

## **Influence of Organizational Citizenship Behavior and Work Environment on Job Satisfaction among Employees at the PT Nasmoco Karangjati Motor Auto Repair Shop**

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### **ABSTRACT**

Employee job satisfaction at PT Nasmoco Karangjati Motor's repair shop was assessed in relation to Organizational Citizenship Behavior (OCB) and the work environment. All 54 workshop employees participated, so the sample covered the full population. IBM SPSS Statistics 23 supported the descriptive review, measurement checks, assumption diagnostics, regression estimation, and the individual and joint significance tests. The estimated equation was  $Y = -0.211 + 0.324X_1 + 0.702X_2$ . OCB and the work environment each showed a positive, statistically significant association with job satisfaction, and the two predictors were also significant when tested together. An adjusted  $R^2$  of 0.860 means that the model accounted for 86.0% of the observed variation in job satisfaction; factors outside the model accounted for the other 14.0%. The pattern supports Herzberg's two-factor theory: employees' discretionary contributions and the conditions surrounding their work both matter for satisfaction.

**Keywords** Organizational Citizenship Behavior, Work Environment, Job Satisfaction

### **Pengaruh Organizational Citizenship Behavior dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan di Bengkel PT Nasmoco Karangjati Motor**

#### **Abstrak**

Kepuasan kerja karyawan di bengkel PT Nasmoco Karangjati Motor dinilai dalam kaitannya dengan \*Organizational Citizenship Behavior\* (OCB) dan lingkungan kerja. Seluruh 54 karyawan bengkel berpartisipasi dalam penelitian ini, sehingga sampel mencakup keseluruhan populasi. IBM SPSS Statistics 23 digunakan untuk mendukung analisis deskriptif, pemeriksaan pengukuran, diagnostik asumsi, estimasi regresi, serta uji signifikansi secara parsial dan simultan. Persamaan estimasi yang diperoleh adalah  $Y = -0,211 + 0,324X_1 + 0,702X_2$ . OCB dan lingkungan kerja masing-masing menunjukkan hubungan positif dan signifikan secara statistik terhadap kepuasan kerja; kedua prediktor tersebut juga terbukti signifikan ketika diuji secara bersama-sama. Nilai adjusted  $R^2$  sebesar 0,860 menunjukkan bahwa model tersebut menjelaskan 86,0% variasi yang teramati pada kepuasan kerja, sedangkan faktor-faktor di luar model menjelaskan 14,0% sisanya. Pola ini mendukung teori dua faktor Herzberg: kontribusi sukarela karyawan dan kondisi lingkungan kerja sama-sama berperan penting terhadap kepuasan kerja.

**Kata kunci:** Organizational Citizenship Behavior; Lingkungan Kerja; Kepuasan Kerja

#### **INTRODUCTION**

Human resource management (HRM) is an integral part of organizational

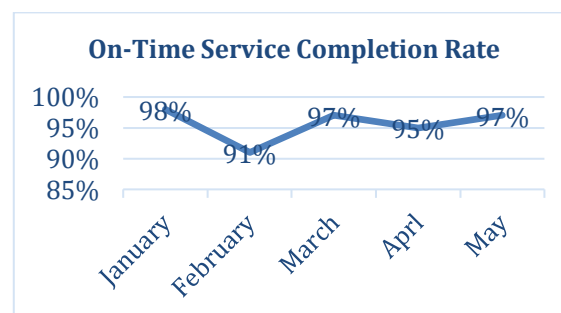
management, aimed at developing a high caliber workforce and maintaining staff performance (Robbins et al., 2023). Its

implementation involves a range of activities, including workforce planning, recruitment, training and development, remuneration management, and the establishment of positive employment relationships. Together, these activities enable employees to support organizational goals effectively (Ainiyah et al., 2025). Sound human resource management balances organizational outcomes with employees' needs and working conditions. Appropriate human resource practices help to enhance employee wellbeing, boost motivation and promote greater job satisfaction (Alsafadi & Altahat, 2021). Job satisfaction is a positive feeling that a person has toward their job as a result of evaluating various aspects of the job, such as the work itself, compensation, opportunities for growth, leadership, and relationships with coworkers (Robbins et al., 2023). Satisfied employees generally sustain more constructive attitudes toward their work, helping the organization operate effectively while supporting stronger individual performance (Cherif, 2020).

