

THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE (A CASE STUDY AT PT METAL SMELTINDO SELARAS)

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Abstract

This study aims to analyze the effect of employee motivation and organizational culture on organizational citizenship behavior (OCB), with job satisfaction as a mediating variable at PT Metal Smeltindo Selaras. The research employs a quantitative approach using a survey method, involving 160 employees as the sample. The sampling technique used is Proportionate Stratified Random Sampling. Data were collected through questionnaires and analyzed using descriptive statistics and path analysis. The results show that employee motivation has a positive and significant effect on job satisfaction and OCB, and organizational culture also has a positive and significant effect on job satisfaction and OCB. Job satisfaction is proven to have a positive and significant effect on OCB. Furthermore, job satisfaction partially mediates the influence of employee motivation and organizational culture on OCB. These findings indicate that increasing employee motivation and fostering a conducive organizational culture will enhance job satisfaction and OCB, which in turn can improve company performance and productivity.

Keywords: *Employee Motivation, Organizational Culture, Job Satisfaction, OCB.*

INTRODUCTION

In contemporary industry, characterized by global competition, technological advancement, and dynamic changes in the business environment, a company's success depends not only on financial strength and physical resources, but also on human resources. One important factor contributing to organizational effectiveness is employees' extra-role behavior, known as Organizational Citizenship Behavior (OCB), which refers to voluntary behaviors performed by employees beyond their formal job descriptions that positively contribute to organizational efficiency and the work climate (Podsakoff et al., 2018). Based on interview results, several indications of OCB-related issues were identified at PT Metal Smeltindo Selaras, as summarized in Table 1.

Table 1. Summary of Identified Problems

No	OCB Aspect	Field Findings	Inhibiting Factors
1	Altruism (Helping Behavior)	Only appears in close personal relationships	Lack of rewards, low motivation
2	Conscientiousness (Discipline and Responsibility)	Fairly good in performing formal duties	Not driven by personal awareness
3	Sportsmanship (Tolerance and Positive Attitude)	Employees tend to complain easily under high pressure	Lack of supportive leadership
4	Courtesy (Politeness and Respect)	Implemented by most employees	Competition among individuals
5	Civic Virtue (Organizational Participation)	Minimal participation in non-productive activities	Hierarchical organizational culture, lack of communication

Source: PT Metal Smeltindo Selaras

From the interview results, it can be concluded that the OCB of employees at PT Metal Smeltindo Selaras still needs to be improved, as work motivation is not yet stable (more economically oriented rather than based on

**THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE
(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah et al

dedication), the organizational culture remains hierarchical and does not sufficiently encourage initiative, leadership is not yet supportive of voluntary behavior, and job satisfaction among some employees is not optimal, particularly with regard to rewards and career development. OCB plays an important role in building work synergy and enhancing organizational competitiveness. According to Organ Nielsen et al. (2020), OCB can strengthen team cohesion, reduce internal conflict, and increase organizational innovation and adaptability. In the context of a manufacturing company such as PT Metal Smeltindo Selaras, OCB is a crucial aspect in supporting productivity, operational efficiency, and long-term business sustainability. However, a common phenomenon is the relatively low level of employee initiative and participation in helping coworkers or performing tasks beyond their formal responsibilities.

OCB does not occur by chance, but rather as a result of various psychological and situational factors within the organization. One important component is job satisfaction, which functions as a mediator between internal factors (motivation) and external factors (organizational culture) and OCB. Job satisfaction is defined as a positive feeling about one's job resulting from the evaluation of previous work experiences. Employees who are satisfied with their jobs tend to be loyal, enthusiastic, and display positive behaviors such as helping coworkers, maintaining the organization's image, and contributing to team performance. Recent studies support this relationship. Shan et al. (2023) state that job satisfaction plays a significant role in strengthening the relationship between motivation and OCB, as satisfied individuals tend to internalize organizational values and exhibit prosocial behavior. Similarly, Kaur and Kumar (2022) emphasize that job satisfaction is a key variable that channels the influence of organizational culture on employee behavior in modern organizations.

