

THE INFLUENCE OF WORK ENVIRONMENT AND WORK MORATE ON OCB WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (Study of the Bondowoso Regency Civil Service Police Unit)

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ABSTRACT

The problem with this research is that the number of personnel does not meet requirements; There are still mushrooming street vendors selling in the green belt area; Facilities and infrastructure as well as work support facilities are still limited, especially for fire fighting and patrol facilities; There is no Fire Disaster Emergency Post Unit at several locations to reach remote villages supported by a new Fire Fighting Fleet and adequate personnel and the condition of the Fire Fighting Car is unfit for use. The aim of this research is to examine and analyze the influence of the environment and work morale on Organizational Citizenship Behavior (OCB) through organizational commitment as an intervening variable in the Bondowoso Regency Civil Service Police Unit. This research is included in confirmatory research with a population and sample of 52 respondents, a saturated sampling technique was used because the entire population was used as the sample. The data analysis technique used is Structural Equation Modeling (SEM) processed with Smart PLS 4.0. Based on the results of data analysis, it shows that the work environment has a significant effect on organizational commitment. However, work enthusiasm does not have a significant effect on the organizational commitment of the Bondowoso Regency Satpol PP. The work environment, work enthusiasm and organizational commitment have a significant influence on Organizational Citizenship Behavior (OCB) in the Bondowoso Regency Satpol PP. The work environment has a significant effect on Organizational Citizenship Behavior (OCB) through organizational commitment to the Bondowoso Regency Satpol PP. Work enthusiasm does not have a significant effect on Organizational Citizenship Behavior (OCB) through organizational commitment to the Bondowoso Regency Satpol PP.

Keywords: environment, work morale, organizational commitment and OCB.

1. INTRODUCTION

Human Resources Management Human resources management *is* a series of organizational activities directed at attracting, developing and retaining an effective workforce (Michael, 2017). Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRM) that is able to work effectively and efficiently. Human resource management is an activity related to empowering people in organizations (Michael, 2017). Widagdo, et al (2023) Human Resource Management (HRM) is a strategic approach in managing labor and human resources in an organization. Human resource management is related to organizational values and culture and not only creates rational and real aspects such as structure and technology, but also creates ideology, language, beliefs.

Achieving work goals cannot be separated from adequate facilities. According to (Sedarmayanti, 2016) defines the work environment as all the tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. According to (Nitisemito, 2015), the work environment is everything around workers that can influence them in carrying out their assigned tasks. According to Afandi (2017), the work environment is something that exists in the workers' environment which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and at least adequate work equipment.

One way to achieve optimal performance is high employee morale. According to Hasibuan (2014:94) work enthusiasm is a person's desire and sincerity to do their work well and be disciplined to achieve maximum work performance. Nitisemito (2015:160) states that work enthusiasm is doing work more actively so that work can be completed faster and better. In this way, work enthusiasm can also be interpreted as something positive and something good, so that it can provide encouragement for work in the sense of being faster and better.

Organizations are not foreign places, but rather places where life develops, everyone tries to do their best with the same goal, we even see that there are cross generations that can be reached, so that the commitment built by one generation will strengthen the commitment of the next organization. (WAHYUDI, 2020). Meanwhile, according to (WAHYUDI, 2020) the definition of organizational commitment as the relative strength of an individual's identification and involvement in a particular organization, which is indicated by a strong belief in the goals and values of the organization, a willingness to undertake certain efforts for the benefit of the organization and a strong desire to continue being a member of the organization. , it can be explained that organizational commitment is the relative strength of an individual's identification and involvement with the organization.

This makes organizations really appreciate employees who behave in *Organizational Citizenship Behavior* because *Organizational Citizenship Behavior* shows how serious an employee is in serving their organization. The key to organizational success lies in the members of the organization, how these members contribute to the planning and implementation of tasks in achieving organizational goals. Griffin and Moorhead (2014) also suggested that OCB behavior refers to individual behavior that makes an overall positive contribution to the organization.

Based on the theory built by referring to the source as a reference above, in this research the results of previous research do not answer the truth of the theory, this can be explained in the following *research gap in Husodo's Research* , (2018), with the research results showing the work environment has no effect on *Organizational Citizenship Behavior* in PT employees. PLN UP3 Magelang; Research Sengkey, YM, Tewal, B., & Lintong, DC (2018). The research results show that organizational commitment has a negative and insignificant influence on OCB.

Based on the theory and results of previous research similar to those above, the research object chosen was the Bondowoso District Civil Service Police Unit. The Civil Service Police Unit, as the organizer of some of the mandatory affairs that fall under the authority of the Government, has an obligation that must be carried out, namely preparing an SKPD Strategic Plan. In implementing its performance, the Bondowoso Regency Civil Service Police Unit is directed to support the achievement of the vision and mission of the Regent and Deputy Regent of Bondowoso for the period 2024 - 2026 through a series of programs and activities, both within the policies of the Central Government, Provincial Government and Regional Government.

