
Research Article

Influence of Leadership Style and Work Environment on OCB: Case Study of Perum Perhutani Central Java Regional Division

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Abstract: This study aims to identify the influence of leadership style and work environment on organizational citizenship behavior of employees of Perum Perhutani, Central Java regional division in Semarang city. This study uses quantitative methods. Data collection using questionnaire instruments that are distributed directly, and analysis using IBM SPSS Statistics. The results show that leadership style has a positive effect on OCB, while the work environment does not affect OCB. Therefore, Perum Perhutani is expected to improve its work environment so that loyalty and organizational citizenship behavior increase. Further researchers are expected to explore other related objects and variables, such as in the banking sector, and employee satisfaction in further research.

Keywords: Human Resouce; Leadership Style; Organizational Citizenship Behavior; Work Environment

1. Introduction

Human resources play a crucial role in achieving organizational performance. An organization is considered successful when it possesses competent and responsible human resources, regardless of how advanced the technology used may be. Organizational success still relies heavily on ideas, innovation, and employee creativity [1]. In today's modern work environment, a phenomenon closely tied to organizational success is *Organizational Citizenship Behavior* (OCB). Transformational leadership, which promotes participation and motivation, has been shown to positively influence OCB.

This research object is Perum Perhutani Regional Division of Central Java, Perhutani is a state forestry company (Perum Perhutani), a State-Owned Enterprise (BUMN) that manages state forest resources in Java and Madura. Perhutani has a strategic role in supporting environmental sustainability, socio-culture, and the economy of forestry communities.

This research offers both theoretical and practical contributions. Theoretically, it enriches human resource management knowledge by highlighting the influence of leadership style and work environment on the emergence of OCB. It also adds to the literature by presenting findings in the context of a state-owned forestry enterprise, which remains underexplored. Practically, the findings may serve as a reference for the Central Java Regional

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Division of Perum Perhutani in evaluating leadership strategies and improving the work environment. By identifying the key drivers of OCB, the organization can design more effective policies to enhance employee performance, loyalty, and overall organizational effectiveness.

There remains a research gap concerning the relationship between leadership style, work environment, and OCB. Previous studies have shown inconsistent or insignificant findings in this area[2] . A preliminary survey conducted at Perum Perhutani's Central Java Regional Division revealed that the prevailing leadership style is still authoritarian, with leaders rarely involving employees in decision-making, and employees often performing tasks outside their job descriptions. This necessitates further research to determine whether such leadership practices affect employee loyalty and their willingness to exhibit OCB. This study also combines variables that have not been extensively studied before, especially in the forestry sector—unlike previous studies, which focused more on banking institutions [3]. Only a small percentage of employees at Perum Perhutani Central Java Regional Division are willing to work outside of their job description willingly, which is an OCB issue due to low employee loyalty.

2. Literature Review

Organizational Citizenship Behavior

According to [4], OCB refers to voluntary, constructive employee behavior that is not formally rewarded by the organization but contributes to its effectiveness. These behaviors include helping coworkers, participating in organizational initiatives, and demonstrating commitment to organizational goals [5] [6]. Two main factors that influence OCB are leadership style and work environment. A supportive workplace, along with positive relationships among coworkers and managerial support, can drive employees to contribute beyond their official roles [7]. The issue identified at Perum Perhutani's Central Java Division is the low level of employee willingness to voluntarily take on extra-role tasks. [4] outlines several dimensions of Organizational Citizenship Behavior, there are : (1) Altruism (Voluntary actions to assist colleagues in completing tasks and solving organizational problems), (2) Courtesy (Helping colleagues prevent work-related problems by offering consultations and information while respecting their needs), (3) Conscientiousness (Performing tasks that benefit the organization beyond expectations), (4) Sportsmanship (This behavior includes avoiding negative aspects, refraining from complaints, and not exaggerating minor issues), and (5) Civic Virtue (Participating in organizational activities and being concerned about organizational continuity, reflecting employee involvement and responsibility).