PT Metal Smeltindo Selaras faces major challenges in maintaining productivity and work quality amid market dynamics and operational pressures. In practice, the company relies heavily on active employee participation, teamwork, and individual initiative in completing tasks that often go beyond formally defined job descriptions. This highlights the importance of OCB in supporting overall organizational performance. Furthermore, work motivation is a key internal factor that drives employee behavior. Motivation is a psychological force that directs, energizes, and sustains individual behavior toward achieving specific goals (Robbins & Judge, 2019). High motivation fosters a desire to perform better, contribute to the organization, and behave proactively beyond formal responsibilities. Amir and Kamal (2021) affirm that motivated employees tend to exhibit higher levels of OCB because they are driven by intrinsic satisfaction and achievement motivation. Given the dynamics of the manufacturing industry, which demand precision, commitment, and the ability to work under time pressure, work motivation is particularly important for PT Metal Smeltindo Selaras. Work motivation plays a crucial role in shaping employee behavior and performance. Highly motivated employees tend to be more dedicated and willing to take on additional tasks beyond their usual duties.

Organizational culture also shapes workplace norms, values, and attitudes that support positive behavior. A strong organizational culture can foster a sense of belonging and collective spirit, encouraging employees to contribute more to the organization. In addition to motivation, organizational culture has a significant influence on employee behavior. Organizational culture is a system of shared values, beliefs, and norms that shape patterns of behavior in the workplace (Schein, 2017). A strong and positive organizational culture fosters a sense of ownership, loyalty, and collective responsibility for organizational success. Mahmood et al. (2019) and Alharbi and Alyahya (2022) state that participative and open organizational cultures can increase job satisfaction and encourage employees to demonstrate OCB. However, the relationship between OCB, organizational culture, and motivation is often indirect. Employees who are motivated and work within a supportive organizational culture tend to feel more satisfied with their jobs, which in turn leads to higher levels of OCB. Job satisfaction often functions as a mediating variable that strengthens or weakens the influence of these factors. Therefore, job satisfaction serves as an important link between these variables.

The levels of motivation and job satisfaction among employees at PT Metal Smeltindo Selaras vary. Some employees are highly enthusiastic and willingly help coworkers without expecting rewards, while others work strictly according to their main duties. In addition, as indicated by initial interview findings with the HRD division, differing perceptions of organizational culture and internal reward systems influence employee work behavior. These conditions suggest that the formation of OCB within the company's work environment is uneven. PT Metal Smeltindo Selaras has a work culture that tends to be hierarchical, with management-centered decision-making. As a result, there is limited two-way communication and employee participation in decision-making processes. This can hinder collaboration and reduce employees' sense of collective responsibility. Therefore, it is important to conduct this study to determine the extent to which organizational culture and work motivation can enhance OCB through job satisfaction as a mediating variable. This study focuses on four main variables: Organizational Citizenship Behavior (Z) as the dependent variable, job satisfaction (Y) as the mediating variable, employee motivation (X1),

THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE (A CASE STUDY AT PT METAL SMELTINDO SELARAS)

Rohmatullah et al

and organizational culture (X2). It is expected that this research will contribute to the development of human resource management theory by enhancing understanding of the organizational and psychological mechanisms that drive OCB in the manufacturing work environment. Based on the above description, this study is entitled: **The Effect of Employee Motivation and Organizational Culture on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable (A Case Study at PT Metal Smeltindo Selaras).**

METHOD

This study employs a quantitative approach using an explanatory research method to explain the causal relationships between employee motivation and organizational culture on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable. The research data consist of primary data obtained through Likert-scale (1–5) questionnaires distributed to permanent employees of PT Metal Smeltindo Selaras, as well as secondary data sourced from the literature, journals, and company documents. Data collection techniques include observation, documentation, and questionnaires. The research population comprises 265 employees, with a sample of 160 respondents determined using the Slovin formula at a 5% margin of error. The sampling technique applied is proportionate stratified random sampling based on the organizational structure (managers, supervisors, production employees, and administrative staff), ensuring that each stratum is proportionally represented and meets the minimum criteria for Partial Least Squares (PLS) analysis.