The Civil Service Police Unit is directly related to the Enforcement of Regional Regulations and Regional Head Decisions. In accordance with its supervisory authority in efforts to create peace and public order as well as protecting the community, sub matters of peace and public order and sub matters of fire. This is done considering the high level of violations of Regional Regulations and Regional Head Decrees and Legislative Regulations - other invitations. The duties, functions, authority and work procedures of the Bondowoso Regency Civil Service Police Unit are based on Regent's Regulation Number 130 of 2021 and are as follows: The duties of the Civil Service Police Unit are: to assist the Regent in carrying out Government affairs in the areas of peace and public order and community protection. In carrying out its duties, the Civil Service Police Unit carries out the following functions: Preparation of programs and budgets as well as financial management; Management of equipment, administrative affairs, household and state/regional goods; Preparation of plans in the field of peace and public order as well as community protection; Formulation of technical policies in the field of peace and public order, as well as community protection; Implementation of services in the field of peace and public order, as well as community protection; Guidance, coordination, control of peace and public order, as well as community protection;

Implementation of other official duties assigned by the Regent in accordance with his duties and functions. Preparing a program for enforcing Regional Regulations and Regent Regulations, maintaining public order and tranquility as well as implementing community protection; Implementation of policies for enforcing Regional Regulations and Regent Regulations, maintaining public order and peace as well as implementing community protection; Implementation of coordination of enforcement of Regional Regulations and Regent Regulations, implementation of public order and peace as well as implementation of community protection with related agencies; Supervision of the public, apparatus or legal entities over the implementation of Regional Regulations and Regent Regulations; and Implementation of other functions based on the tasks assigned by the Regional Head in accordance with his duties and functions.

Departing from the Duties and Functions of the Bondowoso Regency Civil Service Police Unit, implementing programs and activities is not something that is considered easy, therefore it is necessary to build Commitment and Strategy based on the Vision, Mission, Goals and Targets, Strategy and Organizational Policies that must be achieved.

The commitment of the Bondowoso Regency Civil Service Police Unit in carrying out its duties and functions is to carry out Regional Government affairs in the field of peace and public order as well as community protection, sub-affairs of peace and public order and sub-affairs of fire. Based on the statement above, the strategic issues that occur are as follows:

Table 1 Strategic Issues in improving peace and public order in Bondowoso Regency.

No.	Activity indicators	Target achievement 100%
1.	Increased security and public order.	87.4%
2.	Increasing public compliance with regional regulations, regent regulations and regional head decisions.	80.2%
3.	Increasing the capacity of Human Resources (HR) and equality for civil service police, Linmas and Damkar personnel.	84.6%
4.	There is a need to develop Fire Management Areas (WMK) by building Fire Disaster Emergency Posts at 4 (four) location points to reach remote village locations supported by a new Fire Fighting Fleet and adequate personnel.	81.1 %
5.	Increasing fire prevention through the provision of hydrants and APAR cylinders at important locations and government assets.	87.6%

Source: Bondowoso Regency Civil Service Police Unit (2024).

Based on table 1 above, it shows that the achievement targets for activity indicators have not yet reached the expected targets. This can also be seen as based on providing services to the community in order to create security, peace, order, obedience and compliance with laws and regulations. - the invitation is valid, the Civil Service Police

Unit apparatus of Bondowoso Regency still has several problems, including: The number of personnel is not yet as needed; There are still mushrooming street vendors selling in the green belt area; Facilities and infrastructure as well as work support facilities are still limited, especially for fire fighting and patrol facilities; There is no Fire Disaster Emergency Post Unit at several locations to reach remote villages supported by a new Fire Fighting Fleet and adequate personnel and the condition of the Fire Fighting Car is not suitable for use. Based on the problems found in the research object, I concluded that the phenomenon that occurred was "Lack of effective employee performance in carrying out their duties and functions". Referring to the phenomenon, the researchers tried to highlight several important factors as solutions in increasing performance achievements and minimizing existing problems, these factors include the work environment and work spirit which influence organizational commitment and its impact on OCB in the Bondowoso Regency Civil Service Police Unit environment.

2. LITERATURE REVIEW

2.1 Work environment

The work environment is a place and dynamic elements that exist around someone working (Amirullah, 2015). The work environment not only concerns the physical work environment but also concerns the psychological elements that occur at work. According to (Sedarmayanti, 2016) defines the work environment as all the tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. According to (Nitisemito, 2015), the work environment is everything around workers that can influence them in carrying out their assigned tasks. From the understanding according to experts, it can be concluded that the work environment is the condition or atmosphere around the employee, during the time the employee carries out activities where these activities have an influence on the employee when carrying out work activities in order to carry out company operations.

2.2 Spirit at work

According to Sri Widodo (2015: 104) states that work morale reflects the condition of employees in their work environment. If employee morale is good, the company will gain benefits, such as low absenteeism rates, less employee turnover and increased labor productivity. According to Hasibuan (2014:94) work enthusiasm is a person's desire and sincerity to do their work well and be disciplined to achieve maximum work performance. Nitisemito (2015:160) states that work enthusiasm is doing work more actively so that work can be completed faster and better. In this way, work enthusiasm can also be interpreted as something positive and something good, so that it can provide encouragement for work in the sense of being faster and better.

2.3 Organizational Commitment

An organization is not a foreign place, but a place where life develops, everyone tries to do their best with the same goal, we even see that there are cross-generational reach, so that the commitment built by one generation will strengthen the commitment of the next organization. (Wahyudi, 2020) (Robbins, Stephen P. & A. Judge, 2011) says that organizational commitment is defined as the relative strength of an individual in identifying his involvement in a part of the organization which is characterized by acceptance of the organization's values and goals, willingness to work for the organization and the desire to maintain his membership in the organization. which is indicated by a strong belief in the goals and values of the organization, a willingness to undertake certain efforts for the benefit of the organization and a strong desire to continue being a member of the organization. , it can be explained that organizational commitment is the relative strength of an individual's identification and involvement with the organization .

