

**Effect of Work Environment, Work Discipline, and Work Ethic on
Organizational Citizenship Behavior (OCB)
(A Study of TVRI Yogyakarta Station Employees)**

Rizka Ayu Septiani¹, Kusuma Chandra Kirana², Tri Ratna Purnamarini³

University Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

Email: 1ayuseptianirizka@gmail.com

ABSTRACT

This study aims to examine the effect of work environment, work discipline, and work ethic on Organizational Citizenship Behavior, among employees of TVRI Yogyakarta. OCB is the term for volunteer actions that enhance organizational effectiveness. This study used a survey method with a quantitative approach. 70 respondents who were chosen using a saturation sampling technique. The impact of the independent variables on OCB was investigated using multiple linear regression analysis. The findings show that OCB is positively and significantly impacted by the work environment and work discipline, indicating that favorable working conditions and compliance with organizational policies improve employees' extra-role behavior. In the meanwhile, OCB is positively but marginally impacted by work ethic. These results suggest that enhancing the work environment and bolstering work discipline are crucial tactics for raising OCB. The results may not as broadly applicable as they could be because this study restricted to a specific organization.

Keywords: work environment, work discipline, work ethic, organizational citizenship behavior

**Pengaruh Lingkungan Kerja, Disiplin Kerja dan Etos Kerja terhadap *Organizational Citizenship Behavior (OCB)*
(Studi Pada Karyawan TVRI Stasiun Yogyakarta)**

Abstrak

Penelitian ini bertujuan untuk mengkaji pengaruh lingkungan kerja, disiplin kerja, dan etos kerja terhadap Perilaku Kewarganegaraan Organisasi (OCB) di kalangan karyawan TVRI Yogyakarta. OCB merujuk pada tindakan sukarela yang meningkatkan efektifitas organisasi. Penelitian ini menggunakan metode survei dengan pendekatan kuantitatif. Sebanyak 70 responden dipilih menggunakan teknik sampling jenuh. Pengaruh variabel independent terhadap OCB dianalisis menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa OCB dipengaruhi secara positif dan signifikan oleh lingkungan kerja dan disiplin kerja, menunjukkan bahwa lingkungan kerja yang baik dan patuh terhadap kebijakan organisasi meningkatkan perilaku ekstra-peran karyawan. Di sisi lain, OCB dipengaruhi secara positif namun tidak signifikan oleh etos kerja. Hasil ini menyarankan bahwa meningkatkan lingkungan kerja dan memperkuat disiplin kerja merupakan strategi penting untuk meningkatkan OCB. Hasil ini mungkin tidak sepenuhnya berlaku secara luas karena penelitian ini terbatas pada organisasi tertentu.

Kata kunci: lingkungan kerja, disiplin kerja, etos kerja, perilaku kewarganegaraan organisasi

INTRODUCTION

To stay successful and efficient in the current competitive environment, firms need to improve the quality of their human resource. Superior workers are characterized not just by their technical proficiency but also by their technical proficiency but also by their desire to engage in Organizational Citizenship Behavior (OCB), which refers to voluntary behaviors that promote cooperation and organizational success, such as lending a hand to others or exercising initiative outside of their official responsibilities. OCB is essential to maintaining service quality in public broadcasting organizations like TVRI Yogyakarta in the face of operational efficiency and digital transformation issues. Variations in motivation, discipline, and teamwork, however, point to the necessity of figuring out what influences workers' conduct outside of their roles.

Three main factors are assumed to affect OCB: work environment, work discipline, and work ethic. A supportive work environment enhances comfort and cooperation (Markiah *et al.*, 2022). Strong work discipline reflects commitment to organizational rules and goals (Muttaqien, 2021), while a high work ethic drives responsibility, integrity, and dedication (Tsani *et al.*, 2024). These elements have been studied in the private and educational sectors in the past, but their combined impact in public broadcasting organizations like TVRI has received less attention. The purpose of study is to examine the individual and collective effects of work environment, discipline, and ethic on OCB among TVRI Yogyakarta personnel. It is anticipated that the result will enhance organizational behavior theory and offer useful suggestions for raising employee cooperation, professionalism, and output at TVRI Yogyakarta Station.

