

The Effects of Well-Being and Work Environment on Employee Loyalty and its Implications for Organizational Citizenship Behavior at Primasatya Husada Citra Hospital in Surabaya

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Keywords

Well-Being; Work Environment;
Employee Loyalty;
Organizational Citizenship
Behavior

ABSTRACT

Primastya Husada Citra Surabaya Hospital must have and retain employees who demonstrate loyalty and organizational citizenship behavior in creating safe and comfortable healthcare services as desired by almost all patients who come for treatment and enjoy the facilities available at Primastya Husada Citra Surabaya Hospital. This study aims to analyze the influence of employee well-being and work environment on employee loyalty, which in turn impacts organizational citizenship behavior at Primastya Husada Citra Surabaya Hospital. This study employed a quantitative method. After analyzing and describing the influence of employee well-being and work environment on employee loyalty through organizational citizenship behavior, based on the responses of 118 respondents selected as the sample in this study. Well-being has a significant positive effect on employee loyalty with a coefficient value of $\beta = 0.441$. The work environment has a positive and significant effect on employee loyalty with a path coefficient value of $\beta = 0.521$. Employee loyalty has a positive and significant effect on organizational citizenship behavior with a path coefficient value of $\beta = 0.442$. Loyalty has a positive and significant effect on organizational citizenship behavior with a path coefficient value of $\beta = 0.978$. Well-being has a positive and significant effect on organizational citizenship behavior with a path coefficient value of $\beta = 0.429$. Work environment has a positive and significant effect on organizational citizenship behavior with a path coefficient value of $\beta = 0.429$.

INTRODUCTION

Human resources are very important for an organization or company. Human resources have the ability to optimize all existing operations in the company, such as methods, machines, or other devices. Companies or organizations that produce services must have human resources who are able to provide the best service to their customers. In serving customers, employees must be able to avoid mistakes that can cause complaints that can affect the organization's reputation. This shows that human resources affect the success of an organization in achieving its goals (Hanson et al., 2022).

Employees who are able to achieve performance that exceeds standards and expectations are needed for a successful and successful business. Organizations need

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employees who are able to demonstrate behavior. "good citizen" such as helping other employees, offering to do extra work tasks, avoiding conflicts with other parties at work and respecting organizational rules, and having a high tolerance for some conditions that make it difficult for them to complete tasks (Sureda 2019).

In order for the organization to operate well, effectively and efficiently, (Katz 1964) stating that three basic employee behaviors are essential: a) Low absenteeism and turnover, so that the organization or company must encourage employees to enter and stay in the organizational environment. b) Employees must understand their respective roles and responsibilities in accordance with the job description and meet existing standards. c) Behave creatively and spontaneously outside of the job description.

Based on these three things, it can be concluded that the organization cannot run effectively and efficiently if employees do not have the three behaviors above (Novianti & Salam, 2021). The work environment is also one of the factors that significantly affect employees' feelings about work (Mizwar et al., 2024; Yuniarti, 2023). The work environment as a whole or a whole of elements that have relationships and patterns that adapt to where the organization stands (Intan et al. 2017).

A work environment is often described as good and bad, a good environment is a place where employees feel comfortable and happy (Hao et al., 2016). If the work environment is bad, employees will feel uncomfortable and unappreciated. These conditions can increase turnover and the failure of employees to reach their potential. On the other hand, if the work environment is positive, employees will feel happy with their workplace. A good work environment has a positive and significant impact on employee loyalty. This shows that when the work environment of the employees is better, they will be more loyal to the organization (Putra and Sriathi 2018).

Human resources are one of the most crucial factors that must be controlled by the company in order to make the greatest contribution in achieving the company's desires (Hasibuan & Malaya, 2019). Every human resource must have an extraordinary feeling in him in the form of welfare (Krekel, Ward, and De Neve 2019). Given the importance of human resources (HR) consisting of the function, control, and utilization of labor, it is necessary to grow employee loyalty.

Employee well-being includes various aspects, from work-life balance, occupational health and safety, to compensation and benefits. But even though organizations generally have comprehensive welfare policies, there is a gap between employees' expectations of these policies and the realities they experience on the ground. Employees often have high expectations regarding the well-being they can receive from the company, while the reality often does not fully meet those expectations. Employee welfare management is one of the important aspects of human resource management (HR) that can affect employee loyalty.

Employee well-being involves two main dimensions, namely physical well-being (occupational health and safety) and psychological well-being (work-life balance, as well as social support). The welfare policies implemented by hospitals are often different from other hospitals, this depends on the policy the hospital operates.

Hospitals as a place of service providers for the community are required to be able to provide the best service to patients, such as being responsive and effective in providing services, hospitality and providing comfort to patients. These factors are an indication of success in

managing a hospital. In this case, employees are the most important part of the success of a hospital, employees are required to be able to do things outside job description without complaining about the environment and the situation at that time. This is referred to as Organizational Citizenship Behavior.