One factor contributing to increased job satisfaction is Organizational Citizenship Behavior. Employees display OCB when they willingly contribute beyond assigned duties even though those efforts are neither required nor tied to formal rewards. Nevertheless, such behaviors can contribute to improving organizational effectiveness

(Hermanto et al., 2024). Hermanto et al. (2024) group OCB into altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Thoha & Maharani, (2024) Employee satisfaction can also be shaped by the work environment. (Robbins et al., 2023) state that a supportive work environment, adequate social support, and positive relationships among employees can create a more supportive work experience. The work environment can be categorized into two aspects: the physical environment, which includes lighting, temperature, air circulation, cleanliness, workplace safety, and workspace arrangement, and the non-physical environment, which concerns relationships between employees, supervisors, and coworkers (Sedarmayanti, 2017). A comfortable and harmonious work environment has been shown to enhance work comfort while also increasing employee job satisfaction (Sennang & Ikbali, 2025).

PT Nasmoco Karangjati Motor is part of Toyota's authorized dealer network in Central Java and provides sales and after-sales services; its service quality therefore relies heavily on the capabilities of its workforce. Company records show that on-time service completion fluctuated between January and May 2026. Figure 1 shows the percentage of on-time service completions during that period.



Source: PT Nasmoco Karangjati Motor, 2026

**Figure 1.** On-Time Service Completion Rate of PT Nasmoco Karangjati Motor Service Center Employees

Based on Figure 1, the on-time service

completion rate was recorded at 98% in

January, then decreased to 91% in February, increased to 97% in March, decreased again to 95% in April, and increased to 97% in May. These fluctuations indicate that the company still faces challenges in maintaining consistent service quality. According to Robbins et al. (2023). Job satisfaction indicates employees' favorable perceptions of their work, which can influence their attitudes toward performing their duties; thus, it is believed to be one of the factors related to the consistency of the company's service quality.

To gain an initial understanding of these conditions, the researchers conducted a preliminary survey of 30 workshop employees at PT Nasmoco Karangjati Motor. The preliminary survey results showed that 14% of employees were dissatisfied with their jobs. In addition, 10% of respondents expressed negative views regarding OCB, and 13% expressed negative views regarding the work environment. Despite the generally favorable responses, some employees still reported less than optimal satisfaction and did not consistently display OCB or view their work environment positively. The preliminary pattern points to a possible link between OCB, workplace conditions, and the degree of job satisfaction among the repair-shop employees.

Earlier studies have not reached a consistent conclusion about how OCB and workplace conditions relate to job satisfaction. Seran et al. (2021) reported a positive link between OCB and job satisfaction, but Frederica et al. (2025) did not find a statistically significant effect. Wahyuniardi et al. (2018) likewise identified a positive association between workplace conditions and satisfaction, a result that contrasts with Muviana, (2022). Evidence on the combined role of OCB and the work environment still comes mainly from banking, education, and healthcare, with relatively little attention given to the automotive industry (Supriyanto et al., 2020; Hakim et al., 2023; Sennang & Ikbal, 2025).

The present research therefore tests whether OCB and the work environment influence job satisfaction among employees of PT Nasmoco Karangjati Motor's repair shop.

## **Literature Review**

### **Two Factor Theory**

Herzberg's Two-Factor Theory separates the sources of employee satisfaction into motivators and hygiene factors. Motivators arise from the job itself and include achievement, recognition, responsibility, career progress, and personal growth. Employees may feel more satisfied when these intrinsic rewards are present. Hygiene factors sit outside the task itself and cover organizational policy, supervision, colleague relationships, working conditions, pay, and job security. Adequate hygiene factors mainly prevent dissatisfaction rather than create lasting satisfaction (Robbins & Judge, 2023). OCB is treated here as an expression of motivational forces, while the work environment represents the hygiene side of the theory. Together, the two concepts offer a basis for understanding job satisfaction among employees at PT Nasmoco Karangjati Motor's repair shop.

