techniques, such as multiple linear regression tests. This is a statistical technique used to show the pattern of relationships between independent variables and dependent variables. (Tamara et al., 2024) and data quality test, the quality of the data used in the research is highly dependent on the instrument used to collect data, the instrument used to collect data also determines the quality of the research. The validity and reliability tests were carried out using the appropriate measuring tools on the data of this study.

G. Pengujian Hypothesis

Hypothesis testing was used to determine the influence of independent variables on related variables partially (T-test). Probability is a term used to describe how big or small the risk is, because the decisions taken during hypothesis testing contain uncertainties that can mean that the decision may or may not be taken correctly. The following are the steps taken to test the hypothesis of this study:

1. Variable dependent T test, a t-statistical test basically shows how much influence independent variables have. How much influence one independent variable has on the dependent variable can be seen using the t-test.
2. F test is basically a statistical test that shows whether the dependent variable as a whole (bound) is affected by each independent (free) variable in the model.
3. Statistical analysis methods to measure how well regression models can explain variations in dependent variables. This test can also be used to measure how well the regression line fits.

H. Interpretation of Results

The results of data analysis will be carefully interpreted to draw valid and relevant conclusions. The research findings will be linked to relevant literature to strengthen the validity of the results. The practical implications of the research findings will be discussed, and recommendations will be presented to the management of PDAM Tirta Giri Nata to improve organizational citizenship behavior (OCB).

I. Research Limitations

This study will consider potential limitations that may affect the validity and generalization of the results. These include limitations in sample sizes, measurement instruments, and other factors that may affect the interpretation of findings.

RESULTS AND DISCUSSION (10 PT)

Result

1. Validity Test

Validity test is a process used to find out whether a questionnaire is valid or not. A questionnaire is said to be valid if the statement can explain the purpose of the questionnaire (Rusli & Jasman, 2024). The purpose of the validity test in this study is to organize the data from the variables studied. This study uses a sample of 89 employees as the object of research. The results of the validity test in this study used the Corrected Item-Total Correlation validity test using SPSS Version 22 as follows:

Table 1. Validity Test

LEADERSHIP		ORGANIZATIONAL CULTURE		WORK ENVIRONMENT		OCB	
NO.	Itself.	No.	Itself.	No.	Itself	No.	Itself
1	.000	1	.000	1	.000	1	.000
2	.000	2	.000	2	.000	2	.000
3	.000	3	.000	3	.000	3	.000
4	.000	4	.000	4	.000	4	.000
5	.000	5	.000	5	.000	5	.000
6	.000	6	.000	6	.000	6	.000
7	.000	7	.000	7	.000	7	.000
8	.000	8	.000	8	.000	8	.000
9	.000	9	.000	9	.000	9	.000
10	.000	10	.000			10	.000
11	.000	11	.000			11	.000
		12	.000			12	.000
		13	.000			13	.025
		14	.000			14	.000
						15	.229
						16	.000

Source: SPSS Output Results for Windows

Based on the results of the validity test above, it can be seen that the significance value is less than 0.05 except for instruments numbers 13 and 15 in the OCB variable. therefore, it can be concluded that the instruments in this study are valid except for 2 instruments on the OCB variable. Invalid instruments are not included in the next analysis.

2. Data Reliability Test Results

A reliability test is used to measure how reliable or trustworthy a questionnaire is, whether a person's answer to the questionnaire is correct or incorrect. The statement is consistent, so the questionnaire is considered reliable. Statistical tests were carried out by looking at the Cronbach's Alpha value to determine the reliability of the variable.

Table 2. Reliability Test

Variable	Cronbach`s alpha
Leadership	.863
Culture of Organization	.835
Work Environment	.906
Organizational Citizenship Behavior	.883

Source: SPSS Output Results for Windows

Based on the results of the above reliability test, it is known that the Cronbach's alpha value of the overall variable is> 0.60, so it can be concluded that the level of variables in this study can be said to be reliable.