Organizational Citizenship Behavior refers to all the positive and beneficial actions and behaviors of an employee that are not listed in their official job description. Everything that employees do, based on their personal choices, to support colleagues and benefit the organization as a whole. Organizational Citizenship Behavior is not an obligation that an employee must fulfill to perform his or her job and is not an element of their contractual responsibilities (Ganguly and Majumder 2023).

The success of achieving the goals of an organization is greatly influenced by the actions of the individuals who are in it. Each individual is responsible for his or her role aimed at achieving the objectives in the execution of the functions of the organization. In an organization, everyone is expected to show commitment so that their functions can run according to expectations so that the planned goals can be realized. Conceptually, employee behavior is divided into two categories, namely in-role that focus on the task and extra-role which includes personal behavior that exceeds generally expected behavioral expectations.

Primasatya Husada Citra Hospital (PHC) Surabaya is an educational type B hospital. This hospital offers healthcare services with the support of a medical team of more than 150 general practitioners, dentists, specialists, 216 beds, 6 operating rooms, 2 Cath labs and others. As a service provider that has been operating for a long time, of course, PHC Surabaya hospital is in the spotlight of the public in terms of its services to patients. Based on observations and interviews conducted in April, it is known that the level of welfare and work environment on employee loyalty that has implications for OCB is still not optimal. According to the Organ indicator in 1988, the OCB consists of altruism, civic virtue, conscientiousness, courtesy and sportsmanship. From the interview conducted with the PHC hospital manager, it is said that the behavior of the altruism Employees in loyalty to the company are still not optimal, this is shown by the behavior of employees who are not agile in helping fellow colleagues who are having trouble responding to patient problems (Organ 1994). Furthermore, the PHC hospital manager also said that the behavior sportsmanship Some employees are still lacking, this is shown by employees who still complain at work, either complaining about patients or the work environment that is felt uncomfortable and less conducive. Furthermore, the relationship between colleagues and superiors as a form of courtesy It can also still be said that it is not optimal, this is shown by the fact that there are still some employees who find it difficult to blend in with other employees because of the habits that he builds himself by fortifying himself.

Based on the second interview with the HRD manager of PHC Surabaya hospital, employee awareness to come early as a form of civic virtue still not optimal. This is shown by the fact that there are still employees who arrive late when briefing department is implemented. In addition, the willingness of PHC Surabaya hospital employees to take on new responsibilities and learn new skills as well as improve organizational capabilities with changes that occur in the environment as a form of conscientiousness It is also not optimal.

From various problems in the field, the researcher will distribute a temporary questionnaire, consisting of welfare and work environment to 20 employees. From the results

of a pre-survey conducted on 20 employees of PHC Surabaya hospital. Based on the distribution of the questionnaire, the data in table 1 was obtained:

Table 1. Pre-Survey Results on Well-being, Work Environment, Employee Loyalty, and OCB Behavior among PHC Hospital Surabaya Employees

No	Question	Yes (%)	No (%)
1	Is the work environment conducive and supportive of job performance?	60	40
2	Are you satisfied with the physical and social conditions at the workplace?	44	55
3	Do you feel that your work environment encourages OCB behavior?	65	35
4	Do you feel that your work environment affects your overall well-being?	70	30
5	Do you feel that the work environment affects your motivation and commitment to work?	30	70
6	Do you feel proud to be part of this hospital?	55	45
7	In your opinion, can loyalty affect OCB behavior in the workplace?	60	40
8	Do you tend to contribute beyond job demands because of loyalty to the hospital?	30	70
9	Does your well-being at work affect your level of loyalty to the hospital?	90	10
10	Will an increase in your loyalty to the company affect your OCB behavior?	85	15

Source: Preliminary questionnaire data processing at PHC Hospital Surabaya (2025)

The pre-survey results indicate significant gaps requiring further investigation. While 90% of employees acknowledge that well-being affects loyalty and 85% believe loyalty increases OCB, only 30% feel motivated by the work environment and only 30% tend to contribute beyond job demands. Additionally, only 44% express satisfaction with physical and social conditions, 55% feel proud of the hospital, and 55% are dissatisfied with workplace conditions. These findings highlight critical issues regarding employee well-being, work environment quality, and their implications for employee loyalty and OCB behavior.

Previous studies have separately examined the influence of employee well-being on loyalty (Purba & Andri, 2017; Keintjem et al., 2022), the effect of work environment on loyalty (Rohimah, 2018; Waskito et al., 2022), and the relationship between loyalty and OCB (Soegandhi & Sutanto, 2017; Aldrin & Yunanto, 2019). However, research simultaneously examining the influence of both well-being and work environment on employee loyalty and their implications for OCB, particularly in the context of type B educational hospitals in Indonesia, remains limited. Furthermore, studies that position employee loyalty as a mediating variable between well-being, work environment, and OCB in healthcare settings are scarce. This research gap necessitates a comprehensive investigation into how these factors interact and influence organizational citizenship behavior in hospital environments.