2.4 Organizational Citizenship Behavior (OCB)

Luthans (2015) defines *Organizational Citizenship Behavior* as a behavior that is discretionary, not directly or explicitly recognized by normal job requirements, but in aggregate can improve the effective functioning of the organization. Griffin and Moorhead (2014) also suggested that OCB behavior refers to individual behavior that makes an overall positive contribution to the organization. Widagdo, et al (2023) emphasized that *Organizational Citizenship Behavior* is a behavior of an employee that is not formally regulated and can improve organizational performance. *Organizational Citizenship Behavior* is behavior that is voluntary, not a forced action towards things that prioritize the interests of the organization.

2.5 Conceptual Framework

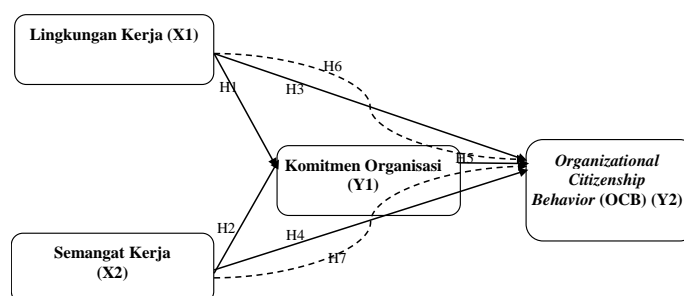


Figure 2. 1Conceptual Framework

3. RESEARCH METHODS

This research was conducted at the Bondowoso Regency Civil Service Police Unit located at Jalan Santawi No 96 Bondowoso District - East Java. The time of this research is January to June 2024. The sample in this research is employees of the Bondowoso Regency Civil Service Police Unit. Error rate, in social research the maximum error rate is 5% (0.05). The greater the error rate, the smaller the sample size. However, what needs to be paid attention to is that the larger the sample size (the closer it is to the population), the smaller the chance of generalization error and vice versa, the smaller the sample size (farther away from the population), the greater the chance of generalization error. The sampling technique used in this research is Saturated Sampling (census), which is a sampling technique when all members of the population are used as samples, Sugiyono (2015), then the entire population in this study is used as a sample, namely 168 people.

The research method used in this research is descriptive and verification methods. The descriptive method according to Sugiyono (2012) is research that attempts to collect data, critically analyze the data and draw conclusions based on facts during the research period or the present. The verification method is a research method that aims to determine the relationship between two or more variables or a method used to test the truth of a hypothesis (Sugiyono, 2012). Answers to problems based on temporary research results (hypotheses) regarding the relationship between the two variables, namely variables on organizational commitment and has an impact on increasing *Organizational Citizenship Behavior (OCB)* in the Bondowoso Regency Civil Service Police Unit.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Convergent Validity

The convergent validity test is carried out with the aim of determining the validity of each relationship between indicators and latent variables. This test is determined from the *outer loading value* and the *Average Variance Extracted (AVE)* value from each indicator.

Table 2 Convergent Validity Test (outer loading)

Indicator	X ₁ Work environment	X ₂ Work enthusiasm	Z Organizational commitment	Y OCB	Information
X _{1.1}	0,757				Valid
X _{1.2}	0,769				Valid
X _{1.3}	0,776				Valid
X _{1.4}	0,807				Valid
X _{1.5}	0,725				Valid
X _{2.1}		0,870			Valid
X _{2.2}		0,848			Valid
X _{2.3}		0,821			Valid
X _{2.4}		0,704			Valid
Z ₁			0,828		Valid
Z ₂			0,891		Valid
Z ₃			0,867		Valid
Z				0,863	Valid
Y				0,852	Valid
Y ₃				0,882	Valid
Y ₄				0,858	Valid
Y ₅				0,818	Valid

Based on the data above, it shows that the *outer loading* values for each indicator are (X_{1.1}, Z, Y, Y₃, Y₄) which is more than 0.7, thus the research instrument can be declared valid (green numbers). Then the AVE convergent validity value is presented as follows:

Table 3 Convergent Validity Test (AVE)

Research Variables	Average Variance Extracted (AVE) Value	Cut Off	Information
X ₁ . Work environment	0.561	0.5	Valid
X ₂ . Spirit at work	0.661	0.5	Valid
Z Commitment	0.744	0.5	Valid
Y (OCB)	0.731	0.5	Valid

Based on the results of the analysis, it shows that the *Average Variance Extracted results* are above 0.5 (green numbers), which means that the instrument used in the research is said to be "Valid".

4.3 Reliability Test

The Reliability Test in this research used *Cronbach's Alpha*. A research instrument is said to be reliable if it has a value greater than 0.70 and reaches a *composite reliability* above 0.70. The *Construct Reliability and Validity output* is then presented in the table as follows :

Table 4 Reliability Test

Research Variables	Cronbach's Alpha	Information
X ₁ . Work environment	0.745	Reliable
X ₂ . Spirit at work	0.851	Reliable
Z Organizational commitment	0.841	Reliable
Y <i>Organizational citizenship behavior (OCB)</i>	0.910	Reliable

3

Based on the results of the analysis in Table 4 , the data above shows that the *Cronbach's alpha value* is greater than 0.70, thus the instrument used is reliable.

4.5 Evaluation of Inner Models

This research will explain the results of the path *coefficient test*, *goodness of fit test* and hypothesis test.