### **OCB as Discretionary Employee Behavior**

Organ introduced OCB to describe employee actions that are voluntary, extend beyond formal duties, and support organizational effectiveness without a direct link to official rewards (Hermanto et al., 2024). Such behavior reflects commitment through practical acts, including helping colleagues, preserving cooperative relationships, and taking part in organizational activities. Evidence from Aini and Jaber (2022) and Laras et al. (2021) suggests that stronger OCB tends to accompany greater job satisfaction. Organ's framework, as discussed by Hermanto et al. (2024), identifies five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Collectively, they capture assistance to coworkers, discipline, tolerance

of organizational conditions, efforts to prevent conflict, and active involvement in organizational life.

### Physical and Social Work Conditions

Employees experience the work environment through the physical and social conditions surrounding their daily tasks, and those conditions can affect how well they perform. Ariana et al. (2024) A comfortable, safe, and supportive workplace can contribute to employee comfort, motivation, and job satisfaction, while unfavorable working conditions may interfere with work activities and decrease job satisfaction (Annajib et al., 2022). Wahyuniardi et al. (2018) and Saputra et al. (2024) both found that better workplace conditions were associated with higher job satisfaction. Wahyuniardi et al. (2018) For the present analysis, workplace conditions are divided into physical and non-physical components. According to Sedarmayanti in Sennang & Ikbali (2025), the physical work environment covers lighting, air temperature and ventilation, noise, cleanliness and safety, as well as spatial layout and decor. Meanwhile, the non-physical work environment, according to Sedarmayanti in Ariana et al. (2024), includes relationships with peers, relationships between supervisors

and employees, and cooperation among employees, all of which play a role in creating a harmonious work atmosphere that supports job satisfaction. A supportive work environment can enhance employee performance, while an inadequate one can hinder work and reduce comfort (Puja et al., 2024).

### Job Satisfaction

Job satisfaction represents the positive response employees have to their jobs that arises as a result of evaluating the characteristics of their job (Robbins et al., 2023). Hasibuan (2016) Job satisfaction can be defined as employees' positive attitudes toward their work. Employees experiencing greater job satisfaction tend to demonstrate positive attitudes, high work enthusiasm, and a sense of responsibility in completing their tasks. Spector's scale, cited by Gao & Li (2021), assesses job satisfaction across nine areas: pay, promotion prospects, supervision, fringe benefits, contingent rewards, operating conditions, relationships with coworkers, the nature of the work, and communication. Together, these areas show how employees evaluate both their roles and the wider organizational setting.

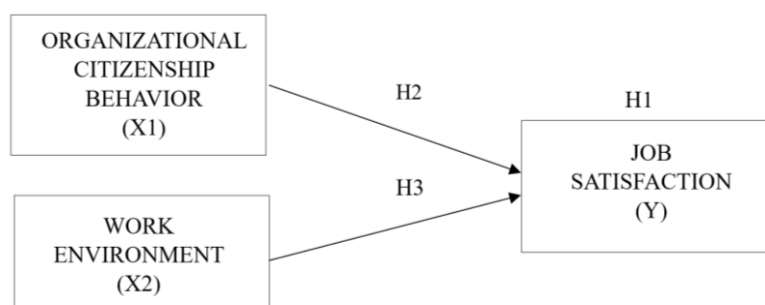


**Figure 2.** Empirical Model

The research hypotheses derived from Figure 2 are presented below:

H1: OCB and WE jointly provide significant explanatory power for JS.

H2: Variations in OCB significantly predict JS.

H3: Variations in WE significantly predict JS.

### RESEARCH DESIGN

A quantitative, deductive design was selected to test whether OCB and the work environment predict job satisfaction among PT Nasmoco Karangjati Motor employees.