Based on the research background and gaps that have been described, this study aims to analyze the influence of employee welfare and the work environment on employee loyalty and its implications on Organizational Citizenship Behavior at Primasatya Husada Citra Hospital Surabaya, with employee loyalty as a mediating variable. The findings of this study are

expected to make a theoretical contribution to the development of the human resource management literature, especially regarding the integration of welfare, work environment, loyalty, and OCB. Practically, the results of this study are intended to provide strategic recommendations for hospital management in designing policies and programs to improve employee welfare, improve the quality of the work environment, strengthen employee loyalty, and foster organizational civic behavior, which ultimately improves the quality of service and organizational effectiveness at PHC Surabaya Hospital.

METHOD

Research design was a plan in general for how the researcher will understand the form of relationships between the variables being studied. The research design is designed to determine the method or type of research that will be used to answer the research objectives. The design of this research is quantitative descriptive research. Descriptive research is research conducted to describe a phenomenon that occurs in society. This study uses purposive sampling, meaning that respondents are obtained based on certain criteria. Respondents were asked to be willing to be respondents in this study. The independent variables in this study are welfare (X1), work environment (X2) and dependent variables employee loyalty (Y).

This research employs a quantitative approach, utilizing numerical data measured on a numerical scale. Two types of data sources are used in this study. Primary data is collected directly from the first source by researchers through observation, interviews, or questionnaires. This data is considered original because it has never been processed or analyzed by others. Meanwhile, secondary data is obtained from sources that have been previously collected by other parties, typically found in official publications such as reports, books, journals, or institutional documents. This secondary data serves to support and supplement the primary data. The method used by researchers to obtain relevant and accurate data for research purposes is known as data collection techniques. Sugiyono (2017) stated that, because the main goal of research is to obtain the right data, data collection techniques are the most strategic step in the research process. Different methods can be used to apply these techniques, such as observation, interviews, questionnaires, documentation, and literature studies. These methods are tailored to the type of data and research methodology used. The data obtained in the research process will depend heavily on the selection of the right method.

RESULT AND DISCUSSION

Classic Assumption Test

Normality Test

Tabel 1. Normality Test of Residual Model 1 (RES_1)
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		118
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	1.08205425
Most Extreme Differences	Absolute	.056
	Positive	.053
	Negative	-.056

Test Statistic				.056
Asymp. Sig. (2-tailed)^c				.200 ^d
Monte Carlo Sig. (2-tailed)^e	Sig.	99% Confidence Interval		.476
			Lower Bound	.463
			Upper Bound	.489

Source: SPSS Data Processing Results 27, 2025

The Kolmogorov-Smirnov test shows Asymp. Sig. (2-tailed) of $0.200 > 0.05$, indicating no significant difference between residual and normal distributions. Thus, residuals are normally distributed, the normality assumption is met, and the regression model is suitable for further analysis.

Multicollinearity Test

Table 2. Multicollinearity Test,

Variable	Collinearity Statistics		Conclusion
	Tolerance	VIF	
Well-being	.437	2.290	No Multicollinearity
Work Environment	.387	2.584	No Multicollinearity
Total Y	.261	3.827	

Source: SPSS Data Processing Results 27, 2025

The multicollinearity test shows that all independent variables have Tolerance values > 0.10 and VIF values < 10 ($X_1 = 2.290$; $X_2 = 2.584$; $Y = 3.827$), indicating no significant multicollinearity among variables. Thus, each independent variable contributes relatively independently to the dependent variable, and the regression model is suitable for further analysis.

Heteroskedasticity Test

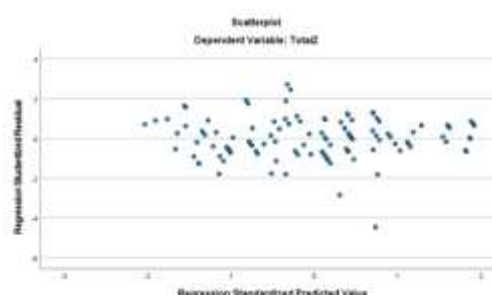


Figure 1. Heterogeneity Test

Source: SPSS Data Processing Results 27, 2025

The scatterplot shows data points randomly scattered around the horizontal zero line without any specific pattern (such as converging, widening, or waving), indicating that residual variance is constant across predicted values. Thus, there is no evidence of heteroscedasticity, confirming that the homoscedasticity assumption is met and the regression model is feasible for further analysis.

Verifiable Analysis

1. Path Analysis

A. Substructural Hypothesis Test 1

Table 3. Effect of Well-being (X1) and work environment (X2) on employee loyalty (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	18.062	1.441		.000
	Well-being	.465	.073	.400	.000
	Work Environment	.429	.049	.541	.000

a. Dependent Variable: Employee Loyalty

Source: SPSS Data Processing Results 27, 2025

The regression equation for substructure 1 is: $Y = 18.062 + 0.465X_1 + 0.429X_2 + e$. The results show that well-being has a positive and significant effect on employee loyalty ($B = 0.465$; $\beta = 0.400$; $t = 6.404$; $p < 0.001$), meaning that each one-unit increase in well-being increases loyalty by 0.465 units. Similarly, work environment has a positive and significant effect on employee loyalty ($B = 0.429$; $\beta = 0.541$; $t = 8.673$; $p < 0.001$), meaning that each one-unit improvement in work environment increases loyalty by 0.429 units. These findings confirm that both well-being and work environment are important predictors of employee loyalty.

