

The Influence of Work Environment on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable

(Study on Employees of LPD Desa Adat Kesiman)

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Abstract: Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that are not formally required but contribute to organizational effectiveness. This study aims to analyze the influence of the work environment on OCB with job satisfaction as a mediating variable (a study on employees of LPD Desa Adat Kesiman). The sample consisted of 59 employees selected using purposive sampling. Data were collected through interviews and questionnaires. The data analysis technique used in this study was path analysis and the Sobel test, conducted using SPSS software. The results show that the work environment has a positive and significant effect on OCB, job satisfaction has a positive and significant effect on OCB, the work environment has a positive and significant effect on job satisfaction, and job satisfaction mediates the influence of the work environment on OCB.

Keywords: Job Satisfaction; Organizational Citizenship Behavior; Work Environment

1. Introduction

Human Resources (HR) are considered a critical element in an organization, as people are dynamic resources that are essential in every process of producing goods or services (Saputra et al., 2021). Human resources play a vital role as planners and active agents in various company activities, particularly in today's competitive era (Januartha & Supartha, 2025). Managing qualified and competent HR is a key factor in determining whether an organization can achieve its goals. Enhancing organizational effectiveness is one of the primary goals of HR management.

Organizational Citizenship Behavior (OCB) is a key factor in supporting organizational effectiveness, especially in facing increasingly complex challenges and changes. In a dynamic work environment, organizations do not rely solely on formal employee performance but also require extra voluntary contributions to create a harmonious work atmosphere, increase productivity, and strengthen competitiveness. Employees with high OCB tend to show initiative, help coworkers, and adapt to changes without waiting for instructions from superiors (Tontoli et al., 2023). As the demands for flexibility and collaboration increase in the workplace, OCB becomes increasingly important because it contributes to operational efficiency, reduces conflict, and increases job satisfaction. Moreover, in the long term, OCB plays a role in shaping a positive and innovative work culture, which supports organizational

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competitiveness in responding to the rapidly changing business environment (Ma'ruf & Budiani, 2024).

Many organizations face challenges in fostering OCB among their employees (Nijwa & Septanti, 2024). Low OCB within organizations can lead to miscommunication among employees, reduced collaboration spirit, and limited positive interactions in the workplace. A lack of employee involvement in assisting coworkers or the organization can worsen interpersonal relationships, create a disharmonious work environment, and reduce a sense of ownership toward shared goals. If left unchecked, this condition may increase conflict, decrease productivity, and lead to more individualistic work tendencies that ultimately hinder innovation and organizational target achievement (Soelton et al., 2021).

In addition to affecting daily operations, the lack of OCB also has long-term consequences for organizations. In an era that emphasizes flexibility, collaboration, and adaptation to change, organizations with employees showing low OCB will struggle to face challenges such as digitalization, changes in work policies, and global workforce competition. Furthermore, low OCB may increase employee turnover, making it difficult for organizations to retain top talent and foster a supportive environment for both individual and organizational growth.

An interview conducted in November 2024 with three employees of LPD revealed issues of reluctance in helping coworkers, particularly in the accounting division. Each employee in this division has specific responsibilities such as transaction recording, document verification, and monthly financial report preparation. Due to the high accuracy required for these tasks, employees often hesitate to assist with duties outside their own responsibilities. For instance, in the transaction verification process, even a minor mistake can affect the financial report's balance. Therefore, employees prefer not to interfere, fearing it would complicate their coworkers' work. Additionally, they believe that each individual has their own work style, and interference may disrupt established workflows.

Other problems were also identified in the credit division, where employees often experience communication barriers when handling various requests and inquiries from customers. Despite attempts to coordinate directly or via short messages, misunderstandings still occur, especially when one employee is absent. For example, when a customer inquires about a loan application, the attending employee may not have the most updated information because the data is still being processed by another coworker. This lack of clarity slows down the service process, as employees must first seek additional information before providing accurate responses.