4.5.1 Coefficient of Determination

Table 5 Determination Coefficient Tests

Dependent Variable	R-Square	R-Square Adjusted
Z Organizational commitment	0.600	0.591
Y <i>Organizational citizenship behavior (OCB)</i>	0.812	0.806

- The variables work environment (X₁) and work enthusiasm (X₂) define organizational commitment (Z) as 0.600 (60.0 %) , while the remaining 40.0 % is contributed by other variables not included in the research This.
- Variable Work environment (X₁) and work enthusiasm (X₂) define *Organizational Citizenship Behavior (OCB)* (Y) as 0.812 (81.2 %) , while the remaining 18.8 % is contributed by other variables not included in the research. This.

4.5.2 Hypothesis Testing

The research hypothesis test aims to determine whether there is an influence of the independent variable on the dependent variable by analyzing regression. Regression analysis is used to measure the strength of the relationship between two or more variables, as well as to show the direction of the relationship between the independent variable and the dependent variable. The structural model test image in PLS is presented as follows:

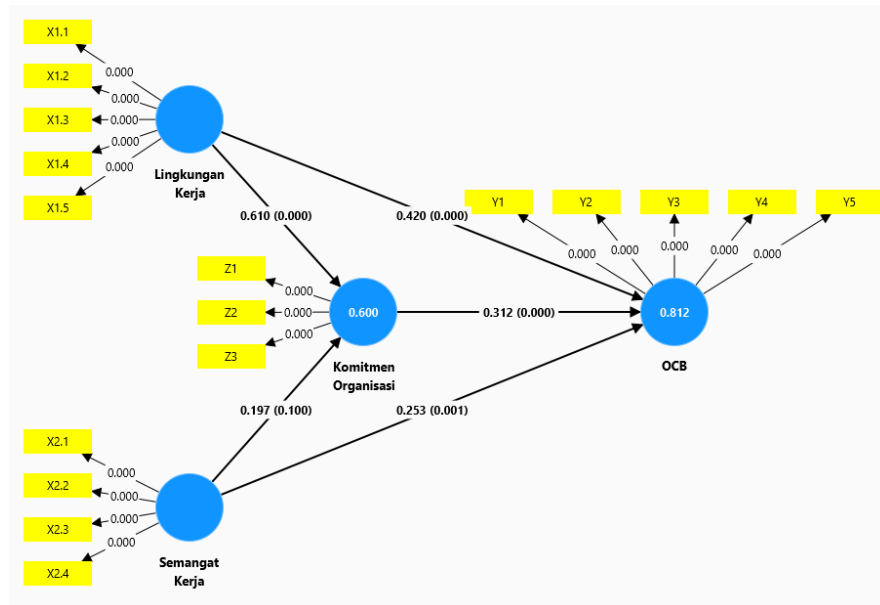


Figure 2 PLS Structural Model Test Results

Based on the image above, the results of hypothesis testing using the *Smart PLS* application are presented in the table as follows:

Table 6 Research Hypothesis Tests

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistich (1 O/STDEV 1)</i>	<i>P Values</i>
X ₁ . Work environment -> Z Organizational commitment	0.610	0.606	0.106	5,778	0,000
X ₁ . Work environment -> Y Organizational citizenship Behavior (OCB)	0.420	0.419	0.079	5,344	0,000
X ₂ . Work morale -> Z Organizational commitment	0.197	0.189	0.120	1,647	0.100
X ₂ . Work spirit -> Y Organizational citizenship Behavior (OCB)	0.253	0.256	0.079	3,199	0.001
Z Organizational commitment -> Y Organizational citizenship Behavior (OCB)	0.312	0.309	0.079	3,650	0,000

Source: Appendix 7

Based on the table above, the results of the hypothesis test are presented as follows:

- 1) **Hypothesis 1**. The work environment (X₁) has a significant effect on organizational commitment (Z)
The results of the first hypothesis test by referring to the original positive *sample value* (0.610) with a *p value* of **0.000** (<0.05), it can be concluded that the work environment (Z) has a significant effect on organizational commitment (Z) in the Bondowoso Regency Satpol PP. Thus **Hypothesis 1 is accepted**.
- 2) **Hypothesis 2**. Work enthusiasm (X₂) has a significant effect on organizational commitment (Z)
The results of the second hypothesis test refer to the *original sample value*, which is positive (0.197) with a *P value* of **0.100** (>0.05), so it can be concluded that work enthusiasm (X₂) **has no** significant effect on organizational commitment (Z) in Satpol PP. Bondowoso Regency. Thus **Hypothesis 2 is rejected**.
- 3) **Hypothesis 3**. The work environment (X₁) has a significant effect on *Organizational Citizenship Behavior (OCB)* (Y)
The results of the third hypothesis test refer to the *original sample value*, which is positive (0.420) with a *P value* of **0.000** (< 0.05), so it can be concluded that the work environment (X₁) has a significant effect. on *Organizational Citizenship Behavior (OCB)* at Bondowoso Regency Satpol PP (Y). Thus **Hypothesis 3 is accepted**.
- 4) **Hypothesis 4**. Work enthusiasm (X₂) has a significant effect on *Organizational Citizenship Behavior (OCB)* (Y)
The results of the fourth hypothesis test by referring to the *original sample value*, namely positive (0.253) with a *P value* of **0.000** (<0.05), it can be concluded that work enthusiasm (X₂) has a significant effect on *Organizational Citizenship Behavior (OCB)* (Y) at the Bondowoso Regency Satpol PP. Thus **Hypothesis 4 is accepted**.
- 5) **Hypothesis 5**. Organizational commitment (Z) has a significant effect on *Organizational Citizenship Behavior (OCB)* (Y)
The results of the fifth hypothesis test by referring to the *original sample value*, namely positive (0.312) with a *P value* of **0.000** (< 0.05), it can be concluded that organizational commitment (Z) has an effect significant impact on *Organizational Citizenship Behavior (OCB)* in the Bondowoso Regency Satpol PP. Thus **Hypothesis 5 is accepted**.