In general, the two variables of freedom, well-being, and the work environment have a positive and significant influence on employee loyalty.

a. Hypothesis Test of the Influence of Welfare on Employee Loyalty.

Table 3. Welfare Hypothesis Test on Employee Loyalty

Hypothesis	Variable	Path Coefficients	t Count	P	Description
H ₁	Well-being→ Employee loyalty	0.400	6.404	< 0.01	Significant ($p < 0.05$)

Source: SPSS Data Processing Results 27, 2025

The test results show $p < 0.001$ and $t = 6.404 > t\text{-table}$, rejecting H_0 . Thus, H_1 is accepted, confirming that well-being has a positive and significant effect on employee loyalty at Primastya Citra Husada Hospital Surabaya.

b. Hypothesis Test of the Work Environment on Employee Loyalty

Table 4. Hypothesis Test of the Work Environment on Employee Loyalty

Hypothesis	Variable	Path Coefficients	t Count	P	Description
H ₂	Work Environment→ Employee loyalty	0.541	8.673	< 0.01	Significant ($p < 0.05$)

Source: SPSS Data Processing Results 27, 2025

The test results show $p < 0.001$ and $t = 8.673 > t\text{-table}$, rejecting H_0 . Thus, H_2 is accepted, confirming that work environment has a positive and significant effect on employee loyalty at Primastya Citra Husada Hospital Surabaya. This means that improvements in the work environment will increase employee loyalty.

- c. Simultaneous Hypothesis Test of the Influence of Welfare and Work Environment on Employee Loyalty.

Table 5. ANOVA – The Effect of Welfare and Work Environment on Employee Loyalty (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4280.645	2	2140.323	138.382	.000 ^b
	Residual	1778.677	116	15.467		
	Total	6059.322	118			

a. Dependent Variable: Employee Loyalty

b. Predictors: (Constant), Work Environment, Well-Being

Source: SPSS Data Processing Results 27, 2025

The ANOVA test results show $F = 138.382$ with $p < 0.001$, indicating that well-being and work environment simultaneously have a significant effect on employee loyalty at Primastya Citra Husada Hospital Surabaya. Thus, the hypothesis stating that well-being and work environment jointly influence employee loyalty is accepted. This implies that improvements in both well-being and work environment collectively enhance employee loyalty.

Sub-Structure Hypothesis Test 2

- a. Hypothesis Test of the Influence of Welfare on Organizational Citizenship Behavior

Table 6. Hypothesis Test of the Influence of Employee Loyalty on Organizational Citizenship Behavior.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.314	.706		.000
	Employee Loyalty	.920	.017	.981	.000

a. Dependent Variable: OCB

Source: SPSS Data Processing Results 27, 2025

The regression equation for substructure 2 is: $Z = 3.314 + 0.920Y + e$. The path coefficient of 0.920 indicates that employee loyalty has a strong positive effect on OCB, meaning that each one-unit increase in loyalty increases OCB by 0.920 units. The Beta value of 0.981 confirms a near-perfect relationship, with loyalty explaining almost all variation in

OCB. The significance test shows $t = 54.547$ with $p < 0.001$, rejecting H_0 and confirming that employee loyalty significantly influences OCB at Primastya Citra Husada Hospital Surabaya.

Table 6. Hypothesis Test of the Influence of Employee Loyalty on Organizational Citizenship Behavior

Hypothesis	Variable	Path Coefficients	t Count	P	Description
H_6	Employee Loyalty → OCB	0.981	54.547	< 0.01	Significant ($p < 0.05$)

Source: SPSS Data Processing Results 27, 2025

The test results show $p < 0.001$ and $t = 54.547 > t\text{-table}$, rejecting H_0 and accepting H_a . Thus, employee loyalty has a positive and significant effect on OCB, meaning that higher employee loyalty leads to higher organizational citizenship behavior at Primastya Citra Husada Hospital Surabaya.

Sub-Structure Hypothesis Test 3

Table 7. The Influence of Well-Being and Work Environment on Organizational Citizenship Behavior

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	18.480	1.043		17.719	.000
	Well-being	.399	.057	.429	7.042	.000
	Work Environment	.307	.036	.522	8.571	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Data Processing Results 27, 2025

The regression equation for substructure 3 is: $Z = 19.251 + 0.453X_1 + 0.399X_2 + e$. This indicates that well-being ($\beta = 0.453$; $t = 6.681$; $p < 0.001$) and work environment ($\beta = 0.399$; $t = 8.878$; $p < 0.001$) both have a positive and significant effect on OCB. Thus, higher levels of well-being and a better work environment led to increased organizational citizenship behavior among employees at Primastya Citra Husada Hospital Surabaya.

a. Hypothesis Test of the Influence of Welfare on Organizational Citizenship Behavior.