Literature Review

Work Environment

Work environment refers to all conditions around employees that can affect their ability to perform their duties, both

directly and indirectly. (Sedarmayanti, 2017), asserts that there are both physical and non-physical components to the workplace. Lighting, air circulation, cleanliness, layout, and noise level are all aspects of the physical environment that affect workers' comfort, productivity, and well-being. Relationships among coworkers, company culture, and leadership style are examples of the non-physical environment that support psychological comfort and motivation (Kusumastuti *et al.*, 2019).

A positive workplace fosters harmony, safety, and contentment, which boosts output and loyalty. According to (Idayati & Mulyono, 2024), a supportive workplace fosters collaboration, communication, and social ties, all of which improve in Organizational Citizenship Behavior (OCB). In a broadcasting company like TVRI, a cozy workplace fosters creativity and cross-divisional collaboration in addition to productivity. Cleanliness, sufficient lighting and ventilation, positive connections among coworkers, supervisor support, and a sense of safety in the workplace are all signs of a good work environment (Idayati & Mulyono, 2024). When combined, these elements can encourage workers to engage in voluntary actions that advance the company.

Work Discipline

Work discipline reflects employees' respect, obedience, and responsibility toward organizational rules and standards. In functions as a managerial tool to encourage responsible behavior and maintain organizational order (Mangkunegara & Octorend, 2015) and (Rivai, 2016). Discipline encompasses both preventive efforts to promote compliance and corrective actions to address violations, accountability as essential aspects of professionalism and reflecting self-control (Muttaqien, 2021). Key indicators include punctuality, adherence to company policies, responsibility for task, and consistent proper conduct (Umasugi *et al.*, 2024).

Work Ethic

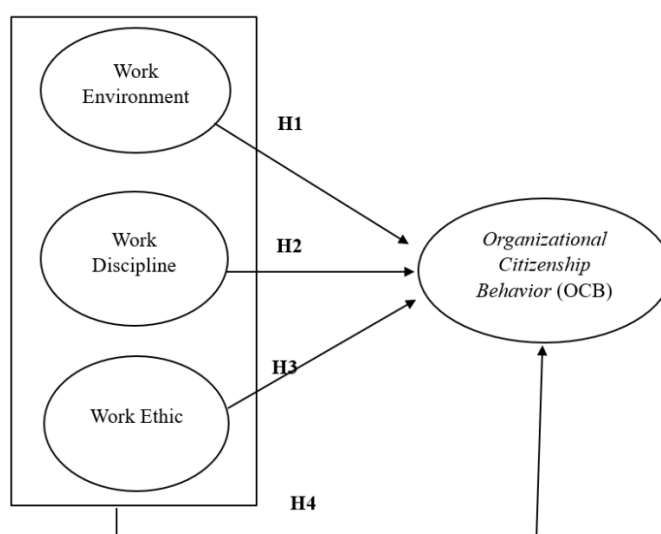
A person’s work ethic is a collection of principles and dispositions that direct them to carry out their duties with zeal, integrity, and accountability. According to (Donni, 2017), a work ethic is a fundamental perspective that views labor as a noble and constructive activity that enhances one’s quality of life and self-development. (El Badriati, 2021) asserts that a person’s work ethic is a reflection of their conviction and dedication to doing their job well and morally. Motivation, tenacity, and moral integrity are traits of a good work ethic. Workers with strong work ethics are more likely to show initiative, dependability, and beyond the call of duty. According to (Tsani *et al.*, 2024), people who have a high work ethic are more likely to assist others, be loyal, and take part in organizational development, all of which have a favorable impact on OCB.

The main indicators of work ethic according to (Noviyanti *et al.*, 2025) include: (1) centrality of work, (2) self-reliance, (3) hard work and persistence, and (4) moral or ethical conduct. These characteristics show that workers with a strong work ethic are more likely to engage in volunteer work for the benefit of the company.

Organizational Citizenship Behavior

Employee voluntary and discretionary activity that enhances overall organizational effectiveness but is not formally rewarded is known as organizational citizenship behavior (OCB). According to (Organ, 1988), OCB is voluntary activity that goes above and beyond job duties in order to improve organizational performance. OCB is defined by (Robbins & Judge, 2018) as individual acts that enhance the social and psychological environment of the company but are not part of official job tasks.