The presentation of the research hypothesis test table (indirect influence) is presented as follows:

Table 7 Research Hypothesis Tests Through Intervening

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistich (1 O/STDEV 1)</i>	<i>P Values</i>
X ₁ . Work environment -> Z Organizational commitment -> Y OCB	0.190	0.187	0.062	3,054	0.002
X ₂ . Work morale -> Z Organizational commitment -> Y OCB	0.061	0.076	0.051	1.3168	0.136

- 1) **Hypothesis 6** . The work environment (Z) has a significant effect on *Organizational Citizenship Behavior (OCB)* (Y) through organizational commitment (Z)
The results of the sixth hypothesis test by referring to the *original sample value* , namely (0.190) with a P value of **0.002** (< 0.05), it can be concluded that the work environment (X₁) has a significant effect on *Organizational Citizenship Behavior (OCB)* in the Regency Satpol PP. Bondowoso. through organizational commitment (Z) has a significant effect. Thus **Hypothesis 6 is accepted** .
- 2) **Hypothesis 7** . Spirit at work (Y) has a significant effect on *Organizational Citizenship Behavior (OCB)* (Y) through organizational commitment (Z)
The results of the seventh hypothesis test by referring to the *original sample value* , namely (0.061) with a P value of **0.136** (> 0.05), it can be concluded that work enthusiasm (X₁) on *Organizational Citizenship Behavior (OCB)* in the Bondowoso Regency Satpol PP through Organizational commitment (Z) **has no** significant effect. Thus **Hypothesis 7 is rejected** .

4.6 Interpretation

Organizational commitment is a benchmark for developing and improving Organizational Citizenship Behavior (OCB) of Bondowoso Regency Satpol PP employees in the future. Organizational commitment can mediate the correlation effect between the work environment variables and work enthusiasm on Organizational Citizenship Behavior (OCB), this can show the relationship between Organizational Commitment and Organizational Citizenship Behavior (OCB) of Bondowoso Regency Civil Service Police Unit employees. This research was conducted to determine the extent to which factors such as work environment and work morale determine the level of organizational commitment, primarily to increase awareness regarding Organizational Citizenship Behavior (OCB) of Bondowoso Regency Civil Service Police Unit employees.

4.6.1 Influence of the work environment on organizational commitment

The results of the first hypothesis test show that the work environment (Z) has a significant effect on organizational commitment (Z) in the context of Bondowoso Regency Satpol PP employees. Research shows that good working environmental conditions can increase employee commitment to the organization. A comfortable and conducive work environment helps create a positive work atmosphere, so that employees feel more at home and are motivated to work well. Several aspects of the work environment that are important in this context include lighting, air circulation, noise, unpleasant odors, and safety in the workplace.

Lighting is an important factor in the work environment. Good lighting helps employees carry out tasks more efficiently and reduces eye fatigue and strain. According to research, adequate and quality lighting can increase employee comfort and productivity, as well as contribute to increasing their commitment to the organization. Inadequate lighting can cause stress and fatigue, which ultimately reduces the level of job satisfaction and employee commitment. Air circulation in the workplace is also an important factor that influences employee health and comfort. Clean air and good circulation can increase concentration and productivity, while stale or contaminated air can cause various health problems, such as headaches, allergies and decreased performance. Employees who work in an environment with good air circulation will feel more comfortable and more motivated to work, which ultimately increases their commitment to the organization.

Noise in the workplace is another factor that influences the work environment. High noise levels can disrupt concentration, cause stress, and reduce employee productivity. A work environment that is quiet and free from excessive noise helps employees to work more focused and efficient. Organizations that are able to manage noise in the workplace will have more satisfied and committed employees. Unpleasant odors in the workplace can also affect employee comfort and well-being. Unpleasant odors can be a significant distraction and reduce job satisfaction. A work environment that is clean and free from unpleasant odors helps create a more pleasant work atmosphere and increases employee commitment to the organization.

Workplace safety is a critical aspect that influences employees' sense of security and well-being. Good security includes preventing the risk of accidents, protection from physical harm, and data security and privacy. Employees who feel safe at work will be more confident and motivated to work, which ultimately increases their commitment to the organization. Two expert views that support the relationship between the work environment and organizational commitment are Robbins and Judge (2013) in their book "Organizational Behavior" explaining that a conducive work environment is one of the main factors that influences job satisfaction and organizational commitment. They argue that the physical conditions of the workplace, such as lighting, ventilation, noise, and safety, have a direct impact on employee comfort and productivity. When employees feel comfortable and safe in their work environment, they are more likely to commit to the organization's goals and values. By paying attention to and improving these aspects of the work environment, the Bondowoso Regency Satpol PP can increase the organizational commitment of its employees, which in turn can improve the overall performance and efficiency of the organization. The results of this research support previous research by Ayu Indriyani, et al. (2022). Dian Nurul Aini, et al. (2021) Fathurrahman, et al. (2020) Ridwan, et al. (2019).

