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The Effect of OCB, Work Discipline, and Work Environment on Employee Job Satisfaction at PT Sicepat Express Indonesia Adiwerna, Tegal Regency

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Abstract

This study aims to analyze the effect of Organizational Citizenship Behavior (OCB), work discipline, and work environment on employee job satisfaction at PT Sicepat Express Indonesia Adiwerna, Tegal Regency. A quantitative approach with an associative design was used. The population consisted of 50 employees, all of whom were included as the sample through a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression in SPSS 25. The results show that OCB, work discipline, and work environment each have a positive and significant effect on job satisfaction (Sig. = 0.000, 0.001, and 0.000, respectively). Simultaneously, the three variables significantly affect job satisfaction ($F = 262.877$; Sig. = 0.000), with an adjusted R^2 of 0.941. These findings indicate that strengthening OCB, enforcing work discipline consistently, and creating a conducive work environment can increase employee job satisfaction and support effective human resource management.

Keywords — *Organizational Citizenship Behavior; Work Discipline; Work Environment; Job Satisfaction*

I. INTRODUCTION

Industrial development is moving very fast in the current era of globalization. This condition has produced increasingly intense business competition, including among companies offering freight and parcel delivery services. To achieve their business goals, companies must accommodate customers' wishes and expectations and deliver better service than their competitors. In pursuing this target, reliable and capable employees are the key resource.

Employees act as the driving force, thinkers, and planners in achieving shared targets. It is therefore important for a company to pay attention to whether its staff are satisfied or dissatisfied with the rules that have been set. Job satisfaction is crucial because low satisfaction can give rise to various organizational problems.

This study takes PT Sicepat Express Indonesia Adiwerna, Tegal Regency, as its object. As a national logistics company, it offers parcel and document delivery solutions to meet public needs. The company emphasizes punctuality and reliability in the delivery process, so it needs employees who can support these achievements.

The phenomenon of job satisfaction can be seen in the 2025 employee turnover data (Table I). Based on observation and interviews, the decline in headcount is related to low job satisfaction and is presumed to be linked to suboptimal OCB, poor work discipline, and an unsupportive work environment. The data show reductions in the number of employees in several periods, which is one reason for attending to employee job satisfaction.

TABLE I. EMPLOYEE TURNOVER DATA, 2025

Month	Beginning headcount	Joined	Left	End headcount
January	72	3	4	71
February	71	2	3	70
March	70	1	0	71
April	71	4	3	72
May	72	0	3	69
June	69	2	0	71
July	71	0	1	70
August	70	0	2	68
September	68	0	1	67
October	67	1	4	64
November	64	0	3	61
December	61	1	6	56

Source: PT Sicepat Express Indonesia Adiwerna.

Preliminary observation and interviews with supervisors and staff revealed that OCB has not been applied optimally. A pre-survey of 30 respondents showed that voluntary behavior is still low: 73% of respondents were unwilling to help coworkers, 47% did not maintain a positive attitude when facing difficult situations, and 70% did not build good communication with coworkers. This condition can hinder team effectiveness and affect work comfort and job satisfaction.

Discipline problems were also found in the 2025 employee attendance records. Late arrivals remain fairly frequent: the highest numbers occurred in May (11 incidents) and March (10 incidents). Total lateness in 2025 reached 84 incidents, most of them lasting 1–10 minutes.

The work environment is another factor that needs attention. Observation shows that physical and non-physical conditions are not yet fully optimal in several areas. Physically, there are limitations in workspace comfort, cleanliness, lighting, and air circulation. Non-physically, communication is not yet open, the sense of togetherness is not yet maximal, and cooperation is not yet optimal. These conditions can create a less conducive atmosphere and affect job satisfaction. Based on this phenomenon, the study aims to determine the effect of OCB, work discipline, and work environment on employee job satisfaction, both partially and simultaneously.

A. Literature Review

Job satisfaction. Job satisfaction is generally defined as employees' emotional response when the financial and non-financial compensation they receive matches their expectations. Because satisfaction is personal to each employee, it varies widely. Although there is no absolute standard of assessment, job satisfaction can be observed through several concrete aspects of the organization, including employee discipline, work morale, and low employee turnover (Priyono & Marnis, 2008, p. 228).

Organizational Citizenship Behavior (OCB). OCB can be defined as employees' selfless, voluntary behavior that goes beyond the formal tasks and responsibilities listed in the job description. It includes helping coworkers who are struggling, keeping the work environment clean and comfortable, and participating in non-mandatory organizational activities. OCB is not an obligation but behavior born of intrinsic motivation and a sense of social responsibility toward the organization (Organ et al., 2005, p. 10). A prior study by Neka (2024) on public employees in Central Sumba found that organizational climate, teamwork, and OCB had a positive and significant effect on job satisfaction. Thus, H_1 : OCB affects job satisfaction.