Table 8. Hypothesis Test of the Influence of Welfare on Organizational Citizenship Behavior

Hypothesis	Variable	Path Coefficients	t Count	P	Description
H_4	Well-being → OCB	0.415	6.681	< 0.01	Significant ($p < 0.05$)

Source: SPSS Data Processing Results 27, 2025

The path coefficient for well-being is 0.415 with $t = 6.681$ and $p < 0.001$, indicating that well-being has a positive and significant effect on OCB. Thus, H_0 is rejected, confirming that well-being significantly influences organizational citizenship behavior at Primastya Citra Husada Hospital Surabaya.

- b. Hypothesis Test of the Influence of the Work Environment on Organizational Citizenship Behavior

Table 9. Test of the Influence of the Work Environment on Organizational Citizenship Behavior

Hypothesis	Variable	Path Coefficients	t Count	P	Description
H ₅	Work Environment → OCB	0.538	8.878	< 0.001	Significant (p < 0.05)

Source: SPSS Data Processing Results 27, 2025

The path coefficient for work environment is 0.538 with $t = 8.878$ and $p < 0.001$, indicating that work environment has a positive and significant effect on OCB. Thus, H_0 is rejected, confirming that work environment significantly influences organizational citizenship behavior at Primastya Citra Husada Hospital Surabaya.:

- c. Hypothesis Test of the Influence of Welfare and Work Environment on Organizational Loyalty Citizenship Behavior

Table 10. ANOVA- The Influence of Well-Being and the Work Environment on Organizational Citizenship Behavior

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3851.814	2	1925.907	150.560	.000 ^b
	Residual	1471.042	115	12.792		
	Total	5322.856	117			

a. Dependent Variable: OCB

b. Predictors: (Constant), Work Environment, Well-Being

Source: SPSS Data Processing Results 27, 2025

The ANOVA test results show an F-value of 150.560 with $p < 0.001$, indicating that well-being and work environment simultaneously have a significant effect on OCB. Thus, H_0 is rejected and H_a is accepted, confirming that improvements in employee well-being and work environment collectively enhance organizational citizenship behavior at Primastya Citra Husada Hospital Surabaya.

Mediation Hypothesis Test (Sobel Test)

- a. Hypothesis test the effect of welfare on employee loyalty through organizational citizenship behavior

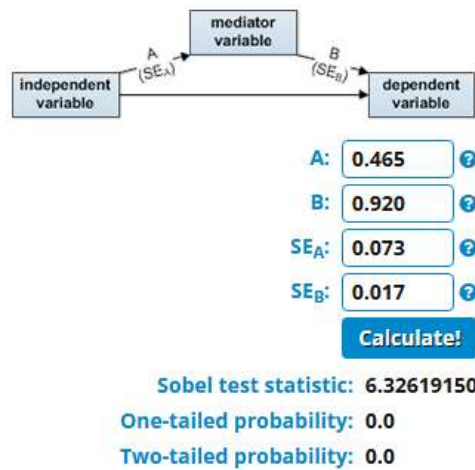


Figure 2. Indirect Effects X1 → Y → Z

Source: SPSS Data Processing Results 27, 2025

The Sobel test confirms that the indirect effect of employee well-being on OCB through employee loyalty is statistically significant. With path coefficients $a = 0.465$ ($SE = 0.073$) and $b = 0.920$ ($SE = 0.017$), the indirect effect is 0.4278 with a z-statistic of 6.33, far exceeding 1.96 with $p < 0.001$, rejecting the null hypothesis of no mediation. Thus, employee loyalty serves as a significant mediator in the relationship between well-being and OCB, indicating that improved well-being enhances OCB both directly and indirectly through increased employee loyalty.

- b. Hypothesis Test of the Influence of Work Environment on Employee Loyalty through Organizational Citizenship Behavior

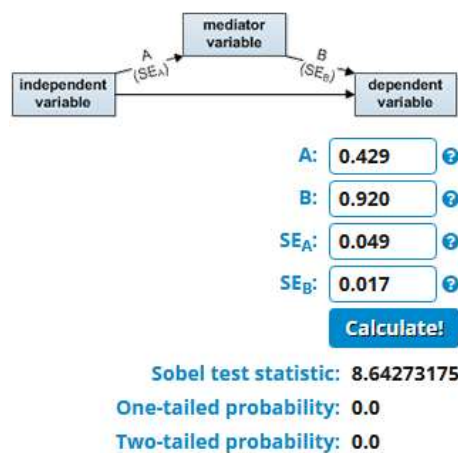


Figure 3. Indirect Effects X2 → Y → Z

Source: SPSS Data Processing Results 27, 2025

The Sobel test indicates that the indirect effect of work environment on OCB through employee loyalty is statistically significant. With path coefficients $a = 0.429$ ($SE = 0.049$) and $b = 0.920$ ($SE = 0.017$), the indirect effect is 0.3947 with a z-statistic of 8.64, far exceeding 1.96 with $p < 0.001$, rejecting the null hypothesis of no mediation. Thus, employee loyalty serves as

a strong and significant mediator in the relationship between work environment and OCB, meaning that work environment improvements enhance OCB both directly and indirectly through increased employee loyalty.