4.6.2 The Influence of Work Morale on Organizational Commitment

The results of the second hypothesis test show that work enthusiasm (X₂) has no significant effect on organizational commitment (Z) in the Bondowoso Regency Satpol PP which can be described as follows. Work enthusiasm is an important element in the world of work which includes various aspects such as motivation,

encouragement to work, sincerity, pleasure and satisfaction in carrying out tasks. However, in the context of this research, it was found that work morale did not directly influence the organizational commitment of Bondowoso Regency Satpol PP employees. This indicates that although employees may have high work morale, this factor does not automatically increase their commitment to the organization. These factors include the following:

Motivation and drive to work are important components of work enthusiasm. Internal and external motivation encourages employees to achieve their work goals. However, the results of this study show that although employees are motivated and driven to work hard, this does not contribute significantly to their commitment to the organization. This could mean that other factors, such as organizational policies, career development opportunities, or a sense of belonging to the organization, may have a greater influence on employee commitment. Seriousness in work reflects the employee's dedication and determination to complete the task well. Conscientiousness is often considered a positive indicator of work enthusiasm. However, the results of this study show that sincerity alone is not enough to increase commitment to the organization. Employees may show sincerity in their work because of professional responsibility, but this does not necessarily bind them emotionally or affectively to the organization.

Enjoyment at work is a factor that makes employees feel happy and satisfied with their work. Employees who enjoy their work tend to be more productive and less stressed. However, the results of this study indicate that enjoyment at work is not significant in increasing organizational commitment. Although employees may enjoy their work, those feelings of enjoyment may not be strong enough to drive long-term commitment to the organization. Job satisfaction includes feelings of satisfaction with various aspects of work, such as tasks, coworkers, work environment, and compensation. Job satisfaction is often considered an important predictor of organizational commitment. However, this research shows that job satisfaction does not significantly influence the commitment of Bondowoso Regency Satpol PP employees. Although employees may be satisfied with their jobs, that satisfaction may not lead to stronger commitment to the organization, because other factors may be more influential in shaping that commitment.

Allen (2010) in their three-component model of organizational commitment identified three forms of commitment: affective, continual, and normative. They argue that affective commitment, which is emotional commitment to an organization, is influenced more by experiences and social relationships within the organization than by individual morale. Therefore, although employees may have high morale, without positive experiences and strong relationships within the organization, their affective commitment may not develop. The results of this research reject the findings of previous research by Darmawan, et al. (2022). Dian Nurul Aini, et al. (2021).

4.6.3 Influence of the work environment on employee Organizational Citizenship Behavior (OCB).

The results of the third hypothesis test show that the work environment has a significant effect on the Organizational Citizenship Behavior (OCB) of Bondowoso Regency Satpol PP employees which can be described as follows. Organizational Citizenship Behavior (OCB) is extra behavior performed by employees that is not included in their official job description, but helps improve overall organizational performance. This research found that a good work environment significantly influences employees' tendencies to show OCB. A comfortable and conducive work environment creates a supportive atmosphere, so that employees are more motivated to carry out positive behavior that goes beyond their formal duties.

Adequate lighting in the workplace is very important for employee comfort and productivity. Good lighting not only helps employees carry out their tasks more efficiently, but also reduces fatigue and stress. When employees feel comfortable with the lighting conditions in the workplace, they are more likely to exhibit OCB behaviors such as helping coworkers or taking the initiative to improve work processes. This happens because they feel appreciated and supported by a good work environment. Air circulation in the workplace also plays an important role in creating a healthy and comfortable work environment. Fresh and clean air can improve employee concentration and health, which in turn increases job satisfaction and motivation to contribute more to the organization. Employees who work in well-ventilated environments are more likely to engage in OCB because they feel fitter and more energized, allowing them to make extra contributions to the organization.

Noise in the workplace can be a significant distraction that reduces concentration and causes stress. High noise levels can hinder communication and collaboration among employees. On the other hand, a work environment that is quiet and free from excessive noise can increase employee focus and productivity. Under these conditions, employees are more likely to engage in OCB because they can work more efficiently and feel more comfortable helping coworkers or taking additional initiative. Unpleasant odors in the workplace can disrupt employee comfort and well-being. Unpleasant odors can be a distraction that reduces focus and job satisfaction. A work environment that is clean and free from unpleasant odors helps create a pleasant and supportive atmosphere, so that employees are more motivated to demonstrate OCB. When employees feel comfortable at work, they tend to be more positive and proactive in helping coworkers and contributing to the organization.

Workplace safety is a critical aspect that influences employees' sense of security and well-being. Employees who feel safe at work will be more focused and motivated to work, and are more willing to show OCB behavior. Good security includes preventing the risk of accidents, protection from physical harm, and data security and privacy. When employees feel that they work in a safe environment, they are more likely to behave cooperatively, help coworkers, and support organizational goals. Robbins and Judge (2013) in "Organizational Behavior" emphasize the importance of the work environment in influencing employee behavior and performance. They explained that physical factors such as lighting, air circulation, noise and workplace safety have a significant influence on employee behavior. A good work environment not only improves individual performance but also encourages cooperative and proactive behavior such as OCB. The results of this research support the results of previous research conducted by Putri, (2019), Afriani, & Kartika, (2021). Astuti, CP (2022). Ida, And Dwinta. (2018). Suwarno, et al. (2022). Pradiningtyas, & Lukiasuti, (2019). Sandi, et al. (2020). Nusa, & Dewi, (2022).