3. Uji Hypothesis

T Test Results

Table 3. T Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Itself.
1	(Constant)	22.580	8.663		2.606	.011
	X1	.387	.172	.272	2.253	.027
	X2	.013	.142	.009	.095	.925
	X3	.447	.147	.342	3.051	.003

a. Dependent Variable: y

Source: SPSS Output Results for Windows

F Test Results

Table 4. Test F

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Itself.
1	Regression	1194.664	3	398.221	12.349	.000b
	Residual	2740.932	85	32.246		
	Total	3935.596	88			

Source: SPSS Output Results for Windows

a) Dependent Variable: y

b) Predictors: (Constant), X3, X2, X1

Based on the table above, it is known that the sig value is 0.000 < 0.05, so it can be concluded simultaneously that there is a significant influence between leadership, organizational culture, and work environment on Organizational Citizenship Behavior (OCB)

Results: Coefficient of determination

Table 5. Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.551a	.304	.279	5.679

a. Predictors: (Constant), X3, X2, X1

Source: SPSS Output Results for Windows

Based on the table above, the value of the determination coefficient (Adjusted Rsquare) is 0.279. Therefore, it can be concluded that the influence of leadership, organizational culture, and work environment

on Organizational Citizenship Behavior (OCB) is 27.9%, and the remaining 72.1% is influenced by other factors outside the research model.

Discussion

The Influence of Organizational Leadership on Organizational Citizenship Behavior (OCB)

Based on the results of the study, it is known that leadership variables do not have a significant effect on Organizational Citizenship Behavior (OCB). The results of this study support the results of previous research conducted by (R. Putra, 2021) with results that do not mean leadership variables for OCB. In this study, it was found that it did not have a significant effect because employees did not see the leader as a figure who could be trusted or inspired. Therefore, they tend not to be motivated to show OCB's behavior, even though their leadership style is theoretically good.

The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB)

Based on the results of this study, it is known that organizational culture variables do not have a significant effect on Organizational Citizenship Behavior (OCB). As the results of previous research conducted by Anggraeni et al. (2024) showed, it had a positive effect, but it did not significantly affect organizational culture variables on Organizational Citizenship Behavior (OCB). In this study, it was found that it is not significant because basically organizational culture is only limited to slogans or formalities without real action from management, so employees tend not to feel encouraged to show extra behavior at work.

The Influence of Work Environment on Organizational Citizenship Behavior (OCB)

Based on the results of this study, it is known that work environment variables have a positive effect on Organizational Citizenship Behavior (OCB) and have a significant effect. As research has been conducted by Kadek Nabella Sri Astarini, I Wayan Mudiartha (2020), it was found that a positive organizational culture, which includes aspects such as management support and good working relationships, has a significant effect on OCB. This suggests that when employees feel comfortable and supported in their work environment, they are more likely to exhibit behaviors that benefit the organization outside of their primary responsibilities. The results of this study confirm that the work environment has a positive impact or a positive effect on Organizational Citizenship Behavior (OCB).

The Influence of Leadership, Organizational Culture, and Work Environment on Organizational Citizenship Behavior (OCB)

According to the results of the above research, the variables of Leadership, Organizational Culture, and Work Environment on Organizational Citizenship Behavior (OCB) with the regression model were declared valid and statistically significant. This means that independent variables (leadership, organizational culture, and work environment) together have the ability to explain variations in dependent variables (OCB).

CONCLUSION

Based on the results of the research and discussion, it can be concluded that leadership and organizational culture do not have a significant individual effect on Organizational Citizenship Behavior (OCB), while the work environment has a significant positive influence. However, when examined simultaneously, the variables of leadership, organizational culture, and work environment collectively have a significant effect on OCB among employees of PDAM Tirta Giri Nata in Cirebon. This suggests that although leadership and culture may not independently predict OCB, their presence, alongside a supportive work environment, contributes meaningfully to encouraging discretionary and voluntary behaviors that are beneficial to the organization. For future research, it is recommended to explore potential mediating or moderating variables, such as employee motivation, job satisfaction, or perceived organizational support, that may bridge the relationship between leadership or organizational culture and OCB. Additionally, conducting qualitative studies or mixed-method approaches could provide deeper insights into the psychological and social dynamics underlying these relationships. Future studies may also compare results across different regional or public utility institutions to determine whether contextual differences affect the role of these variables. Moreover, longitudinal research could help assess whether changes in leadership style or culture over time have delayed effects on employee behavior.

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