[8] assert that government workers serve as the front-line implementers of government policies and programs, carrying a heavy burden of duty to deliver exceptional public service. As a result, it is critical for firms to determine what motivates workers to willingly take on extra-role tasks, which will result in Organizational Citizenship Behavior (OCB). Actions taken outside of assigned responsibilities, also known as Organizational Citizenship Behavior, can have an impact on improving the caliber and efficacy of services rendered and help organizations meet their best performance goals. Employees who are able to work effectively

and assist in a variety of ways can help achieve such goals. Employees must cultivate Organizational Citizenship Behavior (OCB) inside themselves in order to cultivate such attitudes. Therefore, it is essential that institutions comprehend. As a result, it is imperative that organizations comprehend the different elements that impact the development of Organizational Citizenship Behavior (OCB) in their workforce. Organizational Citizenship Behavior (OCB) is a fundamental necessity in an organization that refers to a system of collaboration and people's willingness to work and contribute within it. The fundamental idea behind OCB is that usage over time can improve organizational effectiveness when a large number of people display this behavior. The reason for this is that OCB is crucial to the organization's social exchange process[9]

Leadership Style

Leadership styles that foster strong interpersonal relationships with team members contribute positively to organizational performance and the development of OCB[10]. The interaction between leadership style and work environment indicates that adaptive leadership can amplify the positive effects of a supportive workplace. Leaders who offer support and communicate effectively can maximize the potential of a conducive work environment, encouraging employees to contribute more proactively [11]. Therefore, organizations should consider leadership style and a positive work atmosphere as strategic factors to enhance OCB. Focusing on leadership development and an inclusive work culture can also improve employee engagement and organizational performance [12]. Additionally, organizational characteristics and public sector culture may influence OCB outcomes, making it necessary to explore these variables across industries for a deeper understanding of diverse organizational dynamics [13]. [14] describe leadership as a process of influencing others to achieve organizational goals while shaping group culture. Hersey and Blanchard [15] categorized leadership styles into four types: (1) Telling, (2) Delegating, (3) Selling, and (4) Participating. Participative leadership enhances employees' sense of belonging, contributing to higher levels of OCB [16] [17].

Leadership style, according to [18] includes strategies, tactics, and systems for dealing with managerial difficulties. Effective management practices and personal traits must be matched for leadership to be effective. [14] define leadership as the process of persuading others to establish organizational objectives, inspiring followers to accomplish these objectives, and forming the group and its culture. Theorized leadership styles thus far center on how leaders can persuade their followers to willingly perform different tasks as directed by the leader without feeling under duress, all in an attempt to accomplish corporate goals. The aforementioned definitions lead to the conclusion that a productive workplace where leaders can promote team members' involvement in decision-making requires an effective leadership style. This improves the culture of the company as a whole in addition to increasing motivation. Leaders can better accomplish company objectives and enhance personnel performance by comprehending and utilizing the proper leadership style. The secret to success in organizational management is choosing the appropriate leadership style depending on the situation and the team's requirements. The accomplishment of common goals and improved team effectiveness are facilitated by responsive and adaptive leadership styles.

Work Environment

According to [19], the work environment is where employees carry out their daily responsibilities, and it significantly affects performance. A supportive and well-organized work environment increases productivity and job satisfaction [20]. Aspects such as physical space, organizational culture, and interpersonal relations can either support or hinder performance [21]. A comfortable and safe environment enhances emotional well-being and work output. Employees who enjoy their workplace are more likely to stay, manage their time well, and perform at higher levels [22]. The work environment includes: (1) Physical Work

Environment (lighting, noise, workplace safety, colors, and air temperature) (2) Non-Physical Work Environment (excessive workload, frustration, conflict between employees, and interpersonal relationship among employees).

A comfortable workplace boosts workers' productivity and gives them a sense of security. Employee emotions can also be influenced by the workplace. For example, workers are more likely to stay at their job, manage their time well, and produce excellent work if they appreciate their working environment. Environmental demands (health disruptions) and environmental resources (engagement) combine to form the work environment, where employees actively enhance their workplace by reducing demands and optimizing resources [23].

The hypotheses in this research are:

H₁ : Leadership style has a positive influence on OCB among employees of Perum Perhutani, Central Java Regional Division.

Effective leadership style is essential in creating a productive work environment where leaders encourage team members to participate in decision-making. This approach not only enhances motivation but also improves the overall organizational culture. Leaders who understand and apply the appropriate leadership style can improve employee performance and achieve organizational goals more effectively.

Research conducted by [24] titled *“The Role of Transformational Leadership, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (OCB) of SMEs Employees in the Digital Era”* revealed a positive influence of leadership style on OCB.

H₂ : Work environment has a positive influence on Organizational Citizenship Behavior among employees of Perum Perhutani, Central Java Regional Division.