Coefficient of Determination

Table 11. Coefficient of Determination for welfare and work environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.708	.703	2.464

a. Predictors: (Constant), Work Environment, Well-Being

Source: SPSS Data Processing Results 27, 2025

The correlation coefficient (R) of 0.841 indicates a strong relationship, meaning that well-being and work environment significantly contribute to employee loyalty. The R² value of 0.708 shows that 70.8% of the variation in employee loyalty is explained by well-being and work environment, while the remaining 29.2% is influenced by other factors outside the model.

Table 12. Coefficient of Determination for Organizational Citizenship Behavior

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.956	.955	.956

a. Predictors: (Constant), Employee Loyalty

Source: SPSS Data Processing Results 27, 2025

The correlation coefficient (R) of 0.978 indicates a very strong relationship between employee loyalty and OCB. The R square value of 0.956 shows that 95.6% of the variation in OCB can be explained by employee loyalty, while the remaining 4.4% is influenced by other factors outside the model. This demonstrates that employee loyalty is a very strong predictor of OCB, yet there remains room for further research to explore other factors affecting OCB.

The Influence of Welfare on Employee Loyalty

The results of hypothesis testing in substructure 1 show that welfare (X1) has a positive and significant effect on employee loyalty (Y) at Primastya Citra Husada hospital. These findings were obtained based on the results of path analysis and partial tests (t-tests) that have been carried out. Based on the regression results, a path coefficient (β) of welfare to employee loyalty was 0.465 (Std. Error = 0.073), a standardized coefficient of Beta = 0.400, and a t value = 6.404 with a significance value of 0.000 ($p < 0.05$). This value shows that welfare makes a positive and significant contribution to employee loyalty. This means that the better the welfare provided by the Primastya Citra Husada hospital, the higher the loyalty of employees to the hospital.

These results indicate that the welfare provided by Primastya Citra Husada Surabaya hospital has an influence on employee loyalty, because employees who are satisfied with the welfare provided tend to have a strong commitment and high loyalty to the organization. The

welfare provided by Primastya Citra Husada Surabaya hospital to employees by showing attention to employee needs, increasing job satisfaction and commitment, motivating employees to contribute more and reduce turnover and increase employee retention.

Employee welfare is a form of reward other than salary or wages handed over to employees in the form of gifts that are not directly related to work performance, this is given in order to encourage and be useful in achieving organizational goals and not violate government regulations (Purba, 2019). One of the important factors in realizing the quality of employee work life is the existence of a welfare program, therefore the satisfaction and loyalty of an employee to the company can be well maintained (Sriwidodo & Haryanto, 2010). The provision of welfare programs needs to receive attention from the company's management, this can be done based on the needs of employees and guided by internal and external consistency. The provision of employee welfare intends that employees continue to cooperate with the company to achieve the goals that have been set, the company needs to pay attention to the welfare of its employees, because without the welfare of employees a company cannot operate properly (Jasman Syaripudin, 2019).

The Influence of the Work Environment on Employee Loyalty

Based on the results of a verifiable analysis using path analysis in substructure 1, this study shows that the work environment has a positive and significant effect on employee loyalty at Primastya Citra Husada Surabaya hospital. The results of the partial regression test between the work environment (X2) and employee loyalty (Y) with a path coefficient value (β) of 0.429 (Std. Error = 0.049), standardized beta coefficient = 0.541 and a t value of 8.673 and a significance value (p-value) of 0.000. This value is smaller than the significance level of 0.05 ($p < 0.05$), so the hypothesis that the work environment has a significant effect on employee loyalty is acceptable.

Statistically, the t-count value of 8.673 is greater than the t-table, at a confidence level of 95%, which further confirms that the influence of the work environment on employee loyalty is significant. Thus, an improvement in the work environment will be followed by an increase in employee loyalty.

The magnitude of the path coefficient of 0.429 shows that the work environment makes a significant positive contribution to employee loyalty. This indicates that the work environment functions as a reinforcing factor for employee loyalty. The results of this study are supported by Rohimah, (2018) who states that the work environment has a positive and significant influence on employee loyalty, meaning that the better the work environment in the company, the higher the level of employee loyalty to the company. This is in line with the research of Alyani & Djastuti (2017) which states that the work environment has a positive and significant effect on employee loyalty, which means that the safer and more comfortable the work environment, the more employees can work optimally. And the more conducive the work environment, the greater the likelihood of employees being loyal to the company.

If employees feel that the place they work has an attractive building, the work equipment provided by the company is adequate, they feel comfortable with facilities for a place to rest, and they get good places of worship facilities, then employees tend to have high loyalty to the company. With good cooperation at work and high kinship in the work relationship, employees will feel comfortable working in a company which results in their higher loyalty to the company. Respect and good relations from superiors to employees are also important factors

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that can encourage employee loyalty to the company, with a high level of respect from superiors and good relationships from superiors to employees will trigger an increase in employee loyalty to the company.

The Simultaneous Influence of Welfare and Work Environment on Employee Loyalty.

