



Proceeding – ICOBIS

INTERNATIONAL CONFERENCE ON GLOBAL INNOVATION AND TRENDS IN ECONOMICS
(ICOBIS)

Effects of Work Discipline, Physical Work Environment, and Work Culture on Organizational Citizenship Behavior at Tegal Regency Social Office

1st Zalfaa Hasna Tsabitah

Management Study Program, Faculty of Economics and Business

Universitas Pancasakti Tegal

Tegal, Indonesia

zalfaahasna.mhs@upstegal.ac.id

2nd Mahben Jalil

Management Study Program, Faculty of Economics and Business

Universitas Pancasakti Tegal

Tegal, Indonesia

mahbenjalil@gmail.com

3rd Tri Sulistyani

Management Study Program, Faculty of Economics and Business

Universitas Pancasakti Tegal

Tegal, Indonesia

trisulistyani@gmail.com

Abstract

Human resources play a crucial role in government institutions, particularly with regard to employees' voluntary behavior, known as Organizational Citizenship Behavior (OCB). Among employees of the Social Office of Tegal Regency, OCB is directly related to the quality of social assistance services provided to the community. This study aims to analyze the partial and simultaneous effects of work discipline, physical work environment, and work culture on employees' OCB. The population and sample consisted of 50 respondents selected through a saturated sampling (census) method. This study employed a quantitative approach with data collected through questionnaires and analyzed using multiple linear regression with SPSS version 26. The results show that: 1) work discipline has a positive and significant effect on OCB (significance value $0.032 < 0.05$); 2) physical work environment has a positive but insignificant effect on OCB (significance value $0.953 > 0.05$); 3) work culture has a positive but insignificant effect on OCB (significance value $0.131 > 0.05$); and 4) work discipline, physical work environment, and work culture simultaneously have a significant effect on OCB, with an Adjusted R Square value of 0.418 or 41.8%.

Keywords: *Work Discipline; Physical Work Environment; Work Culture; Organizational Citizenship Behavior (OCB)*

I. INTRODUCTION

In the current era of globalization, rapid technological development and changes in the strategic environment are pushing the government bureaucracy to abandon rigid ways of working and shift toward governance that is more responsive, flexible, and attentive to public satisfaction. Social assistance services provided by local governments face increasingly complex challenges as public expectations for openness, accuracy, and speed in the distribution of assistance continue to rise.

As the front line in implementing social welfare, the Social Office of Tegal Regency depends heavily on the capabilities and responsiveness of its employees. To ensure that social assistance reaches its intended targets, maximum employee contribution is needed, supported by consistent work discipline, a comfortable work environment, and a good work culture, which encourage the emergence of Organizational Citizenship Behavior (OCB), that is, employees' voluntary behavior beyond their official duties (Naway, 2018, p. 8).

A pre-survey of 50 civil servants (ASN) at the Social Office of Tegal Regency showed a still low level of OCB, with "no" answers dominating at around 58%–66% across various indicators, such as willingness to help colleagues (60%), initiative to complete work without being asked (64%), and participation in organizational activities outside formal duties (66%). Attendance data for 2025 also show a high level of tardiness, with violations peaking in July (104 occurrences) and October (90 occurrences), and a surge in unexcused absences (alpha) in April (63 occurrences). The pre-survey data on the physical work environment show that 88% of employees rated the workplace as noisy, 84% rated the lighting as inadequate, and 82% rated the air circulation as uncomfortable. Meanwhile, the pre-survey data on work culture show that 50% of employees rated cooperation among colleagues as still low and 50% admitted that the level of discipline is not yet good.

This phenomenon is supported by Mariana et al. (2024), who found that work discipline significantly affects OCB; Fitria (2022), who found that the physical work environment significantly affects OCB; and Lestari and Sujono (2021), who found that organizational culture significantly affects OCB. Based on this background, this study was conducted to analyze the effect of work discipline, physical work environment, and work culture on the OCB of employees in social assistance services at the Social Office of Tegal Regency.

The research questions of this study are: 1) Does work discipline affect OCB? 2) Does the physical work environment affect OCB? 3) Does work culture affect OCB? and 4) Do work discipline, physical work environment, and work culture simultaneously affect employees' OCB? The objective of this study is to analyze the effect of work discipline, physical work environment, and work culture, both partially and simultaneously, on the OCB of employees in social assistance services at the Social Office of Tegal Regency.

II. LITERATURE REVIEW

A. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is employee behavior that goes beyond formal job requirements, is not mandated in the job description, but is driven by voluntariness and benefits the organization (Naway, 2018, p. 8). In this study, OCB is measured through five dimensions according to Qomariah (2020, p. 118), namely altruism, courtesy, civic virtue, conscientiousness, and sportsmanship.