A pre-survey conducted in November 2024 among 15 respondents revealed that several employees still exhibit low levels of OCB, particularly in the dimensions of altruism, courtesy, and conscientiousness. The pre-survey results indicate low levels of altruism (voluntarily helping coworkers), courtesy (maintaining polite communication), and conscientiousness

(discipline and exceeding expectations). Low altruism can hinder collaboration; low courtesy increases the risk of conflict due to miscommunication; and low conscientiousness may lead to poor task execution and a lack of attention to work quality.

Social Exchange Theory explains that individuals consider rewards, costs, and profits in every social interaction. Individuals are inclined to form and maintain relationships based on the principle of reciprocity—contributing when they feel they receive appropriate benefits. In this study, a supportive work environment may offer rewards such as comfort, social support, and development opportunities that enhance job satisfaction. Conversely, a poor work environment can generate costs such as stress, emotional exhaustion, or interpersonal conflict, which reduce job satisfaction. When employees are satisfied, they tend to exhibit OCB, such as helping coworkers or going beyond expectations. This occurs because they perceive the benefits of positive behavior in the workplace as greater than the burdens. However, if the work environment brings more cost than reward, job satisfaction will decline, reducing the motivation to display OCB.

Previous studies show that OCB plays an important role in organizational success. According to Priatna et al. (2024), OCB can create a friendlier, more meaningful, and supportive work environment that encourages employees to voluntarily contribute to the greater good. Another study by Saputra et al. (2023) emphasizes the importance of OCB in strengthening employee-organization relationships rooted in a sense of attachment, appreciation, and commitment. Fadly et al. (2023) found that OCB offers significant benefits by enhancing solidarity and cooperation, reducing conflicts, and improving efficiency and productivity. Thus, it can be concluded that OCB plays a crucial role in organizational success by fostering a supportive work environment, reinforcing employee-organization ties, and improving solidarity, efficiency, and productivity.

The work environment significantly influences employee productivity, well-being, and job satisfaction. A good work environment encourages employees to contribute at their best, while a poor environment can lead to stress, decreased motivation, and health issues. The comfort generated by a conducive work environment affects employees' seriousness at work, motivating them to perform better due to environmental support (Fabanyo et al., 2023). A positive work environment can be established through effective communication between management and employees and harmonious interaction among coworkers. It is crucial for organizations to build high trust among employees so that individuals feel safe and valued, and avoid distrust that can harm organizational productivity.

The work environment consists of two types: physical and non-physical, both of which are inherently attached to employees and cannot be separated from efforts to improve their performance. According to Sedarmayanti (2011), the physical work environment includes all tangible conditions surrounding the workplace that may influence employees directly or indirectly, such as lighting, room temperature, office equipment, and cleanliness. A well-

organized and conducive physical environment can enhance employee comfort and productivity.

Meanwhile, the non-physical work environment encompasses relational aspects in the workplace, including relationships with superiors, colleagues, and subordinates, as well as elements such as organizational culture, leadership style, and interpersonal interactions. A positive non-physical environment fosters a harmonious, peaceful atmosphere and increases employee motivation.

Several studies have demonstrated a positive and significant influence of the work environment on Organizational Citizenship Behavior (OCB). Research by Dewantara and Tambunan (2023), supported by Tontoli et al. (2023), Fabanyo et al. (2023), and Susilo & Muhardono (2021), indicates that a supportive and non-toxic work environment encourages employees to engage in extra-role behaviors that go beyond their formal duties to support organizational success. However, contrasting findings have also been reported. Farisi et al. (2021) found a negative and significant relationship, while Saputra et al. (2021) concluded that the work environment does not influence OCB. These conflicting results suggest the need for further investigation.

In an increasingly competitive work environment, job satisfaction becomes a critical factor for organizations. Many companies face significant challenges due to low employee satisfaction, which can lead to increased turnover, reduced productivity, and diminished organizational loyalty. Employees with high levels of satisfaction tend to exhibit positive attitudes toward their jobs (Zahra & Siregar, 2023). Job satisfaction involves the degree of contentment and happiness employees feel regarding aspects of their work, such as salary, work environment, recognition, opportunities for growth, and relationships with colleagues (Pratiwi & Rizky, 2020). Satisfied employees are more likely to interact positively, willingly assist colleagues, and exceed normal expectations. Job satisfaction or dissatisfaction can be observed through employees' emotional responses to their work.