The work environment is a combination of environmental demands (health disturbances) and environmental resources (engagement), where employees actively improve their workspace by minimizing demands and maximizing resources [23]. A conducive work environment provides a sense of security and enables employees to work optimally. Additionally, the work environment can affect employees' emotions. For example, employees who enjoy their work environment are more likely to feel comfortable at their workplace, effectively use their work time, and achieve higher performance. Research conducted by [3] titled *“The Influence of Work Environment, Organizational Culture, and Career Path on Organizational Citizenship Behavior”* revealed a positive influence of work environment on OCB.

3. Proposed Method

This study uses a quantitative approach with a survey method and data collection using a questionnaire to respondents at Perum Perhutani, Central Java Regional Division with a purposive sampling technique. The population is all employees of Perum Perhutani, Central Java Regional Division (102 people). Of the entire population, only 72 people were used as samples for this study, because the author excluded the management and outsourcing parties at Perum Perhutani Central Java Regional Division. Thus, 72 people participated in filling out the questionnaire voluntarily with the following criteria: Have worked for at least 6 months at Perum Perhutani, Central Java Regional Division. This study uses validity and reliability

test measurements. Then processed and analyzed using IBM SPSS Statistics. The measurement scale of each variable is taken from the literature. The leadership style scale is taken from Hersey and Blanchard [15], while the Work Environment scale is taken from [22]. For the Organizational Citizenship Behavior (OCB) scale is taken from [4]. The Likert scale 1-4 (strongly disagree-strongly agree) is used in this study. The research conceptual framework is arranged as follows :

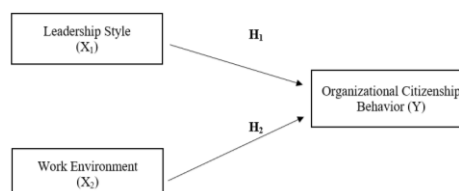


Figure 1 Conceptual Model, modified [3]

4. Results and Discussion

Table 1. Respondent Demographics

Characteristic	Category	N	%
Gender	Male	44	61,1%
	Female	28	38,9%
Position	Section Chief	8	11,1%
	Sub Section Head	22	20,7%
	Staff	42	58,3%
Age	20 – 30	25	34,7%
	31 – 50	28	38,9%
	>50	19	26,4%
Have Worked For At Least 6 Months	Yes	72	100%

Based on the table of respondent characteristics, the majority of participants were male, totaling 44 individuals (61.1%), while female respondents numbered 28 (38.9%). In terms of job position, most respondents were staff members, accounting for 42 individuals (58.3%), followed by sub-section heads with 22 individuals (20.7%), and section chiefs with 8 individuals (11.1%). Regarding age groups, the largest portion of respondents were aged 31–50 years, totaling 28 individuals (38.9%), followed by the 20–30 age group with 25 individuals (34.7%), and those over 50 years old with 19 individuals (26.4%). All respondents (100%) had worked for at least six months in the organization, indicating that they possessed sufficient experience to understand the work environment and organizational policies. This data provides a solid foundation for further analysis of the relationships between the research variables and the respondents' organizational behavior.

Measurement explains the correlation between each variable, whether they influence each other or not. Assessment of the measurement model includes indicators of reliability, validity, hypothesis testing, and multiple regression analysis. Reliability and convergent validity can be ensured if the Cronbach's alpha value is ≥ 0.60 .

Tabel 2. Validity Test Result

Item	Coefficient Correlation	R Table	Explanation
Leadership Style (X1)			
I feel that the leader can explain the roles and tasks of members in detail, including when, how, what, and where to carry out tasks.	0,852	0,2319	Valid
I feel that the leader has directed, supported, and motivated their members	0,903		Valid
I feel that the leader always involves employees in decision-making	0,832		Valid
I feel trusted by the leader to carry out tasks, and the leader does not interfere too much.	0,755		Valid
Work Environment (X2)			
My work environment is adequate, including lighting, sound, color, security, facilities, and room temperature.	0,704	0,2319	Valid
The relationships among employees are good, and no conflicts occur between them.	0,630		Valid
I feel work stress due to an unproductive work environment.	0,713		Valid
I feel there is an excessive workload beyond the job description provided by the leader.	0,744		Valid
Organizational Citizenship Behavior(Y)			
I am willing to engage in organizational activities and care about the organization's sustainability.	0,731	0,2319	Valid
I am willing to work overtime to complete tasks and show dedication to the company.	0,816		Valid
I am willing to help other employees who are experiencing difficulties voluntarily.	0,853		Valid
As much as possible, I try to avoid conflicts with my colleagues.	0,717		Valid
I can accept criticism gracefully and do not complain excessively.	0,790		Valid

The validity test results presented in the table above use the Pearson Correlation method with a total of 72 respondents. Based on the validity test results using a critical r-value of 0.2319, all items under the variables of leadership style (X1), work environment (X2), and organizational citizenship behavior (Y) are declared valid, as their correlation coefficients exceed the r-table value. The correlation values for leadership style range from 0.755 to 0.903, for work environment from 0.630 to 0.744, and for organizational citizenship behavior from 0.717 to 0.853. These results indicate that each item in the research instrument accurately measures the intended construct and is suitable for further analysis.