Established theory informed the hypotheses, which were then evaluated with empirical observations.

Before conducting the main survey, a preliminary survey was carried out involving 30 workshop employees of PT Nasmoco Karangjati Motor to obtain an initial understanding of OCB, the WE, and JS. Its results helped define the research problem, shape the background, and guide preparation of the main questionnaire. The target population consisted of all 54 active workshop employees at PT Nasmoco Karangjati Motor. Because the group was small enough to include in full, all 54 employees were invited as respondents through a census.

Primary evidence came from a questionnaire distributed through Google Forms; company records, books, journal articles, and related materials supplied the secondary evidence. The questionnaire covered OCB ( $X_1$ ), the work environment ( $X_2$ ), and job satisfaction ( $Y$ ). Respondents rated each item on a five-point Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree." OCB items followed

Organ's five dimensions, work-environment items drew on Sedarmayanti's physical and non-physical categories, and job-satisfaction items reflected Spector's nine dimensions.

IBM SPSS Statistics 23 was used to analyze the responses. Descriptive summaries were followed by validity and reliability checks, along with tests of normality, multicollinearity, heteroscedasticity, and linearity. Multiple regression estimated the relationships among the variables. Individual coefficients were assessed with  $t$  tests, while the  $F$  test evaluated the predictors together. Adjusted  $R^2$  indicated how much variation in job satisfaction the model explained.

## **FINDINGS AND DISCUSSION**

### **Respondent Characteristics**

An overview of the respondents' characteristics is provided in Table 1, covering gender, age, work division, job position, educational background, and length of service. The respondent profile provides an overview of the employees participating in the study and reflects the demographic composition of workshop employees at PT Nasmoco Karangjati Motor.

**Table 1.** Responden Characteristic

| <b>Category</b>          | <b>Frequency (n)</b> | <b>Percentage (%)</b> |
|--------------------------|----------------------|-----------------------|
| <b>Gender</b>            |                      |                       |
| Male                     | 52                   | 96.3                  |
| Female                   | 2                    | 3.7                   |
| <b>Age</b>               |                      |                       |
| 20–30 years              | 20                   | 37.0                  |
| 31–40 years              | 28                   | 51.9                  |
| 41–50 years              | 6                    | 11.1                  |
| <b>Workshop Division</b> |                      |                       |
| General Repair (GR)      | 31                   | 57.4                  |
| Body and Paint (BP)      | 23                   | 42.6                  |
| <b>Job Position</b>      |                      |                       |
| Head of Workshop         | 3                    | 5.6                   |
| Service Advisor          | 6                    | 11.1                  |

| Category                             | Frequency (n) | Percentage (%) |
|--------------------------------------|---------------|----------------|
| Instructor                           | 1             | 1.9            |
| Partman                              | 3             | 5.6            |
| Foreman                              | 4             | 7.4            |
| MRA                                  | 2             | 3.7            |
| Technician                           | 12            | 22.2           |
| Head of Contract Technician          | 1             | 1.9            |
| Contract Technician                  | 9             | 16.7           |
| Tool Keeper                          | 1             | 1.9            |
| Rematching Disk                      | 1             | 1.9            |
| Spooring Technician                  | 1             | 1.9            |
| Engine Care Technician               | 3             | 5.6            |
| AC & CO Technician                   | 4             | 7.4            |
| Washing Staff                        | 3             | 5.6            |
| <b>Education</b>                     |               |                |
| Senior High School/Vocational School | 43            | 79.6           |
| Diploma (D3)                         | 7             | 13.0           |
| Applied Bachelor (D4)                | 4             | 7.4            |
| <b>Length of Service</b>             |               |                |
| 1–5 years                            | 26            | 48.1           |
| 6–10 years                           | 9             | 16.7           |
| 11–15 years                          | 14            | 25.9           |
| >15 years                            | 5             | 9.3            |

Source: Calculations based on survey responses collected in 2026.