Previous studies have confirmed the influence of the work environment on job satisfaction. Yuliantini & Santoso (2020), along with Junaidi (2021) and Vanessa & Tony (2022), reported that the work environment positively and significantly affects job satisfaction. Similar findings were reported by Taheri et al. (2020) and Amin (2022), who emphasized that factors such as workplace atmosphere, interpersonal relationships, available facilities, and organizational culture enhance employees' comfort and satisfaction in performing their duties.

The concept of job satisfaction is closely related to values, which are fundamental beliefs about what is desirable or preferable in behavior or end states. According to Robbins (2003:103), values involve judgments and reflect individuals' ideas of what is right, good, or desirable. Employees are motivated to work because they aspire to fulfill expectations that lead to satisfaction. Job satisfaction plays a critical role in influencing work behavior, including

productivity and commitment. Thus, individual behavior is shaped by motives or needs rooted in past experiences, organizational roles, and situational contexts.

Empirical evidence also suggests a significant relationship between job satisfaction and OCB. Zahra & Siregar (2023), as well as Purnomo et al. (2023) and Badarudin et al. (2023), found that job satisfaction significantly influences OCB.

The work environment is a vital factor believed to influence employee behavior, including extra-role behaviors like OCB. Numerous studies associate a supportive and harmonious work environment with higher employee morale and a greater tendency to contribute beyond formal job requirements. However, empirical findings on the relationship between the work environment and OCB remain inconsistent. While some studies found a significant positive effect, others reported weak or inconclusive results.

These inconsistencies imply the presence of other factors influencing the relationship between the work environment and OCB. One potential factor is the internal psychological process employees undergo when evaluating their work environment. When employees perceive that the work environment meets their needs and expectations while providing a sense of safety and comfort, it fosters positive attitudes toward their work.

Job satisfaction plays an important role in enhancing extra-role behavior, as satisfied employees are more likely to show commitment to the organization and their colleagues. Those who are content with their work environment tend to be more productive, more willing to contribute, and have better attendance. Research by Qomar et al. (2023) shows that job satisfaction mediates the relationship between the work environment and OCB. In other words, a good work environment enhances job satisfaction, which in turn encourages employees to exhibit extra-role behaviors, such as helping colleagues. Conversely, a negative work environment may reduce job satisfaction and consequently diminish OCB.

This study specifically focuses on the impact of employee OCB on the work environment, aiming to explore the relationship between these variables with job satisfaction as a mediating factor. The mediating variable in this research—job satisfaction—is expected to explain how the work environment influences employees' OCB. Employees working in a positive environment are more likely to demonstrate higher levels of OCB. This research is conducted at LPD Desa Adat Kesiman, an institution with a complex human resource management system. The study aims to analyze: “The Influence of Work Environment on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable (A Study on Employees of LPD Desa Adat Kesiman).”

2. Research Methods

This study employs a quantitative associative approach to examine the relationships and effects among variables—work environment (X), Organizational Citizenship Behavior (OCB) (Y), and job satisfaction (Z)—among employees of LPD Desa Adat Kesiman, East Denpasar.

The quantitative design is based on a comprehensive theoretical framework, with a sample of 59 employees selected through purposive sampling from a total population of 66 employees. The inclusion criteria required a minimum of one year of service and exclusion of core management members.

The variables were measured using a Likert-scale questionnaire (1–5), with indicators adopted from recent scholarly sources (Izha et al., 2022; Fachrezi & Khair, 2020; Aliefiani et al., 2023). The validity and reliability of the instruments were tested using SPSS, with Pearson correlation coefficients ≥ 0.30 and Cronbach's alpha ≥ 0.70 indicating acceptable levels.

Data collection was conducted through online questionnaires and structured interviews. The data were analyzed descriptively (mean, standard deviation, variance) and inferentially using path analysis to evaluate both direct and indirect effects (mediated by job satisfaction) at a 5% significance level. Prior to analysis, classical assumption tests—including normality, multicollinearity, and heteroscedasticity—were performed to ensure the validity of the regression model. The findings of this study are expected to provide insights into the efficiency of the work environment in promoting OCB through the mediating role of job satisfaction.