RESULTS AND DISCUSSION

Results of Measurement Model Evaluation (Outer Model)

Cross Loading

If the required cross-loading values are met, discriminant validity can be considered achieved and declared valid. The test results are presented as follows:

Table 2. Cross Loading Results

Item	Motivation	Culture	Satisfaction	OCB
X1.1	0.811	0.695	0.654	0.656
X1.2	0.809	0.679	0.597	0.606
X1.3	0.807	0.652	0.565	0.598
X1.4	0.795	0.669	0.640	0.606
X1.5	0.816	0.668	0.624	0.663
X1.6	0.821	0.682	0.632	0.672
X1.7	0.796	0.697	0.615	0.602
X1.8	0.831	0.671	0.657	0.652
X1.9	0.775	0.682	0.623	0.635
X1.10	0.776	0.633	0.572	0.594
X2.1	0.686	0.790	0.635	0.650
X2.2	0.689	0.760	0.606	0.684
X2.3	0.589	0.766	0.638	0.632
X2.4	0.635	0.748	0.670	0.638
X2.5	0.657	0.811	0.683	0.679
X2.6	0.668	0.763	0.568	0.583
X2.7	0.719	0.836	0.669	0.639
X2.8	0.643	0.809	0.660	0.626
X2.9	0.677	0.822	0.683	0.646
X2.10	0.662	0.807	0.637	0.612
X2.11	0.661	0.801	0.655	0.650
X2.12	0.683	0.797	0.684	0.644
Y.1	0.600	0.637	0.761	0.635
Y.2	0.548	0.634	0.782	0.576
Y.3	0.580	0.635	0.766	0.586
Y.4	0.622	0.647	0.797	0.634
Y.5	0.535	0.586	0.776	0.592
Y.6	0.579	0.634	0.778	0.607

**THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE
(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah et al

Y.7	0.686	0.696	0.870	0.690
Y.8	0.604	0.655	0.807	0.648
Y.9	0.586	0.662	0.802	0.668
Y.10	0.663	0.673	0.829	0.671
Y.11	0.653	0.665	0.820	0.651
Y.12	0.689	0.713	0.780	0.698
Z.1	0.638	0.583	0.625	0.814
Z.2	0.614	0.611	0.598	0.788
Z.3	0.577	0.639	0.605	0.770
Z.4	0.659	0.641	0.589	0.758
Z.5	0.593	0.619	0.601	0.726
Z.6	0.561	0.609	0.634	0.726
Z.7	0.547	0.616	0.595	0.718
Z.8	0.615	0.627	0.633	0.800
Z.9	0.645	0.673	0.651	0.804
Z.10	0.586	0.616	0.650	0.807

Source: Processed Researcher Data, 2025

Based on Table 2, it can be seen that the loading values of each indicator item on its respective construct are higher than the cross-loading values on other constructs. Therefore, it can be concluded that all constructs or latent variables exhibit adequate discriminant validity, as each indicator loads more strongly on its associated construct than on other constructs.

Composite Reliability

Composite Reliability is an index used to indicate the extent to which a measurement instrument is reliable or dependable. A construct is considered acceptable if its composite reliability value is greater than 0.7. The test results are as follows

Table 3. Composite Reliability Results

Variable	Composite Reliability	Critical Value	Description
Culture	0.947	0,7	Reliable
Satisfaction	0.949	0,7	Reliable
Motivation	0.940	0,7	Reliable
OCB	0.925	0,7	Reliable

Source: Processed Researcher Data, 2025

Based on Table 3, each variable shows a construct value greater than 0.7. Thus, it can be stated that all constructs are reliable.

Cronbach's Alpha

Another test to assess construct reliability is Cronbach's alpha. In this test, a value greater than 0.7 is required for a construct to be considered reliable. The test results are presented as follows:

Table 4. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Critical Value	Description
Culture	0.946	0,7	Reliabel
Satisfaction	0.948	0,7	Reliabel
Motivation	0.939	0,7	Reliabel
OCB	0.924	0,7	Reliabel

Source: Processed Researcher Data, 2025

Based on Table 4, it can be observed that all constructs have values greater than 0.7. Therefore, all constructs can be declared reliable. Based on the reliability tests conducted, it can be concluded that all constructs are reliable.

**THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE
(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah et al

Results of Structural Model Evaluation (Inner Model)

R-Square

R-Square indicates the percentage of variance in an endogenous construct that can be explained by exogenous (predictor) constructs in the model. R-Square values are categorized into three levels: 0.67 (strong), 0.33 (moderate), and 0.19 (weak). The R-Square test results are as follows:

Table 5. R-Square Results		
Variable	R-Square	Adjusted R-square
Satisfaction	0.695	0.691
OCB	0.730	0.725

Source: Processed Researcher Data, 2025

Based on Table 5 the Job Satisfaction construct has an R-Square value of 0.695, which falls into the strong category. This means that 69.5% of the variance in job satisfaction can be explained by the predictor variables in the model, while the remainder is explained by other factors outside the study. Meanwhile, the OCB construct has an R-Square value of 0.730, which is also categorized as strong, indicating that 73.0% of the variance in OCB can be explained by the exogenous constructs in the research model. The Adjusted R-Square values for both variables are not significantly different and remain above 0.67, indicating that the model has good stability and accuracy in explaining the endogenous variables.

Effect Size (f^2)

The f^2 value indicates the extent to which an exogenous construct contributes to increasing the R-Square value of an endogenous construct. The criteria for f^2 are ≥ 0.35 (strong), 0.15 (moderate), and 0.02 (weak). The effect size test results are presented as follows:

Table 6. Effect Size (f^2) Results		
Model	f^2	Description
Culture→Satisfaction	0.337	Moderate
Motivation → Satisfaction	0.076	Weak
Culture →OCB	0.076	Weak
Motivation →OCB	0.067	Weak
Satisfaction →OCB	0.144	Weak

Based on Table 6, the effect of Organizational Culture on Job Satisfaction has an f^2 value of 0.337, which falls into the moderate category. Meanwhile, the effects of Work Motivation on Job Satisfaction, Organizational Culture on OCB, Work Motivation on OCB, and Job Satisfaction on OCB each have f^2 values below 0.15, indicating weak effects. These results suggest that Organizational Culture has the largest contribution to Job Satisfaction compared to other variables in the research model.

Predictive Relevance (Q^2)

The Predictive Relevance (Q^2) test is conducted to assess the model's ability to predict observed data. A model is considered to have good predictive relevance if the Q^2 value is greater than 0, indicating adequate predictive capability. The test results are as follows:

Table 7. Predictive Relevance (Q^2) Results		
	$Q^2_{predict}$	Description
Satisfaction	0.682	Good predictive relevance
OCB	0.681	Good predictive relevance

Based on Table 7, the Job Satisfaction construct has a Q^2 value of 0.682, while the OCB construct has a Q^2 value of 0.681. Both values are greater than 0, indicating that the research model has good predictive capability for both endogenous variables. The relatively low RMSE and MAE values also indicate a low level of prediction error,

THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE (A CASE STUDY AT PT METAL SMELTINDO SELARAS)

Rohmatullah et al

further supporting the conclusion that the model has adequate predictive relevance. Figure 1 presents the results of the structural model testing formed from the analysis using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach.