Men made up 96.3% of respondents, a profile consistent with the workshop's technical operations. The largest age group was 31-40 years (51.9%), placing most of the workforce within a generally productive stage of employment. General Repair (GR) employed 57.4% of participants. Most respondents had completed senior high school or vocational education (79.6%), and 48.1% had worked for one to five years. This background suggests that they had sufficient experience to evaluate the company's work

environment and organizational practices.

### Validity Test

Questionnaire items were checked to confirm that each one captured its intended variable (Ghozali, 2021). An item met the validity criterion when its calculated *r* value was greater than the critical *r* value and its significance level was under 0.05. With 54 respondents and 52 degrees of freedom, the critical *r* value was 0.2681. Table 2 reports the item-level results.

**Table 2.** Item Validity Results

| Variable                                                           | Indicator | r-value | r-table | Sig.  | Remark |
|--------------------------------------------------------------------|-----------|---------|---------|-------|--------|
| <b>Organizational<br/>Citizenship<br/>Behavior (X<sub>1</sub>)</b> | X1.1a     | 0.656   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.1b     | 0.639   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.2a     | 0.646   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.2b     | 0.717   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.3      | 0.608   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.4a     | 0.522   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.4b     | 0.658   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.5a     | 0.653   | 0.2681  | 0.000 | Valid  |
|                                                                    | X1.5b     | 0.630   | 0.2681  | 0.000 | Valid  |
| <b>Work<br/>Environment<br/>(X<sub>2</sub>)</b>                    | X2.1      | 0.656   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.2      | 0.643   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.3      | 0.592   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.4      | 0.652   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.5      | 0.656   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.6      | 0.612   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.7      | 0.581   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.8      | 0.586   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.1a     | 0.639   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.1b     | 0.652   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.2a     | 0.641   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.2b     | 0.659   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.3a     | 0.694   | 0.2681  | 0.000 | Valid  |
|                                                                    | X2.3b     | 0.713   | 0.2681  | 0.000 | Valid  |
| <b>Job Satisfaction<br/>(Y)</b>                                    | Y1        | 0.713   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y2        | 0.735   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y3        | 0.659   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y4        | 0.753   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y5        | 0.713   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y6        | 0.541   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y7        | 0.722   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y8        | 0.684   | 0.2681  | 0.000 | Valid  |
|                                                                    | Y9        | 0.712   | 0.2681  | 0.000 | Valid  |

Source: Calculations based on survey responses collected in 2026.

Every OCB, WE, and JS item satisfied the validity criteria. Each calculated

r value was above its critical value, and every significance result was 0.000, below the 0.05 cut-off. All items were therefore retained for the questionnaire.

### Reliability Test

Ghozali (2021) explains that reliability testing is conducted to determine

the consistency of responses obtained from a questionnaire. A research instrument is regarded as reliable when it produces relatively stable results when the measurement is repeated under similar conditions. Table 3 summarizes the reliability coefficients for the three scales.

**Table 3.** Scale Reliability Results

| Variable | Cronbach's Alpha | Threshold Cronbach's Alpha | Remark   |
|----------|------------------|----------------------------|----------|
| OCB (X1) | 0,816            | 0,70                       | Reliable |
| WE (X2)  | 0,890            | 0,70                       | Reliable |
| JS (Y)   | 0,864            | 0,70                       | Reliable |

Source: Calculations based on survey responses collected in 2026.

OCB, WE, and JS all produced Cronbach's alpha values above 0.70, so the three measures showed acceptable internal consistency and were retained for the analysis.

### Normality Test

Normality testing checks whether regression residuals follow an approximately normal distribution. Ghozali (2021) treats this pattern as a requirement for an appropriate regression model. Table 4 reports the Kolmogorov-Smirnov result.