The five main dimensions Of OCB (Robbins & Judge, 2018) are: (1) altruism; helping others voluntarily, (2) conscientiousness; performing tasks responsibly and exceeding minimum standards, (3) sportsmanship; maintaining a positive attitude despite difficulties, (4) courtesy; maintaining good relationships and preventing conflicts, (5) civic virtue: actively participating in organizational affairs and showing concern for its success. These dimensions show that OCB supports teamwork, cooperation, and overall performance improvement, especially in public service organizations like TVRI.



Source: Processed data, 2025

Figure 1 Theoretical Framework

Based on Figure 1, this study proposes four hypotheses. The first hypothesis (H₁) suggests that work environment positively influences Organizational Citizenship

Behavior (OCB). The second hypothesis (H₂) proposes that work discipline has a significant effect on OCB. The third hypothesis (H₃) states that work ethic positively influences OCB.

Lastly, the fourth hypothesis (H₄) posits that work environment, work discipline, and work ethic simultaneously influence OCB among employees of TVRI Yogyakarta.

RESEARCH METHOD

This study employed a quantitative approach using a survey method to collect data from 70 employees of TVRI Yogyakarta Station. A census sampling technique was applied, as the entire population was included as respondents. Data were obtained through a structured questionnaire measured on a 5-point Likert scale and tested for validity and reliability before distribution. The analysis was conducted using IBM SPSS version 29, including descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression to examine both partial and simultaneous effects of work environment, work discipline, and work ethic on Organizational Citizenship Behavior (OCB). Statistical tests such as the F-test, t-test, and coefficient of determination (R^2) were used to evaluate the significance and explanatory power of the research model.

RESULTS AND DISCUSSION

Respondents Characteristics

The study analyzed data collected from 70 employees of TVRI Yogyakarta Station, consisting of 42.9% male and 57.1% female respondents. This indicates that female employees slightly dominate the organization's workforce. Most respondents were between 31–40 years old (38.6%), reflecting a productive age group with stable professional experience. Regarding educational background, the majority held a bachelor's degree (64.3%), showing that most employees possess sufficient academic qualifications to perform their duties effectively. Based on tenure, 47.1% of respondents had worked for more than 10 years, which implies strong employee loyalty and organizational commitment.

These demographic findings suggest

that the workforce at TVRI Yogyakarta Station is relatively mature and experienced, with an educational background supportive of professionalism. The dominance of female employees may contribute to a more cooperative and communicative work climate, while the high proportion of long-serving staff indicates potential for consistent application of discipline, work ethics, and voluntary behaviors (Organizational Citizenship Behavior) in daily operations.

Validity and Reliability Tests

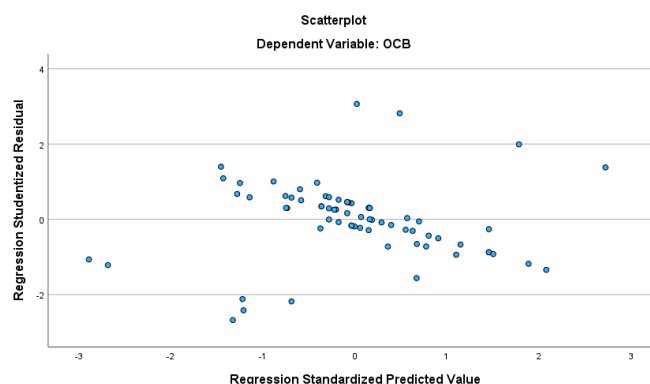
The validity test results showed that all questionnaire items for work environment, work discipline, work ethic, and Organizational Citizenship Behavior (OCB) had correlation coefficients greater than 0.30 with significance values below 0.05, indicating that all items were valid. The reliability test results showed that the Cronbach's Alpha values for work environment (0.788), work discipline (0.787), work ethic (0.796), and OCB (0.785) all exceeded the minimum threshold of 0.60. These results confirm that all constructs in the questionnaire are consistent and stable, reliable for further analysis.