3. Results and Discussion

3.1 Research Data Analysis Results

Path Analysis Test

Table 1. Results of Path Analysis of Regression Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,043	1,598		0.653	0.517
Work environment	0.745	0.073	0.803	10,184	0,000
R2:0.645					
a. Endogenous Variable: Job satisfaction					
b. Predictors: (Constant):Work environment					

Source: Appendix 13 (Processed Data), 2025

The structural equation formed in Table 2 can be formulated as follows.

$$Z = \beta_2 X + e_1$$

$$Z = 0.803 + e_1 \dots \dots \dots (1)$$

Table 2 shows the results of the second structural calculation using the SPSS program to calculate the influence of the work environment and job satisfaction on OCB.

Table 2. Results of Path Analysis of Regression Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7,535	1,791		4,206	0,000
Work environment	0.382	0.137	0.432	2,783	0.007
Job satisfaction	0.312	0.148	0.328	2,110	0.039
R2:0.521					

a. Endogenous Variable:OCB			
b. Predictors:	(Constant):	Job Satisfaction,	Work Environment

Source: Appendix 13 (Processed Data), 2025

The structural equation formed in Table 2 can be formulated as follows.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0.432 + 0.328 + e_2 \dots \dots \dots (2)$$

a. Path coefficient diagram form

In this second stage, each structural equation is regressed between the independent variables and the dependent variables to determine the relationship between these variables.

1) Direct effect

a) The influence of the work environment variable (X) on the OCB variable (Y) is $\beta_1 = 0.432$

b) The influence of the work environment variable (X) on the job satisfaction variable (Z) is $\beta_2 = 0.803$

c) The influence of the job satisfaction variable (Z) on the OCB variable (Y) is $\beta_3 = 0.328$

2) Indirect effect

The influence of work environment variables (X) on OCB (Y) with job satisfaction (Z) as an intermediary variable.

$$\text{Indirect effect} = \beta_2 \times \beta_3$$

$$= 0.803 \times 0.328$$

$$= 0.263 \dots \dots \dots (3)$$

3) Total effect

The total influence of variable X on Y through Z is formulated as follows.

$$\text{Total effect} = \beta_1 + (\beta_2 \times \beta_3)$$

$$= 0.432 + (0.803 \times 0.328)$$

$$= 0.69 \dots \dots \dots (4)$$

b. Testing the coefficient of determination (R²) value of the error variable (e)

The final path diagram can be arranged based on regression model 1 and regression model 2. However, the standard error value must be calculated first. The standard error value can be calculated using the following formula.

$$e_1 = \sqrt{(1 - R_1^2)} = \sqrt{(1 - 0.645)} = 0.595 \dots \dots \dots (5) \quad e_2 = \sqrt{(1 - R_1^2)} = \sqrt{(1 - 0.521)} = 0.692 \dots \dots \dots (6)$$

e₁ = arrow e₁ (error 1) which shows the amount of variance job satisfaction that is not explained by OCB.

e₂ = arrow e₂ (error 2) which shows the amount of work environment variance that is not explained by OCB.

The calculation of the influence of error Pe1 obtained the result of the influence of error Pe1 of 0.595 and the influence of error Pe2 of 0.692. The results of the total determination coefficient are as follows.

$$\begin{aligned}
 R^2_m &= 1 - (Pe_1)^2 - (Pe_2)^2 \\
 &= 1 - (0.595)^2 - (0.692)^2 \\
 &= 1 - (0.354) - (0.478) \\
 &= 1 - 0.169 \\
 &= 0.831 \dots \dots \dots (7)
 \end{aligned}$$

The total determination value of 0.831 means that 83.1 percent of the OCB variable is influenced by the work environment and job satisfaction variables, while the remaining 16.9 percent is explained by other factors not included in the model.

c. Simultaneous (overall) structural equation testing

The results of simultaneous structural equation testing obtained a significance level of F of $0.000 < 0.05$, which means that work environment variables and job satisfaction variables have a simultaneous effect on OCB.

d. Calculating path coefficients individually

Individual tests are performed to determine the significance of path analysis by comparing the probability value of 0.05 with the Sig. value with the following decision-making basis.

e. The influence of work environment on OCB

H0: there is no significant influence between the environment work towards OCB.