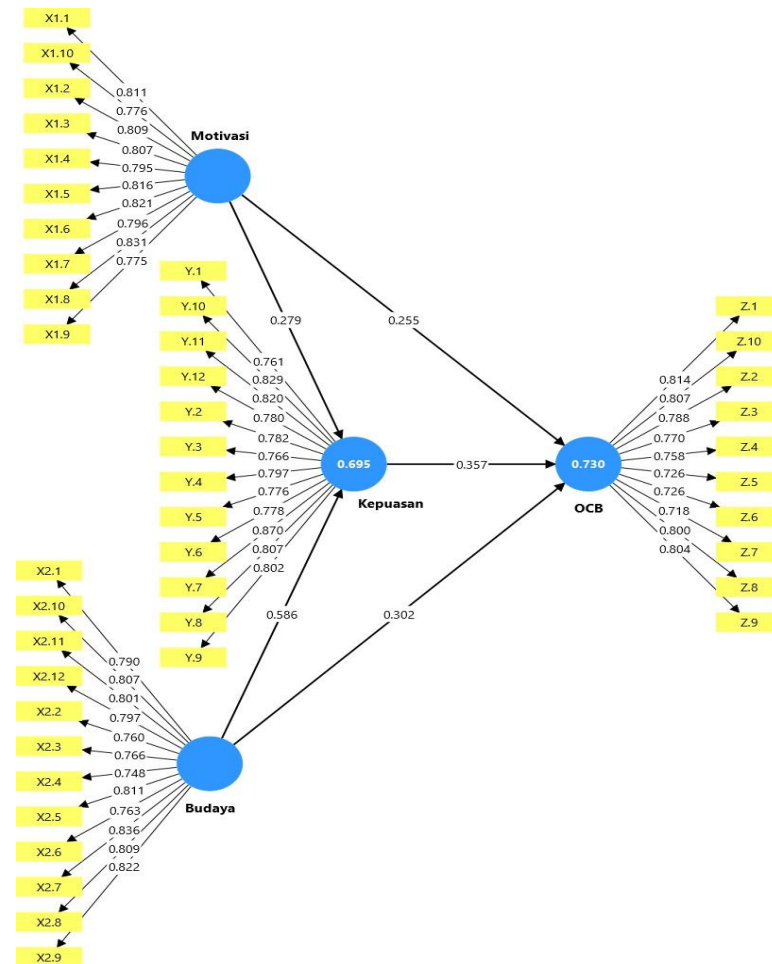


Figure 1. The Resulting Structural Research Model

Hypothesis Testing

The results of the path coefficient test show significant values among constructs with direct effects, and the t-statistics test results indicate significant direct and indirect effects among the constructs.

Path Coefficients

Path coefficient testing is conducted to examine the relationships among variables that have direct effects. The required value must be greater than 0, indicating a positive relationship. If the value is less than 0, it indicates a negative direction of the direct relationship between the variables.

Table 8. Path Coefficients Results

Model	Path Coefficients
Motivation → Satisfaction	0.279
Motivation → OCB	0.255
Culture → Satisfaction	0.586
Culture → OCB	0.302
Satisfaction → OCB	0.357

Source: Processed Researcher Data, 2025

Based on Table 8, it can be observed that all variables with direct relationships have positive values (> 0). The explanations are as follows:

**THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE
(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah et al

Table 9. Description of Path Coefficients Results

Hypothesis	Description
H1	Employee motivation has a positive effect on job satisfaction
H2	Employee motivation has a positive effect on organizational citizenship behavior
H3	Organizational culture has a positive effect on job satisfaction
H4	Organizational culture has a positive effect on organizational citizenship behavior
H5	Job satisfaction has a positive effect on organizational citizenship behavior

Source: Processed Researcher Data, 2025

T-Statistics

The t-statistics test is conducted to examine the significance of the overall influence of exogenous variables on endogenous variables. The required criteria are t-statistics > 1.96 and p-values < 0.05.

Table 10. T-Statistics Results (Direct Effects)

Model	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Culture -> Satisfaction	0.586	0.585	0.083	7.030	0.000
Culture -> OCB	0.302	0.301	0.099	3.045	0.002
Motivation -> Satisfaction	0.279	0.282	0.081	3.448	0.001
Motivation -> OCB	0.255	0.255	0.084	3.028	0.002
Satisfaction -> OCB	0.357	0.359	0.077	4.618	0.000

Source: Processed Researcher Data, 2025

Based on Table 10, the t-statistics test results for variables with direct effects indicate that all hypotheses show positive and significant direct effects, as they have t-statistics values greater than 1.96 and p-values less than 0.05. The detailed explanations of these results are presented as follows:

Table 11. Description of T-Statistics Results

Hyphoteses	Description
H1: Employee Motivation on Job Satisfaction	significant influence
H2: Employee Motivation on Organizational Citizenship Behavior	significant influence
H3: Organizational Culture on Job Satisfaction	significant influence
H4: Organizational Culture on Organizational Citizenship Behavior	significant influence
H5: Job Satisfaction on Organizational Citizenship Behavior	significant influence