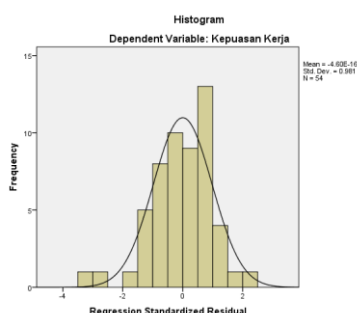
**Table 4.** Kolmogorov-Smirnov Test of Residual Normality

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 54                      |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | .23171766               |
| Most Extreme Differences         | Absolute       | .073                    |
|                                  | Positive       | .069                    |
|                                  | Negative       | -.073                   |
| Test Statistic                   |                | .073                    |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>     |

Source: Calculations based on survey responses collected in 2026.

A significance value of 0.200 was obtained, exceeding the 0.05 benchmark. The residuals

therefore met the normality criterion.



Source: Primary data processed, 2026

**Figure 2.** Histogram Graph

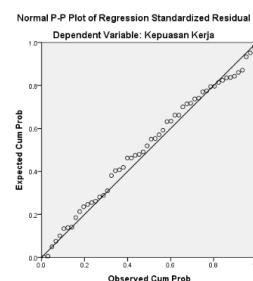


**Figure 3.** P-Plot Graph

Both diagnostic plots support the

normality assumption. The histogram is

approximately bell-shaped without marked skewness, and the points on the normal P-P plot track the diagonal reference line closely. Taken together, these patterns indicate that the residual distribution is sufficiently close to normal for the regression analysis.

The heteroscedasticity check evaluates whether residual variance changes across observations in a regression model (Ghozali, 2021). Significance values above 0.05 indicate no evidence of unequal residual variance. Table 5 presents the results for both predictors.

### Heteroscedasticity Test

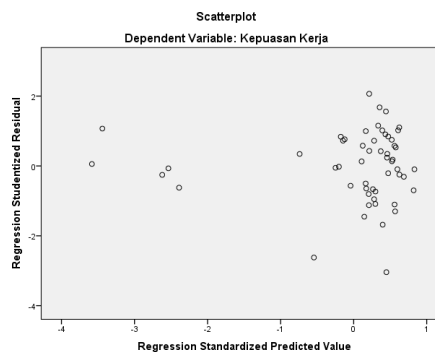
**Table 5.** Heteroscedasticity Test Result

| Variable | Sig.  | Significance Level | Remark                         |
|----------|-------|--------------------|--------------------------------|
| OCB (X1) | 0,711 | 0,05               | No heteroscedasticity detected |
| WE (X2)  | 0,625 | 0,05               | No heteroscedasticity detected |

Source: Primary data processed, 2026

OCB returned a significance value of 0.711 and WE returned 0.625. Both are above

0.05, providing no evidence of heteroscedasticity in the model.



Source: Calculations based on survey responses collected in 2026.

**Figure 4.** Scatterplot

Residuals in Figure 4 are dispersed around the horizontal axis without a recognizable funnel, narrowing, or widening pattern. Their random spread offers further evidence that heteroscedasticity is not present.

### Multicollinearity Test

Checking for problematic intercorrelations among the predictor constructs is accomplished through

multicollinearity evaluations (Ghozali, 2021). This diagnostic procedure relies on inspecting specific statistical indicators, namely tolerance metrics and Variance Inflation Factor values. Referring to the output presented in Table 10, all predictor variables demonstrate tolerance figures greater than 0.10 alongside Variance Inflation Factor measures below 10, verifying that multicollinearity is absent from the regression model. Table 6 reports both measures.

**Table 6.** Collinearity Diagnostics

| Variable | Collinearity Statistics |       | Threshold |     | Remark                        |
|----------|-------------------------|-------|-----------|-----|-------------------------------|
|          | Tolerance               | VIF   | Tolerance | VIF |                               |
| OCB (X1) | 0,177                   | 5,659 | 0,1       | 10  | No multicollinearity detected |
| WE (X2)  | 0,177                   | 5,659 | 0,1       | 10  | No multicollinearity detected |

Source: Calculations based on survey responses collected in 2026.

Each predictor had a tolerance above 0.10 and a VIF below 10. The two variables therefore met the stated multicollinearity criteria.