4.6.4 The Influence of Work Spirit on Organizational Citizenship Behavior (OCB) of officers

The results of the fourth hypothesis test show that work morale (X2) has a significant effect on Organizational Citizenship Behavior (OCB) in the Bondowoso Regency Satpol PP which can be described as follows. Work morale, which includes aspects of motivation and drive to work, sincerity, enjoyment and satisfaction, significantly influences employees' tendency to show OCB. OCB is extra behavior carried out by employees outside their formal duties, which contributes positively to the organization. Employees with high morale tend to be more motivated to take on additional tasks that support co-workers and organizational goals. Motivation and drive to work are the main components of work enthusiasm. Employees who have high motivation tend to be more enthusiastic in carrying out their tasks and are more likely to take the initiative to do more than expected. Strong motivation encourages employees to contribute more, including OCB such as helping colleagues, providing constructive suggestions, and showing a proactive attitude. In the context of the Bondowoso Regency Satpol PP, employees who are highly motivated will be more enthusiastic about supporting colleagues and actively participating in activities that support the interests of the organization.

Seriousness in work reflects employees' dedication and commitment to their work. Employees who are serious about their work tend to be more disciplined, responsible, and try to provide the best results. This sincerity not only improves individual performance but also encourages employees to take actions that are beneficial to the organization, such as helping coworkers, participating in teams, and supporting organizational initiatives. The seriousness of employees at the Bondowoso Regency Satpol PP increases their tendency to engage in OCB because they feel responsible not only for their personal tasks but also for the success of the team and the organization as a whole. Enjoyment at work plays an important role in motivating employees to contribute more to the organization. Employees who are happy and enjoy their work tend to have a positive attitude and are more ready to demonstrate extra behavior. Enjoyment at work makes employees more open to collaborating with coworkers and participating in activities that support organizational goals. At the Bondowoso Regency Satpol PP, employees who enjoy their work are more likely to engage in OCB because they feel satisfied and motivated to contribute more for the good of the organization.

Job satisfaction includes feelings of satisfaction with various aspects of work, including tasks, coworkers, work environment, and compensation. Employees who feel satisfied with their work tend to be more loyal and motivated to do their best. Job satisfaction increases employee loyalty and commitment to the organization, which in turn encourages them to engage in OCB. Employees who are satisfied with their work at the Bondowoso Regency Satpol PP will be more likely to help co-workers, participate in additional activities, and show positive attitudes that support organizational goals. The results of this research support previous research conducted by Sandi, et al. (2020). Nusa, & Dewi, (2022). Sukma, et al. (2022). Putri, (2019), Suwarno, et al. (2022). Pradiningtyas, & Lukiastuti, (2019). Sukma, et al. (2022).

4.6.5 The influence of organizational commitment on employee organizational citizenship behavior (OCB).

The results of the fifth hypothesis test show that organizational commitment (Z) has a significant effect on employee Organizational Citizenship Behavior (OCB) (Y). Thus Hypothesis 5 is accepted. Based on the test, it can be seen that organizational commitment influences Organizational Citizenship Behavior (OCB). This means that employees who have high commitment to the organization tend to show more OCB behavior, such as helping coworkers, taking initiative, and maintaining a positive work atmosphere. The high organizational commitment of Bondowoso Regency Satpol PP employees increases their desire to contribute more than just the formal tasks assigned, showing greater loyalty and dedication to the organization. Therefore, increasing organizational commitment among employees is a strategic step that can be taken by the Bondowoso Regency Satpol PP leadership to strengthen OCB behavior and improve the overall performance and effectiveness of the organization. Practically, this can be done in various ways, such as creating a supportive work environment, providing appropriate rewards and recognition, and ensuring good communication between management and employees. In this way, employees will feel more bound and committed to the organization, which in turn will increase their OCB behavior. The results of this study reject the findings of previous research by Sandi, et al. (2020). Nusa, & Dewi, (2022). Sukma, et al. (2022). Putri, (2019), Suwarno, et al. (2022). Pradiningtyas, & Lukiastuti, (2019). Sukma, et al. (2022).

4.6.6 The influence of the work environment on employee organizational citizenship behavior (OCB) through organizational commitment

The results of the sixth hypothesis test show that the work environment (X1) has a significant effect on employee Organizational Citizenship Behavior (OCB) (Y) through organizational commitment (Z). Thus Hypothesis 6 is accepted. This means that improvements in the Work Environment will increase Organizational Commitment, which in turn will increase employee Organizational Citizenship Behavior (OCB). In other words, a good work environment not only directly influences OCB, but also strengthens employees' organizational commitment, which then contributes to increasing OCB behavior. This shows that to increase OCB behavior among Bondowoso Regency Satpol PP employees, attention must be given to efforts to create and maintain a conducive work environment. A good work environment encourages employees to be more committed to the organization, and this strong commitment motivates them to take extra actions that are beneficial to the organization, such as helping coworkers, showing initiative, and maintaining a positive work atmosphere. Thus, Bondowoso Regency Satpol PP management needs to focus on aspects that can improve the work environment, such as improving work facilities, effective communication, harmonious working relationships, as well as support and recognition for employee performance, because this will have a positive impact on both directly or indirectly on employees' Organizational Citizenship Behavior through increasing their

Organizational Commitment. These results reject the results of previous research by Ida, And Dwinta. (2018). Afriani, & Kartika, (2021). Listiani, & Kurniawati, (2017). Sukma, et al. (2022).

4.6.7 The influence of work enthusiasm on employee organizational citizenship behavior (OCB) through organizational commitment

Based on the results of the hypothesis test that you convey, it can be explained that there is no significant positive influence between Work Morale (X1) on employee Organizational Citizenship Behavior (OCB) (Y) through Organizational Commitment (Z) as an intervening variable. This shows that increasing employee morale does not necessarily increase OCB behavior through increasing organizational commitment. In other words, organizational commitment does not play an effective role as a mediator in the relationship between work morale and OCB.