B. Work Discipline

Work discipline is employees' awareness and willingness to comply with all organizational rules and prevailing social norms (Sinambela, 2016, p. 335). Work discipline is measured through the indicators of attendance level, compliance with company regulations, effective use of time, and responsibility (Hasibuan, 2019, p. 194).

C. *Physical Work Environment*

The physical work environment is all the conditions surrounding the workplace that affect employees directly or indirectly (Sedarmayanti, 2009, p. 21), measured through the indicators of safety, workplace suitability, and workspace layout.

D. *Work Culture*

Work culture is a work habit that is cultivated within a group and reflected in the behavior of its members so that it is automatically embedded in them (Widodo, 2020, p. 12). It is measured through the dimensions of innovation and risk taking, people orientation, team orientation, aggressiveness, and stability (Robbins & Judge, 2017).

E. *Previous Research*

Relevant previous studies include Mariana and Sitio (2024), who showed that work discipline significantly affects OCB; Bustami et al. (2024), who also found similar results; Fitria (2022), who showed that the physical work environment significantly affects OCB; and Fatimah (2020) and Lestari and Sujono (2021), who showed that organizational culture significantly affects OCB. These results form the basis for formulating the hypotheses of this study.

F. *Conceptual Framework and Hypotheses*

Based on the theoretical foundation and previous research, the conceptual framework of this study positions Work Discipline (X1), Physical Work Environment (X2), and Work Culture (X3) as independent variables that affect Organizational Citizenship Behavior/OCB (Y) as the dependent variable, both partially and simultaneously. The research hypotheses are formulated as follows:

H1: Work discipline affects the OCB of employees at the Social Office of Tegal Regency.

H2: The physical work environment affects the OCB of employees at the Social Office of Tegal Regency.

H3: Work culture affects the OCB of employees at the Social Office of Tegal Regency.

H4: Work discipline, physical work environment, and work culture simultaneously affect the OCB of employees at the Social Office of Tegal Regency.

III. METHOD

This study uses a quantitative method with a positivist approach, which emphasizes the objective measurement of variables and hypothesis testing through statistical techniques (Sugiyono, 2019, p. 16). The independent variables in this study are Work Discipline (X1), Physical Work Environment (X2), and Work Culture (X3), while the dependent variable is Organizational Citizenship Behavior or OCB (Y).

The research population consists of 50 people, namely all civil servants (ASN) of the Social Office of Tegal Regency. The sample was determined using a saturated sampling technique (total sampling), so that all 50 members of the population were used as the research sample.

Data were collected through interviews and questionnaires using a 5-point Likert scale, ranging from Strongly Disagree (score 1) to Strongly Agree (score 5). Before use, the research instrument was tested for validity using the product moment correlation technique and for reliability using Cronbach's Alpha, involving 30 trial respondents. A statement item was declared valid if the calculated $r > r$ table (0.361) at the 5% significance level, and the instrument was declared reliable if Cronbach's Alpha > 0.60 .

The ordinal questionnaire data were transformed into interval data using the Method of Successive Intervals (MSI) and then analyzed using classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, partial (t-test) and simultaneous (F-test) hypothesis testing, and analysis of the coefficient of determination (R^2), using SPSS version 26.

IV. RESULTS AND DISCUSSION

A. Respondent Characteristics

Of the 50 respondents, the majority were male, 30 people (60%), and 20 were female (40%). By length of service, the largest respondent groups were those with 26–35 years and 36–46 years of service, 15 people (30%) each.

B. Validity and Reliability Tests

The test results show that all statement items for the OCB variable (10 items), Work Discipline (12 items), Physical Work Environment (10 items), and Work Culture were declared valid because the calculated r values of all items are greater than the r table value of 0.361 at the 5% significance level. The reliability test results also show that all variables have a Cronbach's Alpha value > 0.60 , so the research instrument is declared reliable and feasible to use.

C. Classical Assumption Tests

The normality test shows that the residual data are normally distributed. The multicollinearity test shows that the tolerance values of all independent variables are above 0.10 and the VIF values are below 10, so there is no multicollinearity among the variables. The heteroscedasticity test using the Glejser test shows no symptoms of heteroscedasticity in the regression model, so the regression model meets all the requirements of the classical assumption tests.

D. Multiple Linear Regression Analysis

The multiple linear regression analysis produces the following equation:

$$\text{OCB} = 5.717 + 0.343 \text{ WD} + 0.012 \text{ PWE} + 0.216 \text{ WC}$$

where WD is Work Discipline, PWE is Physical Work Environment, and WC is Work Culture. The constant of 5.717 indicates that if the three independent variables are zero, the employees' OCB is 5.717. The regression coefficients of Work Discipline (0.343), Physical Work Environment (0.012), and Work Culture (0.216) are all positive, indicating that an increase in each of these variables will increase employees' OCB.

E. Partial Test (t-Test)

With a t table value of 2.012 ($df = 46$, $\alpha = 0.05$), the t -test results are presented in Table I.