Source: Processed Researcher Data, 2025

In addition to the t-statistics test, specific indirect effects testing is also conducted to examine the role of the intervening variable in mediating the relationship between exogenous and endogenous constructs. This test determines whether the influence of exogenous variables on endogenous variables changes when an intervening variable is included. The researcher used the bootstrapping method with the specific indirect effects table. The mediation (intervening) effect test results are as follows:

Table 12. T-Statistics Results of Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Culture -> Satisfaction -> OCB	0.210	0.211	0.058	3.603	0.000
Motivation -> Satisfaction -> OCB	0.100	0.101	0.034	2.918	0.004

Source: Processed Researcher Data, 2025

Based on Table 12, it can be seen that the sixth and seventh hypotheses show positive and significant effects, as they have t-statistics values greater than 1.96 and p-values less than 0.05. This means that the sixth and seventh

**THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE
(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah *et al*

hypotheses exhibit mediation effects, specifically partial mediation. In other words, by involving the mediating variable, the exogenous variables are able to influence the endogenous variable both directly and indirectly.

The following table presents a summary of the hypothesis testing results, along with explanations and bootstrapping outputs of the tests conducted:

Table 13. Hypothesis Testing Results

H	Hypothesis	Result	Mediation	Descr
H1	Employee motivation has a positive effect on job satisfaction	Significant		Accepted
H2	Employee motivation has a positive effect on organizational citizenship behavior	Significant		Accepted
H3	Organizational culture has a positive effect on job satisfaction	Significant		Accepted
H4	Organizational culture has a positive effect on organizational citizenship behavior	Significant		Accepted
H5	Job satisfaction has a positive effect on organizational citizenship behavior	Significant		Accepted
H6	Employee motivation has a positive effect on organizational citizenship behavior through job satisfaction	Significant	Partial Mediation	Accepted
H7	Organizational culture has a positive effect on organizational citizenship behavior through job satisfaction	Significant	Partial Mediation	Accepted

Source: Researcher's Processed Results, 2025

CONCLUSION

Based on the research results, the following conclusions can be drawn:

1. Employee OCB at PT Metal Smeltindo Selaras is categorized as fairly good, as reflected in initiatives to help coworkers and participate in decision-making, although consistency in maintaining the company's image still needs improvement. Job satisfaction is in the good category, particularly in terms of compensation, supervisor support, and working relationships, while career development opportunities still require enhancement. Employee motivation is also considered good, especially in terms of responsibility and skill development; however, recognition of achievements and teamwork need further attention. Organizational culture is classified as fairly good, with strengths in leadership and results orientation, but teamwork and adaptability to new situations need improvement.
2. Employee motivation has a positive and significant effect on job satisfaction. Enhancing motivation through self-development opportunities, recognition, effective communication, leadership support, and managerial attention fosters feelings of being valued and acknowledged, which in turn increases job satisfaction.
3. Employee motivation has a positive and significant effect on OCB. Motivated employees tend to demonstrate higher levels of loyalty, commitment, and willingness to contribute beyond their formal job duties.
4. Organizational culture has a positive and significant effect on job satisfaction. A harmonious work culture, open communication, and social support create a comfortable working environment and strengthen employees' emotional attachment to the organization.
5. Job satisfaction has a positive and significant effect on OCB. Employees who are satisfied with their jobs are more willing to help coworkers, maintain the work environment, and perform tasks beyond their formal responsibilities.
6. Job satisfaction has a positive and significant effect on OCB. Satisfied employees tend to develop a strong sense of belonging and high loyalty, which further encourages higher levels of OCB.
7. Job satisfaction partially mediates the effect of employee motivation on OCB. Effective motivation not only directly enhances OCB but also indirectly increases it through improved job satisfaction. Motivated employees become more satisfied, and this satisfaction encourages higher levels of extra-role behavior.
8. Job satisfaction partially mediates the effect of organizational culture on OCB. This indicates that organizational culture influences OCB both directly and indirectly through job satisfaction. A positive organizational culture

**THE EFFECT OF EMPLOYEE MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATING VARIABLE
(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah et al

enhances job satisfaction, which subsequently fosters employee loyalty, commitment, and willingness to make extra contributions.

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(A CASE STUDY AT PT METAL SMELTINDO SELARAS)**

Rohmatullah et al

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