Normality Test

The Kolmogorov–Smirnov test produced a significance value of 0.028, which is greater than 0.05, indicating that the data are normally distributed. This confirms that the residuals of the regression model meet the normality assumption, allowing for accurate interpretation of subsequent statistical analyses.

Multicollinearity Test

The results of the multicollinearity test show that all independent variables—work environment, work discipline, and work ethic—have tolerance values above 0.10 and VIF values below 10. This means that there is no strong correlation among the independent variables, indicating that the regression model is free from multicollinearity problem.



Source: Processed data, 2025

Figure 2 Scatterplot Graph

Heteroscedasticity Test

As shown in Figure 2, scatterplot of regression residuals shows that the data points are randomly distributed above and below the zero line without forming any clear pattern. This indicates that the variance of residuals is constant across all levels of the independent variables, confirming that the regression model is free from heteroscedasticity and meets the homoscedasticity assumption.

F-Test

The F-test produced a value of 9.726 with a significance level of < 0.001 , which is smaller than 0.05. Since the calculated F-value (9.726) is greater than the critical F-table value (2.74), it can be concluded that the regression

Coefficient of Determination

The adjusted R^2 value of 0.293 indicates that 29.3% of the variation in Organizational Citizenship Behavior (OCB) is explained by work environment, work discipline, and work ethic, while the remaining 70.7% is influenced by other factors outside this study.

Variable Index Scores Analysis

The variable index analysis using the Three Box Method indicates that all variables are in the high category. The work environment scored 80.4, reflecting employees' comfort and positive perceptions

model is significant. This means that work environment, work discipline, and work ethic simultaneously have a positive and significant effect on OCB among employees of TVRI Yogyakarta Station.

t-Test

The t-test results show that the work environment ($t = 2.808, p = 0.007$) and work discipline ($t = 3.648, p < 0.001$) have a positive and significant effect on Organizational Citizenship Behavior (OCB), while work ethic ($t = 1.905, p = 0.061$) has a positive but not significant effect. These findings indicate that OCB among TVRI Yogyakarta employees is strongly influenced by a supportive work environment and disciplined behavior.

of their workplace. The work discipline scored 82.8, showing that employees consistently comply with organizational rules and demonstrate responsibility in performing tasks. The work ethic scored 83.8, illustrating employees' sincerity, motivation, and dedication in their duties. Meanwhile, the Organizational Citizenship Behavior (OCB) scored 81.8, suggesting that employees frequently display voluntary and cooperative behaviors that support organizational performance. Overall, these results demonstrate that TVRI Yogyakarta employees maintain a productive work environment supported by discipline, ethical values, and strong OCB.

Multiple Linear Regression Analysis

The regression equation is: $Y = 6.948 + 0.2314X_1 + 0.515X_2 + 0.206X_3$, where X_1 is work environment, X_2 is work discipline, and X_3 is work ethic. All coefficients are positive,

indicating that these variables increase Organizational Citizenship Behavior (OCB). Work discipline has the strongest influence (0.515), followed by work environment (0.231) and work ethic (0.206), with the latter showing a positive but not significant effect.

Table 1. Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.948	6.106		1.138	.259
	Lingkungan Kerja	.231	.082	.289	2.808	.007
	Disiplin Kerja	.515	.141	.379	3.648	<.001
	Etos Kerja	.206	.108	.197	1.905	.061

a. Dependent Variable: OCB

Source: Processed data, 2025

CONCLUSION

Based on the multiple linear regression analysis, the following conclusions are drawn regarding factors influencing Organizational Citizenship Behavior (OCB):

- a. Work environment has a significant positive influence on OCB. Employees who perceive a supportive and comfortable workplace tend to show higher voluntary behavior and cooperation.
- b. Work discipline also has a significant positive effect on OCB. Employees who consistently follow organizational rules and responsibilities are more likely to contribute beyond their formal roles.
- c. Work ethic has a positive but not significant influence on OCB, indicating that while a good work ethic supports positive behavior, its impact is relatively weaker.
- d. Together, work environment, work discipline, and work ethic explain 29.3% of the variation in OCB, while the remaining 70.7% is influenced by other

factors not covered in this study.