H1: there is a significant influence between the work environment towards OCB.

The results of the analysis of the influence of the work environment on OCB were obtained from a significance value of 0.007 with a beta coefficient value of 0.432. A significance value of $0.007 < 0.05$ means that H0 is rejected and H1 is accepted. This result means that the work environment has a positive and significant effect on OCB.

f. The influence of the work environment on job satisfaction

H0: there is no significant influence between the environment work on job satisfaction.

H1: there is a significant influence between the work environment on job satisfaction.

The results of the analysis of the influence of the work environment on job satisfaction were obtained from a significance value of 0.000 with a beta coefficient value of 0.803. A significance value of $0.000 < 0.05$ means that H0 is rejected and H1 is accepted. This result means that the work environment has a positive and significant effect on job satisfaction.

g. The influence of job satisfaction on OCB.

H0: there is no significant influence between satisfaction work towards OCB.

H1: there is a significant influence between job satisfaction towards OCB.

The results of the analysis of the influence of job satisfaction on OCB were obtained from a significance value of 0.039 with a beta coefficient value of 0.328. A significance value of $0.039 < 0.05$ means that H0 is rejected and H1 is accepted. This result means that job satisfaction has a positive and significant effect on OCB.

h. Summarize and conclude

Path analysis involves compiling a summary of the resulting path coefficients and providing an interpretation or conclusion of the results of the analysis that have been obtained. Significant coefficients indicate the level of influence both directly and indirectly, and can indicate whether a variable is dominant or not, while insignificant coefficients are considered to have no impact or no effect. After data processing, the following results were obtained.

Table 3. Direct Influence, Indirect Influence, and Total Influence of Work Environment (X), Job Satisfaction (Z), and OCB (Y)

Influence Variables	Direct Influence	Indirect Influence	Total Influence
X – Y	0.432	0.263	0.69
X – Z	0.803	-	0.803
Z – Y	0.328	-	0.328

Source: Appendix 13 Processed Data, 2025

3.2 Classical Assumption Test

a. Normality Test

Table 4. Results of the Normality Test for Regression Equation 1

	Unstandardized Residual
N	59
Kolmogorov-Smirnov	0.104
Asymp.Sig. (2-tailed)	0.176

Source: Appendix 10 (Processed Data), 2025

Table 4 shows that the Kolmogorov-Smirnov (KS) value is 0.104, while the Asymp.Sig. (2-tailed) value is 0.176. This indicates that the one regression equation model is normally distributed because Asymp.Sig. (2-tailed) 0.176 is greater than the alpha value of 0.05.

Table 5. Results of the Normality Test for Regression Equation 2

	Unstandardized Residual
N	59
Kolmogorov-Smirnov	0.102
Asymp.Sig. (2-tailed)	0.200

Source: Appendix 10 (Processed Data), 2025

Table 5 shows that the Kolmogorov-Smirnov (KS) value is 0.102, while the Asymp.Sig. (2-tailed) value is 0.200. This indicates that the second regression equation model is normally distributed because Asymp.Sig. (2-tailed) 0.200 is greater than the alpha value of 0.05.

b. Multicollinearity Test

Table 6. Multicollinearity Test Results

Variables	Tolerance	VIF
Work environment	0.355	2,820
Job satisfaction	0.355	2,820

Source: Appendix 11 (Processed Data), 2025

Table 6 shows that the tolerance value and VIF value of the work environment and job satisfaction variables are 0.355 and 2.820. This shows that there is no multicollinearity in the regression equation model because the work environment and job satisfaction variables have a tolerance greater than 0.1 and a VIF value less than 10.

c. Heteroscedasticity Test

Table 7. Results of Heteroscedasticity Test for Regression Equation 1

Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.
	B	Std. Error	Beta		
(Constant)	6,360	2,154		2,952	0.005
Work environment	-0.185	0.099	-0.241	-1,876	0.066

Source: Appendix 12 (Processed Data), 2025

Table 7 shows that the work environment variable has a Sig. value of 0.066 > 0.05, which indicates that there is no influence between the independent variables on the absolute residual. Therefore, it can be stated that the first equation model does not contain symptoms of heteroscedasticity.