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Information
Leadership Style	0,849	Reliable
Work Environment	0,635	Reliable
Ocb	0,792	Reliable

The results of the reliability test shown in the table above reveal different levels of internal consistency for each variable. The *Leadership Style* variable has a Cronbach's Alpha score of 0.849, placing it in the category of high reliability. This indicates that the items used to assess leadership style are consistent and trustworthy. In contrast, the *Work Environment* variable has a reliability score of 0.635, which is notably low and significantly below the generally accepted minimum threshold of 0.6. Despite this, the table still categorizes it as "Reliable," which may be a mislabeling or error in the interpretation of the data. Meanwhile,

the *Organizational Citizenship Behavior (OCB)* variable yields a Cronbach's Alpha value of 0.792, suggesting it is also a reliable measure, with its items consistently reflecting the same construct. In summary, two of the three variables—*Leadership Style* and *OCB*—are confirmed to have reliable measurement instruments based on their Cronbach's Alpha scores exceeding 0.6. However, the *Work Environment* variable warrants further examination, as its low reliability score indicates a need to reassess and potentially improve the items used for its measurement.

Table 4. Normality Test Result

Variable	Sig	Explanation
Unstandardized Residual	0,200	Test Distribution Normal

Normality test is conducted to determine whether the research variable data, and residuals are normally distributed or not. Normality test using Kolmogorov-Smirnov (K-S) test based on the calculated significance value (Asymp.Sig. (2-tailed)) using SPSS software. Research variable data is stated to be normally distributed if the Asymp. Sig. (2-tailed) value is greater than the significance level (α) = 0.05, conversely if the Asymp. Sig. (2-tailed) value is smaller than the significance level (α) = 0.05 then the research variable data is stated to be not normally distributed. The results of the normality test as listed in Table 4 show that the Asymp. Sig. (2-tailed) value of the unstandardized residual = 0.200 which is greater than 0.05 (Asymp. Sig. > 0.05), so it can be concluded that all variable data in this study are normally distributed.

Table 5 Multicollinearity Test Result

Variable	Tolerance	VIF	Explanation
Leadership style (X1)	0,675	1.481	Free from multicollinearity
Work environment (X2)	0,675	1.481	Free from multicollinearity

The purpose of the multicollinearity test is to identify whether any correlation exists among the independent variables within the regression model used in this study. To determine the presence of multicollinearity, researchers refer to two indicators: the Tolerance value and the Variance Inflation Factor (VIF). A model is considered free from multicollinearity when the Tolerance value exceeds 0.10 and the VIF is below 10. Based on the test results, the Tolerance value for all independent variables is 0.675, which meets the criteria. This indicates that the independent variables are not intercorrelated, confirming that the regression model is not affected by multicollinearity.

The heteroscedasticity test aims to assess whether the residuals in the regression model have constant variance across observations. A good regression model should not exhibit heteroscedasticity. One way to detect it is through a scatter plot, where the residual points should be randomly dispersed above and below zero on the Y-axis. If this pattern is observed, it indicates the absence of heteroscedasticity. Additionally, the Glejser test can be used, where the absence of heteroscedasticity is concluded if the independent variables are not statistically significant in influencing the absolute residuals. The results of the heteroscedasticity test for this study's regression model are presented below :