This study demonstrates that employee welfare and the work environment simultaneously have a significant effect on employee loyalty at Primastya Citra Husada Surabaya Hospital. The F-test result ($F = 138.282$, $p < 0.05$) indicates a significant simultaneous effect, while partial t-tests show that welfare ($\beta = 0.465$, $p = 0.000$) and work environment ($\beta = 0.429$, $p = 0.000$) each have a positive and significant impact. The findings suggest that adequate welfare including benefits, occupational safety, and assurance of basic needs and a supportive work environment, such as good communication, sufficient work and rest time, enhance employee satisfaction and loyalty. These results align with Maslow's hierarchy of needs, where fulfilling needs from basic to self-actualization increases motivation and commitment, and are supported by prior studies (Purba & Andri, 2017; Rohimah, 2018). Therefore, the research hypothesis stating a simultaneous influence of welfare and work environment on employee loyalty is accepted.

The Influence of Employee Loyalty on *Organizational Citizenship Behavior*.

This study demonstrates that employee loyalty has a positive and significant effect on Organizational Citizenship Behavior (OCB) at Primastya Citra Husada Surabaya Hospital. Path analysis results show a coefficient of 0.981 with $t = 54.547$ and $p < 0.05$, indicating a strong and statistically significant effect. The findings suggest that increases in employee loyalty are accompanied by higher levels of OCB, reflecting employees' commitment to add value beyond their core duties without direct rewards. This aligns with social exchange theory (Homans, 1974), which emphasizes that fair treatment and employee satisfaction foster positive behaviors, and with Richhedl's theory (Utomo, 2020), which highlights that high loyalty facilitates organizational goal achievement. At this hospital, employee loyalty is driven by adequate welfare, good facilities, and a safe and comfortable work environment, which in turn enhances OCB and supports organizational effectiveness. Therefore, the hypothesis that employee loyalty positively and significantly affects OCB is confirmed.

The Influence of Welfare on *Organizational Citizenship Behavior* (OCB)

This study demonstrates that employee welfare has a positive and significant effect on Organizational Citizenship Behavior (OCB) at Primastya Citra Husada Surabaya Hospital, with a path coefficient of $\beta = 0.399$ and $p = 0.000$. The findings indicate that welfare enhances OCB by fostering employee loyalty, engagement, and emotional attachment to the organization. Employees with high OCB actively help colleagues, focus on work, participate in organizational activities, and perform extra-role behaviors without expecting direct rewards. The results align with social and organizational behavior theories, emphasizing that welfare not only satisfies employees' needs but also strengthens their commitment and motivation, which in turn promotes OCB. Practically, this suggests that hospital welfare programs should aim not only to improve material benefits but also to build employee loyalty, as welfare alone is insufficient to directly drive OCB. Thus, welfare plays a strategic role in enhancing OCB through its impact on employee loyalty.

The Influence of the Work Environment on *Organizational Citizenship Behavior*.

This study demonstrates that the work environment has a positive and significant direct effect on Organizational Citizenship Behavior (OCB) at Primastya Citra Husada Surabaya Hospital, with a path coefficient of $\beta = 0.307$, $t = 8.571$, and $p = 0.000$. A positive work environment, characterized by supportive facilities, good relationships among colleagues and leaders, and a conducive atmosphere, encourages employees to exhibit OCB by fostering satisfaction, cooperation, and commitment. The findings align with previous research (Nitisemito, 2022; Febytama, 2018), highlighting that well-structured work environments enhance employee behavior beyond formal duties. Thus, the hypothesis that the work environment positively and significantly influences OCB is accepted, confirming the environment's critical role in promoting organizational citizenship behavior.

Welfare Influence on *Organizational Citizenship Behavior* Patient Loyalty Through

This study shows that employee welfare has a positive and significant indirect effect on Organizational Citizenship Behavior (OCB) through employee loyalty at Primastya Citra Husada Hospital. Path analysis and Sobel test results indicate that welfare (X_1) increases employee loyalty (Y), which in turn enhances OCB (Z), with an indirect effect of 0.428 and a z-statistic of 6.33. This demonstrates that welfare alone does not directly increase OCB but does so by first fostering employee loyalty. The findings align with theories by Robbins & Judge (2008) and Brenda et al. (2005), highlighting that satisfied and loyal employees are more likely to exhibit OCB, including behaviors such as helping others, exceeding expectations, and participating actively. Consequently, employee loyalty fully mediates the effect of welfare on OCB, supporting hypothesis 7 (H7) both empirically and theoretically.

The Influence of the Work Environment on Organizational Citizenship Behavior through Employee Loyalty.

This study demonstrates that the work environment has a positive and significant indirect effect on Organizational Citizenship Behavior (OCB) through employee loyalty at Primastya Citra Husada Surabaya Hospital. Path analysis shows that a positive work environment (X_2) increases employee loyalty (Y), which in turn enhances OCB (Z), confirmed by a Sobel test indicating a significant mediation effect. These findings suggest that employee loyalty fully mediates the relationship between the work environment and OCB. The results align with theories of job satisfaction by Robbins & Judge (2007), Umar (2010), and Mathis & Jackson (2011), emphasizing that positive work experiences and satisfaction motivate employees to engage in discretionary behaviors, support colleagues, exceed job expectations, and maintain organizational commitment. Thus, a supportive work environment indirectly fosters OCB by enhancing employee loyalty.