Table 8. Results of Heteroscedasticity Test for Regression Equation 2

Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.
	B	Std. Error	Beta		
(Constant)	2,661	2,324		1,145	0.257
Work environment	-0.302	0.178	-0.369	-1,699	0.095
Job satisfaction	0.372	0.192	0.421	1,940	0.057

Source: Appendix 12 (Processed Data), 2025

Table 8 shows that the work environment and job satisfaction variables have Sig. values of 0.095 and 0.057 respectively, the values are greater than 0.05. Identifying that there is no influence between the independent variables on the absolute residual. Therefore, it can be stated that the second equation model does not contain symptoms of heteroscedasticity.

3.3 Sobel test

The calculation of the Sobel test shows a Z value of $2.307 > 1.96$. This result indicates that the job satisfaction variable is able to mediate the influence of the work environment on OCB.

4. Discussion

The Influence of Work Environment on OCB: The hypothesis testing results regarding the influence of the work environment on Organizational Citizenship Behavior (OCB) indicate that the work environment has a positive and significant effect on OCB. In accordance with social exchange theory, individuals in an organization engage in reciprocal relationships based on mutual benefit. A supportive work environment—such as harmonious relationships among employees, adequate work facilities, and a conducive organizational culture—provides employees with comfort and a sense of being valued. In return, employees are more likely to exhibit voluntary behaviors, such as helping coworkers and contributing to organizational goals beyond their formal job duties.

The Influence of Work Environment on Job Satisfaction: The hypothesis testing results regarding the influence of the work environment on job satisfaction indicate that the work environment has a positive and significant effect on job satisfaction. According to social exchange theory, the relationship between employees and the organization is built on a reciprocal basis, where individuals assess the benefits they receive relative to the effort they expend. A positive work environment offers comfort, social support, and well-being, ultimately enhancing job satisfaction. When employees feel valued and perceive that they receive fair benefits, they are more likely to engage emotionally and psychologically in their work, thereby increasing their motivation, loyalty, and commitment to achieving organizational goals.

The Influence of Job Satisfaction on OCB: The hypothesis testing results regarding the influence of job satisfaction on OCB show that job satisfaction has a positive and significant effect on OCB. According to social exchange theory, satisfied employees tend to reciprocate the organization's positive treatment by demonstrating extra-role behaviors. When employees experience benefits such as well-being, comfort, and appreciation from their jobs, they feel a moral obligation to give back through greater contributions. This encourages them to be more proactive, assist coworkers, and voluntarily participate in supporting the achievement of organizational objectives.

Job Satisfaction as a Mediator Between Work Environment and OCB: The hypothesis testing results show that job satisfaction mediates the effect of the work environment on OCB. In line with social exchange theory, the relationship between employees and the organization is built upon mutual exchange, whereby individuals are more likely to contribute more when they perceive benefits from a positive work environment. The findings suggest

that a supportive work environment can enhance job satisfaction, which in turn encourages employees to demonstrate OCB as a form of reciprocation for a positive work experience. A good work environment—such as adequate facilities, harmonious relationships, and a conducive organizational culture—fosters a sense of comfort and appreciation among employees. The resulting job satisfaction strengthens their motivation, commitment, and loyalty to the organization. As a result, employees not only perform their main tasks well but are also driven to contribute beyond expectations, show initiative, and voluntarily support the achievement of organizational goals.

5. Conclusions

The work environment has a positive and significant effect on OCB. The better the work environment, the more likely employees are to exhibit Organizational Citizenship Behavior.

The work environment has a positive and significant effect on job satisfaction. A comfortable and supportive work environment can enhance employees' job satisfaction.

Job satisfaction has a positive and significant effect on OCB. The higher the level of job satisfaction, the greater the employees' willingness to contribute beyond their formal job duties.

Job satisfaction mediates the effect of the work environment on OCB. It serves as a bridge between a good work environment and increased OCB among employees. This indicates that OCB is not only directly influenced by the work environment, but also indirectly through improved job satisfaction, which in turn fosters higher levels of OCB at LPD Desa Adat Kesiman.

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