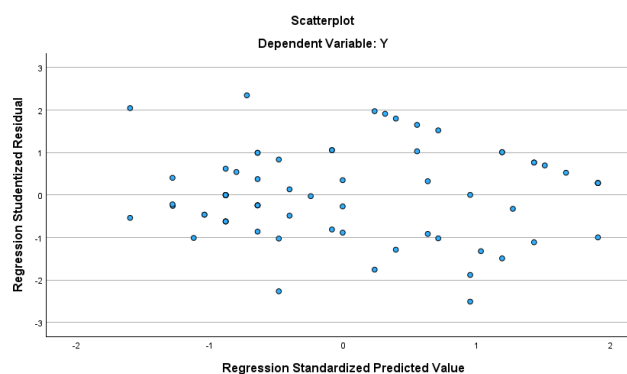


Figure 2 Scatterplot Heteroscedasticity

Table 6 Regression Test Result

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.111	1.752		2.917	.005
	X1	.739	.108	.637	6.846	<.001
	X2	.142	.140	.095	1.018	.312
a. Dependent Variable: Y						

$$Y = 5.111 (\alpha) + 0,739 (X_1) + 0,142 (X_2) + e$$

The results of the multiple linear regression analysis reveal the impact of two independent variables—X1 (Leadership Style) and X2 (Work Environment)—on the dependent variable Y (Organizational Citizenship Behavior or OCB). The constant value of 5.111 implies that if both X1 and X2 are zero, the predicted value of Y is 5.111. The regression coefficient for X1 is 0.739, indicating that for every one-unit increase in leadership style, OCB increases by 0.739 units, assuming the work environment remains unchanged. With a t-value of 6.846 and a significance level below 0.001, this relationship is statistically significant. Additionally, the standardized beta coefficient of 0.637 demonstrates that leadership style contributes strongly to the variation in OCB. In contrast, X2 (work environment) has a regression coefficient of 0.142, which suggests that a one-unit increase in work environment would result in only a 0.142 unit increase in OCB, assuming leadership style is held constant. However, the t-value of 1.018 and significance level of 0.312 (greater than 0.05) indicate that this effect is not statistically significant. This is further reinforced by a low standardized beta value of 0.095, suggesting a minimal contribution to OCB.

In summary, leadership style (X1) has a significant and positive influence on organizational citizenship behavior, whereas the work environment (X2) does not show a statistically meaningful effect. Therefore, to effectively enhance OCB, emphasis should be placed on improving leadership quality.

Table 7 Determinant Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	.449	.433	1.728

a. Predictors: (Constant), X2, X1

R (Multiple Correlation Coefficient) = 0.670

This indicates the strength of the relationship between the independent variables (X1 and X2) and the dependent variable (Y). A value of 0.670 shows a strong and positive correlation between the variables.

R Square (Coefficient of Determination) = 0.449

This means that 44.9% of the variation in the dependent variable (OCB) can be explained by the independent variables X1 (Leadership Style) and X2 (Work Environment) together. The remaining 55.1% is explained by other factors not included in the model.

An R-squared (R^2) value of 0.449 in social research implies that approximately 44.9% of the variation in the dependent variable—typically associated with social behavior or phenomena—can be explained by the independent variables included in the regression model. This value reflects a meaningful relationship, yet it also indicates that more than 55% of the variation remains unexplained by the current model. It is essential to recognize that an R^2 value of 0.449, though moderate, does not undermine the validity of the study. In social science research, the complexity and variability of human behavior often lead to models that cannot account for all influencing factors. As noted by Andangjati et al. (2021), while social interactions can strongly affect perceptions, certain elements inevitably fall outside the scope of quantitative analysis. Thus, even though this R^2 value suggests a statistically reliable connection between the variables, it should be interpreted alongside qualitative insights and contextual understanding. For example, Hermadana (2020) highlighted that in studies involving social skills and celebrity worship, lower R^2 values may still point to relevant correlations, but also imply that additional situational or broader influences should be explored to fully understand the phenomenon. Therefore, when analyzing R^2 values in social research, it is essential to view the figure not merely as a number but as part of a broader understanding of the interactions between complex variables, particularly within the ever-evolving context of social behavior and societal dynamics (Yuliani & Syahrman, 2020; Hermadana, 2020).

Adjusted R Square = 0.433

This is the adjusted version of R Square, which takes into account the number of predictors in the model. It is used to avoid overestimating the model's explanatory power when more independent variables are added. A value of 0.433 means that, after adjustment, the model still explains 43.3% of the variance in Y, indicating a fairly good model.

Standard Error of the Estimate = 1.728

This shows how far the predicted values deviate from the actual values of Y. The smaller this value, the better the model is at predicting Y. This regression model demonstrates a reasonably strong relationship ($R = 0.670$) and is able to explain nearly half of the variation in the dependent variable OCB ($R^2 = 0.449$).