Work discipline. The word "discipline" derives from "disciple," meaning learning. It serves as a guide for training oneself and shaping one's behavior in a more positive direction. In an operational context, discipline is a continuous process that fosters individuals' internal motivation to support the organization's vision, expressed through full compliance with prevailing rules (Tsauri, 2013, p. 127). Dewi Safitri et al. (2023) found that work discipline, motivation, and work environment together had a positive and significant effect on employee job satisfaction at a company in Balikpapan. Thus, H_2 : Work discipline affects job satisfaction.

Work environment. The work environment reflects the operational area in which employees carry out their daily tasks. A conducive atmosphere gives a sense of safety and stimulates employees to perform optimally; an ideal environment is therefore positively correlated with higher job satisfaction. Comprehensively, the work environment includes all elements surrounding workers that may affect their effectiveness in carrying out their professional responsibilities (Nitisemito, 1988, p. 183). Purnomo et al. (2024) found that the work environment, organizational culture, and supervision affected employee job satisfaction. Thus, H_3 : Work environment affects job satisfaction. Based on these relationships, the conceptual framework is presented in Fig. 1.

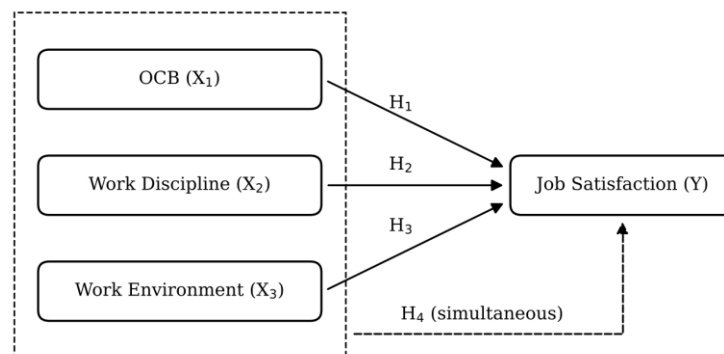


Fig. 1. Conceptual Framework

II. METHOD

This study uses a quantitative approach of the associative type. The data are numerical, obtained from questionnaire responses given to employees of PT Sicepat Express Indonesia Adiwerna, Tegal Regency, concerning OCB, work discipline, work environment, and job satisfaction, and analyzed statistically. The population is all 50 employees of the company, with the figure obtained and verified directly from the company's internal data. All 50 members of the population were used as the sample, using non-probability sampling in the form of saturated sampling. Data were analyzed using multiple linear regression in SPSS 25.

The questionnaire measured job satisfaction, OCB, and work environment with 10 items each and work discipline with 9 items. Before being distributed to the 50 respondents, a validity test was conducted on 30 respondents. At the 0.05 significance level and $n = 30$, an item is valid if its calculated r exceeds the r -table value of 0.361. Reliability was assessed using Cronbach's alpha, with a variable considered reliable if $\alpha > 0.60$ (Ghozali, 2018, p. 45). Ordinal data were then converted to interval scale before the classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression, hypothesis testing (t -test and F -test), and the coefficient of determination. Hypotheses were tested at the 5% significance level. The regression model is $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$, where Y is job satisfaction and X_1 , X_2 , and X_3 are OCB, work discipline, and work environment.

III. RESULTS AND DISCUSSION

A. Validity, Reliability, and Descriptive Statistics

All questionnaire items produced calculated r values above the r -table value of 0.361, so every item for all variables is valid and the questionnaire is suitable for the subsequent analysis. The Cronbach's alpha of OCB, work discipline, and work environment exceeded the minimum of 0.60, so the instruments are reliable.

TABLE II. DESCRIPTIVE STATISTICS (N = 50)

Variable	N	Minimum	Maximum	Mean	Std. Deviation
OCB (X1)	50	28	49	41.32	5.776
Work Discipline (X2)	50	25	45	37.50	5.676
Work Environment (X3)	50	23	50	42.02	7.515
Job Satisfaction (Y)	50	23	50	41.78	8.036

Source: SPSS 25 output (processed by the authors, 2026).

Table II shows that job satisfaction scores range from 23 to 50 (mean = 41.78; SD = 8.036). OCB scores range from 28 to 49 (mean = 41.32; SD = 5.776), work discipline from 25 to 45 (mean = 37.50; SD = 5.676), and work environment from 23 to 50 (mean = 42.02; SD = 7.515). For all four variables the mean is larger than the standard deviation, which suggests that responses are concentrated around the average rather than widely dispersed.

B. Classical Assumption Tests

The Kolmogorov-Smirnov test gave a significance value of 0.200, which is above 0.05, so the residuals are normally distributed. The multicollinearity results are shown in Table III: all tolerance values exceed 0.10 and all VIF values are below 10, so the model shows no multicollinearity. The heteroscedasticity test used a scatterplot (Fig. 2). The points spread above and below zero on the Y-axis without forming a clear pattern, indicating no heteroscedasticity.