### Linearity Test

Linearity testing determines whether

each predictor has a linear association with the outcome variable (Ghozali, 2021). A relationship meets the stated rule when "Deviation from Linearity" is greater than 0.05 while "Linearity" is less than 0.05. Table 7 contains the corresponding results.

**Table 7.** Linearity Assessment Results

| Variable | <i>Deviation from Linearity</i> | <i>Linearity</i> | Remark |
|----------|---------------------------------|------------------|--------|
| OCB (X1) | 0,919                           | 0,012            | Linear |
| WE (X2)  | 0,184                           | 0,00             | Linear |

Source: Primary data processed, 2026

OCB recorded 0.919 for Deviation from Linearity and 0.012 for Linearity. WE produced values of 0.184 and 0.000, respectively. Both predictors therefore satisfy the linearity requirement in relation to job satisfaction.

### Multiple Regression Results

Multiple linear regression estimates the contribution of two or more predictors to a single outcome (Ghozali, 2021). The model used here estimates how OCB ( $X_1$ ) and WE ( $X_2$ ) relate to JS ( $Y$ ).

**Table 8.** Estimated Regression Coefficients

| Coefficient |                             |            |                           |        |       |
|-------------|-----------------------------|------------|---------------------------|--------|-------|
| Model       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|             | B                           | Std. Error | Beta                      |        |       |
| (Constant)  | -0,211                      | 0,190      |                           | -1,110 | 0,272 |
| 1 MPKO      | 0,324                       | 0,132      | 0,299                     | 2,444  | 0,018 |
| MLK         | 0,702                       | 0,132      | 0,651                     | 5,329  | 0,000 |

a. Variable Dependent: MKK

Source: Primary data processed, 2026

Table 8 provides the coefficients used to express the estimated regression model:

$$JS = -0.211 + 0.324(OCB) + 0.702(WE) + e$$

Each term in the model carries the following interpretation:

Constant ( $\alpha$ ). The intercept is -0.211. If OCB and WE are set to zero, the model predicts JS at -0.211; this figure serves as the equation's baseline.

OCB has a coefficient of 0.324. Holding WE constant, a one-unit rise in OCB correspond to a 0.324-unit increase in predicted JS.

WE has a coefficient of 0.702. Holding OCB constant, a one-unit rise in WE correspond to

a 0.702-unit increase in predicted JS.

#### F-test (Simultaneous Significance Test)

The F test evaluates whether the predictors, considered together, explain the dependent variable and whether the overall regression model is statistically suitable (Ghozali, 2021). A 5% significance level yields a critical F value of 3.18 for this analysis. Table 9 reports the result.

**Table 9.** ANOVA Results for the Regression Model

| ANOVA      |                |    |             |         | Critical           |      |      |
|------------|----------------|----|-------------|---------|--------------------|------|------|
| Mode       | Sum of Squares | df | Mean Square | F       | Sig.               | F    | Sig. |
| Regression | 18,317         | 2  | 9,158       | 164,133 | 0,000 <sup>b</sup> | 3,18 | 0,05 |
| Residual   | 2,846          | 51 | 0,056       |         |                    |      |      |
| Total      | 21,163         | 53 |             |         |                    |      |      |

a. Variabel dependent: MKK

b. Predictors: (Constant), MPKO, MLK

Source: Calculations based on survey responses collected in 2026.

The model produced a significance value of 0.000, below 0.05, and its calculated F exceeded the critical value of 3.18. The joint hypothesis is therefore supported: OCB and WE together have a statistically significant relationship with job satisfaction.

**Individual Coefficient Tests (t Tests)** The t test assesses each predictor's coefficient separately at the 5% significance level (Ghozali, 2021). Support for a hypothesis requires either a p value below 0.05 or a calculated t value above the critical value. With 54 respondents and 51 degrees of freedom, the critical t value was 2.00758. Table 10 reports the results.