Rejection of this hypothesis may indicate that there are other factors that are more influential in shaping employee OCB besides work morale and organizational commitment. For example, factors such as job satisfaction, leadership style, organizational culture, or work climate may have a more significant role in encouraging employees to exhibit OCB behavior. This suggests that the relationships between variables in the organizational context may be more complex than previously thought.

These findings open opportunities for further research to explore deeper dynamics between work morale, organizational commitment, and OCB. Human resource management researchers and practitioners may need to consider a more holistic approach in efforts to improve employee OCB, taking into account the various factors that may interact in complex ways in the work environment. Apart from that, these results also remind that there is not always a linear or simple relationship between variables in organizational behavior. The results of this research contradict the empirical evidence of Darmawan, et al. (2022) who concluded that work enthusiasm has a significant effect on Organizational Citizenship Behavior (OCB) through organizational commitment.

5. CONCLUSION

5.1 Conclusion

Based on the results of the analysis and discussion previously described, several conclusions can be drawn from the overall research results, namely as follows:

1. The work environment has a significant effect on the organizational commitment of the Bondowoso Regency Satpol PP. This shows that the better the work environment felt by members of the Bondowoso Regency Satpol PP, the higher their commitment to the organization. Factors such as adequate work facilities, harmonious relationships between co-workers, and support from superiors contribute significantly to increasing organizational commitment.
2. Work enthusiasm does not have a significant effect on the organizational commitment of the Bondowoso Regency Satpol PP. This shows that the level of individual morale, although important for daily performance, does not directly influence the level of member commitment to the organization. Other factors may be more dominant in forming organizational commitment, such as organizational policies, opportunities for development, and job security.
3. The work environment has a significant effect on *Organizational Citizenship Behavior* (OCB) in the Bondowoso Regency Satpol PP. This shows that a conducive and supportive work environment can encourage members to demonstrate extra behavior that is not formally required by their duties, such as helping coworkers, being proactive in dealing with problems, and supporting overall organizational goals.
4. Work enthusiasm has a significant effect on *Organizational Citizenship Behavior* (OCB) in the Bondowoso Regency Satpol PP. This shows that members who have high work morale tend to show OCB behavior more often. High work morale can encourage individuals to do more than expected, contributing voluntarily for the good of the organization.
5. Organizational commitment has a significant effect on *Organizational Citizenship Behavior* (OCB) in the Bondowoso Regency Satpol PP. This shows that members who have high commitment to the organization tend to show OCB behavior. Strong commitment makes individuals feel connected to the goals and values of the organization, so they are more likely to behave proactively and cooperatively.
6. The work environment has a significant effect on *Organizational Citizenship Behavior* (OCB) through organizational commitment to the Bondowoso Regency Satpol PP. This shows that a good work environment not only directly increases OCB but also increases organizational commitment first, which in turn increases OCB. In other words, a positive work environment strengthens members' commitment, which then encourages them to exhibit extra behaviors that benefit the organization.
7. Work enthusiasm does not have a significant effect on *Organizational Citizenship Behavior* (OCB) through organizational commitment to the Bondowoso Regency Satpol PP. This shows that although morale is important, it does not directly influence OCB through organizational commitment. Other factors in organizational commitment may be more dominant in influencing OCB, or work morale may directly influence OCB without the need to increase organizational commitment first.

5.2 Implications

Based on the research conclusions that have been described, the following are several practical implications that can be implemented by the management of the Bondowoso Regency Satpol PP:

Improving the Work Environment to Increase Organizational Commitment. Considering that the Work Environment has a significant influence on Organizational Commitment, management must focus on improving work environment conditions. This can include improving facilities, creating a conducive working atmosphere, and ensuring work safety and comfort for employees. A better work environment will increase employee commitment to the organization.

Evaluation and Revision of the Work Morale Policy. Because Work Morale does not have a significant effect on Organizational Commitment, it is important to re-evaluate programs and initiatives aimed at increasing work morale. Management needs to identify the factors that actually influence employee commitment and adjust strategies to more effectively achieve these goals.

Improving the Work Environment to Increase OCB. The work environment has been proven to have a significant effect on *Organizational Citizenship Behavior* (OCB). Therefore, efforts to create a supportive and positive work environment must be a priority. Steps such as improving internal communication, rewarding work performance, and supporting employee welfare can increase OCB behavior.

Increasing Work Morale to Encourage OCB. Work Morale has a significant influence on *Organizational Citizenship Behavior* (OCB). Management must continue to encourage work enthusiasm through motivation, training and career development programs. Increasing work morale will encourage employees to contribute more voluntarily and positively to the organization.

Building and Strengthening Organizational Commitment. Organizational Commitment has a significant effect on *Organizational Citizenship Behavior* (OCB). Management needs to focus on strategies that can increase organizational commitment, such as providing career development opportunities, creating an inclusive work culture, and ensuring employees feel valued and recognized.

Optimizing the Influence of the Work Environment through Organizational Commitment. Work Environment has a significant effect on OCB through Organizational Commitment. This shows that improving the work environment not only has a direct impact on OCB, but also through increasing organizational commitment. Therefore, work environment improvement initiatives have been proposed to strengthen employee commitment.

Reevaluation of Strategies to Increase OCB through Work Morale. Work Morale does not have a significant effect on OCB through Organizational Commitment (H7 is rejected). Management needs to re-evaluate their approach in increasing OCB through work morale and various activities that can increase work morale such as *outbound activities*, *family gatherings* and other outdoor activities.

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