TABLE I. PARTIAL TEST (T-TEST) RESULTS

Variable	Calculate d t	Sig.	Remarks
Work Discipline	2.215	0.032	Significant
Physical Work Environment	0.060	0.953	Not Significant
Work Culture	1.537	0.131	Not Significant

The calculated t value of Work Discipline (2.215) $> t$ table (2.012) with a significance of $0.032 < 0.05$, so H1 is accepted: Work Discipline has a positive and significant effect on OCB. The calculated t value of Physical Work Environment (0.060) $< t$ table (2.012) with a significance of $0.953 > 0.05$, so H2 is rejected: Physical Work Environment has a positive but insignificant effect on OCB. The calculated t value of Work Culture (1.537) $< t$ table (2.012) with a significance of $0.131 > 0.05$, so H3 is rejected: Work Culture has a positive but insignificant effect on OCB.

F. Simultaneous Test (F-Test)

The F-test results show a calculated F value of 12.749 with a significance of 0.000, while the F table value at $df_1 = 3$ and $df_2 = 46$ ($\alpha = 0.05$) is 2.81. Because the calculated F (12.749) $> F$ table (2.81) and the significance

(0.000) < 0.05, H4 is accepted: Work Discipline, Physical Work Environment, and Work Culture simultaneously have a significant effect on employees' OCB.

G. Coefficient of Determination (R^2)

The Adjusted R Square value of 0.418 (41.8%) indicates that the variation in OCB can be explained by Work Discipline, Physical Work Environment, and Work Culture by 41.8%, while the remaining 58.2% is explained by other variables outside this research model, such as job satisfaction, organizational commitment, or leadership style.

H. Discussion

1) Effect of Work Discipline on OCB

The results show that work discipline has a positive and significant effect on OCB, in line with Social Exchange Theory (Cropanzano & Mitchell, 2005), which explains that employees with a high level of discipline tend to show a sense of responsibility, compliance, and willingness to work beyond their formal duties. This finding is consistent with the studies of Malik and Arifin (2021) and Bustami et al. (2024). Practically, the management of the Social Office of Tegal Regency needs to apply consistent work rules, supervision, and rewards for disciplined employees so that OCB can grow optimally.

2) Effect of Physical Work Environment on OCB

The physical work environment is shown to have a positive but insignificant effect on OCB. This condition indicates that the physical conditions of the workplace have not yet become the main driver of employees' OCB, because employees are still expected to provide optimal service out of moral responsibility and empathy toward the people receiving services, regardless of the physical conditions of their work environment. This finding is consistent with similar studies in public service organizations showing that non-physical factors, such as interpersonal relationships and supportive leadership, play a greater role.

3) Effect of Work Culture on OCB

Work culture has a positive but insignificant effect on OCB. This is presumed to be because the instilling of work culture values is still limited to fulfilling daily administrative obligations, so it has not yet been fully internalized as employees' voluntary habits evenly. This is in line with the findings of Yulianto et al. (2023), who stated that a reinforcing variable such as organizational commitment is needed for work culture to have a significant impact on OCB.

4) Simultaneous Effect

Simultaneously, the three variables have a significant effect on OCB, showing that extra-role behavior such as OCB is formed from the synergy of various organizational elements, not from a single factor. Management needs to implement an integrated strategy that balances the enforcement of work discipline, the provision of a conducive physical work environment, and the strengthening of a cohesive work culture to encourage employees' OCB optimally.

V. CONCLUSIONS

A. Conclusion

Based on the results of the study and the discussion, it can be concluded that: 1) Work Discipline has a positive and significant effect on employees' OCB (calculated t 2.215 > t table 2.012; sig. 0.032 < 0.05); 2) Physical Work Environment has a positive but insignificant effect on OCB (calculated t 0.060 < t table 2.012; sig. 0.953 > 0.05); 3) Work Culture has a positive but insignificant effect on OCB (calculated t 1.537 < t table 2.012; sig. 0.131 > 0.05); and 4) Work Discipline, Physical Work Environment, and Work Culture simultaneously have a significant effect on OCB (calculated F 12.749 > F table 2.81; sig. 0.000 < 0.05) with a contribution of 41.8% (Adjusted R Square).

B. Suggestions

1) For the Institution

The management of the Social Office of Tegal Regency is advised to maintain and improve work discipline through consistent rules, supervision, and rewards; to maintain the quality of the physical work environment for working comfort; to strengthen work culture through leadership role modeling; and to manage these three factors in a balanced way because their simultaneous effect on OCB is significant.

2) For Future Researchers

Future researchers are advised to re-examine the effect of the physical work environment and work culture on different research objects or numbers of respondents, and to add other variables such as job satisfaction, organizational commitment, or leadership style, considering that 58.2% of the variation in OCB is still not explained by this research model.

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