**Table 10.** Individual t-Test Results

| Variable | t     | Sig.  | Critical |      | Remarks     |
|----------|-------|-------|----------|------|-------------|
|          |       |       | t        | Sig. |             |
| OCB (X1) | 2,444 | 0,018 | 2,00758  | 0,05 | Ha accepted |
| WE (X2)  | 5,329 | 0,000 | 2,00758  | 0,05 | Ha accepted |

Source: Calculations based on survey responses collected in 2026.

The decisions for the two hypotheses appear below:

#### Hypothesis 2 (H2)

H0<sup>2</sup>: Changes in OCB do not significantly

predict JS.

Ha<sup>2</sup>: Changes in OCB significantly predict JS.

OCB yielded  $p = 0.018$  and  $t = 2.444$ . The  $p$  value is under 0.05, and the  $t$  statistic is greater than 2.00758;  $H_0^2$  is therefore rejected in favor of Ha<sup>2</sup>. OCB consequently shows a positive and statistically significant relationship with JS.

### Hypothesis 3 (H3)

H<sub>0</sub><sup>3</sup>: Changes in WE do not significantly predict JS.

Ha<sup>3</sup>: Changes in WE significantly predict JS.  
WE yielded  $p = 0.000$  and  $t = 5.329$ . The  $p$

value is under 0.05, and the  $t$  statistic exceeds 2.00758;  $H_0^3$  is therefore rejected in favor of Ha<sup>3</sup>. Better work-environment scores are consequently associated with higher job satisfaction.

### Coefficient of Determination

Adjusted  $R^2$  shows how much variation in the dependent variable is accounted for by the predictors (Ghozali, 2021). Values closer to 1 indicate stronger explanatory power, whereas values near 0 indicate little explanatory contribution. Table 11 reports the model's adjusted  $R^2$ .

**Table 11.** Model Summary and Explained Variance

| Model Summary                        |                    |          |                   |                            |
|--------------------------------------|--------------------|----------|-------------------|----------------------------|
| Model                                | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                    | 0,930 <sup>a</sup> | 0,866    | 0,860             | 0,23622                    |
| a. Predictors: (Constant), MPKO, MLK |                    |          |                   |                            |

Source: Calculations based on survey responses collected in 2026.

An adjusted  $R^2$  of 0.860 means that OCB and WE account for 86% of the observed variation in JS. Variables outside the model account for the remaining 14%.

### CONCLUSIONS

Job satisfaction among PT Nasmoco Karangjati Motor workshop employees rises with both OCB and a supportive work environment. Each predictor was statistically significant on its own, and the two were also significant when assessed together. Employees who willingly help colleagues, follow organizational rules, and participate in workplace activities tend to report greater satisfaction. Comfortable, safe, clean surroundings and constructive relationships with supervisors and coworkers likewise support a more satisfying work experience.

Work environment produced the larger coefficient, making workplace improvement the more influential of the two strategies examined. The model explained 86% of the variance in JS (adjusted  $R^2 =$

0.860); the remaining 14% reflects factors not represented in the analysis. The findings corroborate Herzberg's Two-Factor Theory, in which OCB reflects motivator factors that enhance intrinsic satisfaction, whereas the WE represent hygiene factors that prevent dissatisfaction and create favorable working conditions. Therefore, organizations striving to improve employee JS should simultaneously foster positive OCB and maintain a supportive WE.

### Limitations and Directions for Future Research

The results should be read with three limitations in mind. First, evidence came from one workshop and only 54 employees, so the pattern may not extend to organizations or sectors with different characteristics. Second, the model included only OCB and the work environment. Job satisfaction may also depend on leadership style, compensation, work motivation, organizational commitment, organizational culture, and work-life balance. Finally, the

cross-sectional design captured perceptions at a single point and could not show how satisfaction changed over time.

Future studies would benefit from larger, more varied samples drawn from several organizations and sectors. Additional predictors such as leadership, pay, organizational commitment, employee engagement, and work-life balance could offer a fuller account of employee job satisfaction. Longitudinal or mixed-method designs may also reveal how OCB, workplace conditions, and other organizational factors shape satisfaction over time.

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