TABLE III. MULTICOLLINEARITY TEST

Variable	Tolerance	VIF
OCB (X1)	0.162	6.180
Work Discipline (X2)	0.283	3.538
Work Environment (X3)	0.203	4.934

Source: SPSS 25 output (processed by the authors, 2026). Criteria: tolerance > 0.10 and VIF < 10.

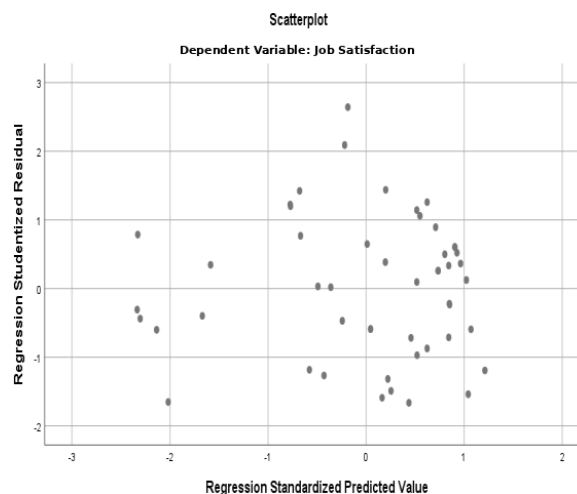


Fig. 2. Heteroscedasticity Test (Scatterplot)

C. Multiple Linear Regression and Hypothesis Tests

TABLE IV. MULTIPLE LINEAR REGRESSION RESULTS

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	-10.327	2.101		-4.916	0.000
OCB (X1)	0.459	0.120	0.330	3.835	0.000

Variable	B	Std. Error	Beta	t	Sig.
Work Discipline (X2)	0.340	0.092	0.240	3.683	0.001
Work Environment (X3)	0.486	0.082	0.454	5.904	0.000

Source: SPSS 25 output (processed by the authors, 2026). Dependent variable: job satisfaction (Y).

The regression equation is $Y = -10.327 + 0.459X_1 + 0.340X_2 + 0.486X_3$. All coefficients are positive: higher OCB, stronger work discipline, and a better and more conducive work environment are each associated with higher employee job satisfaction. The partial tests give significance values of 0.000 for OCB, 0.001 for work discipline, and 0.000 for work environment, all below 0.05, so H_1 , H_2 , and H_3 are accepted. The simultaneous test gives $F = 262.877$ with $\text{Sig.} = 0.000 < 0.05$, so H_4 is accepted: OCB, work discipline, and work environment jointly affect job satisfaction. The adjusted R^2 of 0.941 means the three variables together explain 94.1% of the variation in job satisfaction, while the remaining 5.9% is explained by other factors outside this study.

D. Discussion

Effect of OCB on job satisfaction. OCB has a positive and significant effect on job satisfaction ($B = 0.459$; $\text{Sig.} = 0.000$). This indicates that employees who voluntarily help coworkers, maintain a positive attitude, and communicate well experience a more comfortable and satisfying work life. This result is consistent with Putri and Supriadi (2022), who found that OCB had a positive and significant effect on employee job satisfaction. In practice, the pre-survey results showing low willingness to help coworkers suggest that management should encourage a culture of mutual assistance and open communication.

Effect of work discipline on job satisfaction. Work discipline has a positive and significant effect on job satisfaction ($B = 0.340$; $\text{Sig.} = 0.001$). The research findings also show that discipline is not yet evenly distributed: some employees remain inconsistent in observing working hours, operational rules, and established work procedures. This result is consistent with Fenianti and Nawawi (2023). Consistent and fair enforcement of discipline is therefore needed so that rules are perceived as fair and support a sense of order and satisfaction.

Effect of work environment on job satisfaction. Work environment has a positive and significant effect on job satisfaction ($B = 0.486$; $\text{Sig.} = 0.000$) and, judging by its standardized coefficient ($\text{Beta} = 0.454$), is the most dominant of the three variables. However, the physical and non-physical conditions of the work environment are still considered not fully optimal in several store areas. This finding is consistent with Susanti et al. (2024). Improvements to facilities, cleanliness, lighting, air circulation, and working relationships are therefore likely to raise job satisfaction.

Simultaneous effect. OCB, work discipline, and work environment simultaneously have a positive and significant effect on job satisfaction ($F = 262.877$; $\text{Sig.} = 0.000$). This result agrees with Purnama et al. (2023), Fenianti and Nawawi (2023), and Purnomo et al. (2024), indicating that job satisfaction is shaped jointly by employees' voluntary behavior, discipline, and the conditions of the workplace.

IV. CONCLUSIONS

OCB, work discipline, and work environment each have a positive and significant effect on employee job satisfaction at PT Sicepat Express Indonesia Adiwerna, Tegal Regency, and the three variables simultaneously have a significant effect on job satisfaction. The company is advised to strengthen a culture of mutual assistance and communication, apply discipline consistently and fairly, reinforce supervision, and improve facilities, cleanliness, comfort, lighting, air circulation, and working relationships. Future researchers may add other relevant variables to explain the remaining 5.9% of the variation in job satisfaction.

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