Limitation and Recommendation

This study has several limitations that should be acknowledged. First, the research was conducted only among employees of TVRI Yogyakarta Station, which limits the generalizability of the findings to other institutions or sectors. Future studies are recommended to include respondents from different organizations or industries to provide a broader understanding of factors influencing Organizational Citizenship Behavior (OCB). Second, the study examined only three independent variables—work environment, work discipline, and work ethic—which together explain 29.3% of the variation in OCB. Future research should consider incorporating additional variables such as leadership style, motivation, or job satisfaction to better capture the factors that influence employee behavior. Third, the data were collected through self-reported questionnaires, which may introduce response bias. It is suggested that future researchers combine survey data with interviews or observations to

improve result validity. Despite these limitations, the findings provide valuable insights into the behavioral dynamics of employees within public organizations like TVRI.

REFERENCES

- Donni, J. P. (2017). Manajemen Kinerja Kepegawaian. *Bandung: Pustaka Setia*.
- El Badriati, B. (2021). *Etos Kerja Dalam Perspektif Islam Dan Budaya*. Sanabil.
- Idayati, I., & Mulyono, H. (2024). The Impact Of Work Environment And Islamic Work Ethics On Enhancing Organizational Citizenship Behavior. *Target: Jurnal Manajemen Bisnis*, 6(2), 101–110. <https://doi.org/10.30812/Target.V6i2.4575>
- Kusumastuti, I., Ita Kurniawati, N., Loka Satria, D., & Wicaksono, D. (2019). Analisis Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Dimediasi Oleh Kepuasan Kerja Karyawan Pada Sp Aluminium Di Yogyakarta. *Jurnal Riset Ekonomi Manajemen (REKOMEN)*, 3(1), 43–53. <https://doi.org/10.31002/Rn.V3i1.1540>
- Mangkunegara, A. P., & Octorend, T. R. (2015). Effect Of Work Discipline, Work Motivation And Job Satisfaction On Employee Organizational Commitment In The Company (Case Study In PT. Dada Indonesia). *Universal Journal Of Management*, 3(8), 318–328. <https://doi.org/10.13189/Ujm.2015.030803>
- Markiah, M., Suriansyah, A., & Saleh, M. (2022). The Effect Of The Transformational Leadership, Work Culture And Work Environment On Teachers' Organizational Citizenship Behavior (OCB). *International Journal Of Social Science And Human Research*, 05(12), 5398–5403. <https://doi.org/10.47191/Ijsshr/V5-I12-22>
- Muttaqien, F. (2021). Organizational Culture, Discipline And Work Motivation To Organizational Citizenship Behavior (Ocb) Employees. *Jurnal Terapan Manajemen Dan Bisnis*, 7(1), 24. <https://doi.org/10.26737/Jtmb.V7i1.2326>
- Noviyanti, M. A., Maharani, T., & Maryam, S. (2025). *Improving Employee Performance: Analysis Of The Influence Of Organizational Culture, Organizational Citizenship Behavior (Ocb), And Work Ethic*. 8(3), 8025–8037.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books. <https://books.google.co.id/books?id=Dkq3aaaaiaaj>
- Rivai, V. (2016). *Manajemen Sumber Daya Manusia Untuk Perusahaan*.
- Robbins, S., & Judge, T. (2018). *Organizational Behavior Global Edition*. Pearson Deutschland. <https://elibrary.pearson.de/book/99.150005/9781292259246>
- Sedarmayanti, M. P. (2017). Sumberdaya Manusia Dan Produktivitas Kerja Karyawan. *Bandung, Refika Aditama. BNSP*.
- Tsani, A., Gumliar, A., & Muljadi, M. (2024). Transformational Leadership, Work Ethic And Quality Of Work Life Increase Teachers' Organizational Citizenship Behavior. *Dinasti International Journal Of Economics, Finance & Accounting*, 5(3), 1885–1894. <https://doi.org/10.38035/Dijefa.V5i3.3042>
- Umasugi, N., Zulaiha, H., & Muhammad Asril, A. (2024). Work Discipline And Work Ethic On Employee Performance Mediated By OCB. *International Journal Of Digital Marketing Science*, 1(2), 101–109. <https://doi.org/10.54099/Ijdm.V1i2.872>