Thus, the model is deemed sufficiently appropriate for use, despite the existence of other external factors that may also influence Organizational Citizenship Behavior (OCB). The model summary reveals an R Square value of 0.449, indicating that the combined influence of leadership style (X1) and work environment (X2) accounts for 44.9% of the variation in OCB. Although this figure is below the 0.5 threshold, it does not suggest that the

model lacks strength or significance. In the context of social and behavioral sciences, R Square values below 0.5 are typical and still provide meaningful insight, as human behavior is shaped by a wide array of factors beyond those captured in a single model—such as intrinsic motivation, organizational culture, job satisfaction, or personal attributes.

This research effectively illustrates the significant role of leadership style and work environment in influencing employees' discretionary behaviors beyond their formal duties. The findings offer valuable managerial implications and serve as a basis for further organizational development strategies. Additionally, the results open avenues for future research to include other influential variables that could improve the model's explanatory capability.

5. Discussion

The Effect of Leadership Style on Organizational Citizenship Behavior (OCB)

The results of the data analysis indicate that leadership style has a positive impact on Organizational Citizenship Behavior (OCB). This finding aligns with prior research, such as that by [25], which also identified a significant influence of leadership style on OCB. The hypothesis (H1) is therefore supported by the data, confirming that leadership style contributes to fostering OCB. Other studies reinforce this conclusion, suggesting that leadership style encompasses a range of strategies, techniques, and approaches used to address management challenges, and that effective leadership involves aligning personal traits with constructive managerial behavior [18]

Moreover, leadership is said to enhance corporate citizenship behavior by clarifying goals, setting clear expectations, recognizing strong performance, building trust, increasing job satisfaction, and reinforcing organizational commitment. The author supports this perspective, noting that when leaders motivate their team and include them in decision-making processes, employees tend to feel valued and trusted, which in turn strengthens their loyalty to the organization [26]

In the context of this study, it was observed that although the leadership approach within the organization tends to follow a selling style, many employees still perceive a lack of full trust from their leaders. Based on these findings, the author suggests that Perum Perhutani should not only maintain its current leadership style but also enhance it by placing greater trust in employees and involving them more actively in decision-making processes.

The Effect of Work Environment on Organizational Citizenship Behavior (OCB)

Contrary to earlier research that highlighted the beneficial impact of the work environment on organizational citizenship behavior (OCB), the connection between the work environment and OCB was shown to be statistically insignificant (H2) [3]. Contextual elements within Perum Perhutani, such as leadership dynamics, job design, or organizational culture, may be to blame for this disparity since they supersede external influences. It highlights the intricacy of OCB, which may be influenced by organizational and psychological factors in addition to environmental factors. The results of this study indicate that there is a lack of a supporting physical and non-physical work environment at Perum Perhutani's Central Java regional division. Workers may be prevented from engaging in extra-role behaviors linked to OCB by inadequate facilities, inadequate security, and work-related stress

brought on by duties beyond their formal job responsibilities. Employee attention may be diverted from optional, civic-driven activities to task performance as a result of these stressors.

Enhancing the infrastructure and psychosocial elements of the workplace may improve worker comfort, lower stress levels, and eventually promote higher OCB. Therefore, it is recommended that management make investments in enhancing workplace amenities, matching job duties to actual workloads, and fostering psychological well-being. Theoretically, these findings point to the possibility of mediating or moderating factors, including organizational commitment, job happiness, or personal resilience, which could mitigate or enhance the impact of the workplace on OCB. To obtain a more thorough understanding, future studies should think about examining these variables.

Conclusions

The study's findings indicate that leadership style has a large and positive impact on organizational citizenship behavior (OCB), but the work environment has no discernible impact. This implies that workers in the Central Java regional division of Perum Perhutani are more sensitive to leadership styles than to outside environmental influences. Perhutani must thus improve and hone its leadership style in order to cultivate a more motivated and effective team. Examining leadership theories like transactional or transformational styles could boost OCB and staff morale even further. It's interesting to note that many employees continue to exhibit loyalty, a crucial aspect of OCB, even if there is no discernible link between the work environment and OCB. Given that earlier study has frequently demonstrated a favorable correlation between work environment and OCB, this discrepancy creates a research gap. These results demonstrate the complexity of employee behavior and point to the possible participation of moderating or mediating factors.

This study advances knowledge of the crucial role that leadership plays in advancing OCB in the framework of Indonesian state-owned businesses. To determine whether the effect of the work environment on OCB varies by industry, it is advised that future studies look at other organizational contexts, such as the banking or technology sectors. A more comprehensive understanding of the factors influencing OCB may also be obtained by including further variables like employee performance, work-life balance, or job satisfaction.

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