Coefficient of Determination (R^2)

The determination coefficient (R^2) is used to measure the extent of the ability of independent variables to explain the variation of dependent variables in a research model. The value of R^2 ranges from 0 to 1, where the closer the number 1 is, the greater the contribution of the free variable in explaining the change in the bound variable. In this study, the determination coefficient was analyzed on each sub-structure of the model in path analysis, namely in the employee loyalty model and the organizational citizenship behavior model.

Based on the results of the output of the summary model in SPSS 27, an R square value of ± 0.728 was obtained. This value shows that 72.8% of employee loyalty variations (Y) can

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be explained by the variables of well-being (X1) and work environment (X2) simultaneously. Meanwhile, the remaining 27.2% was explained by other factors outside the research model, such as employee satisfaction, motivation, organizational culture, and employee psychological and social factors that were not studied in this study (Iskandar, 2018). Empirically, these results confirm that well-being and the work environment are important factors in shaping employee loyalty, but not the only determinant of patient decision in choosing health services. Employee loyalty can be affected by several factors such as leadership style, which is when leaders are unable to lead and work well together, employees will feel uncomfortable so that they can reduce employee loyalty. Job characteristics are also another factor in employee loyalty, because when the job obtained is not in accordance with their field of expertise, it can be a factor in decreasing employee loyalty. The work environment is the highest factor in employee loyalty because the positive response shown by the company to employees certainly makes the sense of comfort in doing work and the sense of loyalty to each other increase (Pitoy, et al 2020).

In the model that explains organizational citizenship behavior (Z), which involves the variables of welfare (X1), work environment (X2) and employee loyalty (Y), the results of the SPSS analysis show an R Square value of 0.960. This value shows that 96% of organizational citizenship behavior variations can be explained by employee well-being, work environment, and loyalty together, while the remaining 4% are influenced by other variables that were not included in the research model (Lestary & Chaniago, 2018). Conceptually, these results confirm the position of employee loyalty as an intervening variable that strengthens the relationship between well-being and the work environment with organizational citizenship behavior. This means that welfare and the work environment automatically increase organizational citizenship behavior, organizational citizenship behavior is crucial in achieving company goals, because it includes contributions that exceed the employee's job description and can increase organizational growth.

This finding is in line with Theedens' (1996) theory of work behavior, which is a basic factor and must be known by companies in order to understand and understand the work behavior caused when employees work because this will affect the success of a company or organization in its business. By understanding the work environment of employees, the company will be young in understanding and understanding its employees with the aim of creating a consistent and positive work environment, so that all activities in the company run well and can make profits for the company. According to Sinamo (2002), a company will be successful if its employees can carry out 8 main work paradigms, namely sincere work, work thoroughly, work right, work hard, work seriously, work creatively, work excellently and work perfectly.

The relatively moderate to strong R² value in this study provides practical implications for the management of Primastya Citra Husada Surabaya hospital (Ravina, 2023). A good welfare strategy and work environment have been proven to have a real contribution in encouraging employee loyalty and organizational citizenship behavior. Thus, efforts to improve organizational citizenship behavior not only focus on improving welfare, but also need to be balanced with improving the work environment, and sustainable employee loyalty. This is important so that the well-being and work environment that is formed are able to produce a long-term effect on employee loyalty.

Based on the results of the determination coefficient test, it can be concluded that welfare and the work environment have a significant ability to clarify employee loyalty. Organizational citizenship behavior is more strongly influenced when employee loyalty is included as an intervening variable. The research model has good explanatory power, although it still opens up space for further research with the addition of other variables. Thus, the determination coefficient in this study strengthens the validity of the path analysis model used and supports the conceptual framework of the research as explained in Chapter II.

CONCLUSION

The study at Primastya Citra Husada Surabaya Hospital demonstrates that both employee welfare and the work environment have significant positive effects on employee loyalty and Organizational Citizenship Behavior (OCB). Path analysis shows that welfare ($\beta = 0.441$) and work environment ($\beta = 0.521$) significantly increase employee loyalty, which in turn positively influences OCB ($\beta = 0.442$ – 0.978). Employee loyalty fully mediates the effect of welfare and also acts as a strong mediator between the work environment and OCB, indicating that improvements in welfare and work environment promote OCB directly and indirectly through loyalty. High employee loyalty encourages discretionary behaviors such as helping colleagues, focusing on work, and exceeding job expectations. Determination coefficients ($R^2 = 0.841$ for loyalty and $R^2 = 0.978$ for OCB) indicate that the model explains most of the variation in these outcomes. These findings confirm that strengthening employee welfare and creating a supportive work environment are critical strategies to enhance loyalty and OCB, ultimately improving organizational effectiveness at the hospital.

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