

THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS AN INTERVENING VARIABLE AT PT. XYZ

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Abstract. This research is titled The Influence of Work Motivation and Work Environment on Employee Performance through OCB at PT XYZ. The purpose of this study is to mediate OCB in the influence of work motivation and work environment on employee performance. This study uses a quantitative approach with a data collection method in the form of a questionnaire. The study population was 1,863 employees, with a sample of 95 employees determined using the Slovin formula. The data analysis techniques used include t-test, F test, simple and multiple linear regression analysis, and path analysis. The results of the study show that work motivation and work environment have a significant and positive effect on employee performance. In addition, these two variables also have a significant and positive effect on OCB. The results of further analysis of OCB may play a role as a mediating variable in the influence of work motivation and work environment on employee performance.

Keywords: *Work Motivation, Work Environment, Employee Performance, OCB*

I. INTRODUCTION

Human resource management is the most important part of the organization, human resource management has the responsibility to manage the human element well so that it can work optimally to achieve predetermined work targets. The success of the organization is influenced by human resources because without the role of human the organization will not run. So the continuity of an organization is determined by the performance of its employees.

Employee performance is one of the factors that has an important role that will affect all activities of the organization or company to achieve its goals. Employee performance is interpreted in various ways, according to Afandi's theory (2018) employee performance is defined as the extent to which an employee can contribute to the implementation of the company's strategy, as evidenced by the achievement of missions related to the role he performs and showing skills in accordance with the tasks carried out in the company. The results of a work process achieved by employees when carrying out their duties can certainly be assessed as employee performance.

Meanwhile, according to Mangkunegara (2022), employee performance is the result of work that is assessed based on the quality and quantity of work achieved in accordance with the responsibilities given to employees. If individuals in human resources run effectively, the company

will continue to run effectively. In addition, companies need human resources who have high criteria to be able to achieve success. According to Tarungan et al. (2022), performance is a potential that needs consideration by every employee who has a responsibility so that the implementation of each job runs as assigned.

One of the factors that affect performance is Organizational Citizenship Behavior (OCB) which is urgently needed by companies because it can increase effectiveness and efficiency. High performance needs to be supported by employee activity that exceeds expectations. According to Robbins' theory (in Aziz, 2020), OCB is a choice behavior that is not part of an employee's formal work obligations but supports the effective running of the organization.

This behavior is reflected in the willingness to work and contribute to the company without having to be supervised or forced. As Organ theory (1988) OCB is an individual behavior that is voluntary, this behavior is outside the formal role of an employee so that it can encourage the effective functioning of the organization. Therefore, OCB can encourage performance to support the running of the organization or company. Apart from OCB, motivation is also one of the things that can affect performance. Motivation can encourage employees to work well and complete tasks according to their responsibilities in order to achieve organizational or company goals.

Each individual has a different motivation regarding his or her work. According to Annulang's theory (in Alkari, 2024), motivation is to take action by encouraging employees to be more active and enthusiastic in achieving company goals. With good motivation, employees will feel happy and enthusiastic at work, resulting in development for the organization.

Hasibuan (2017) defines motivation as a skill in directing employees and organizations to succeed at work, so that employee desires and organizational goals can be achieved. Motivation is a very important variable to determine in achieving the vision, mission, and goals of a company. Meanwhile, according to Siagian's theory (in Hanaf, 2018), work motivation is an impulse that leads to individual behavior, attitudes, and actions in a good way to achieve goals.

Work motivation will greatly affect employee performance, can support both good and bad in a company. Based on nine previous studies conducted, it is explained that work motivation has an impact on employee performance (Agusra et al. 2021; Maryani et al. 2021; Simon Hutasiot and Lenny Christin 2021; Farida et al. 2022; Kurniawan et al. 2022; Nasution and Priangkatarata, 2022; Pramudya et al. 2025). Meanwhile, previous research conducted by Elena et al. (2025) and Handayani et al. (2022) explained that work motivation does not have an impact on employee performance. Based on previous research, the better the implementation of work motivation in the company, the higher the employee performance produced for the company. This can show that there are differences in research results regarding the influence of motivation on employee performance.

High work motivation can encourage employees to show OCB in the company. Based on a study of previous research, there are studies that show that work motivation has a positive and significant influence on OCB (Idaman et al. 2023; Maghfiroh et al. 2023; Murwidiastomo, 2021; Oluwaleke et al. 2023; Safitri & Riyanto, 2020; Xiaogang Cun 2018; X. Cun 2018). Meanwhile, research conducted by Muhdiyanto (2023) found that work motivation has a insignificant influence on OCB. Based on previous research, work motivation has a positive impact on OCB.

The work environment is everything that is around the employee and that can affect the performance of the employee in carrying out his duties. The work environment has a great influence on work morale, if employees get a safe, comfortable, and healthy atmosphere, all the work done can be completed quickly, well, and optimally (Afandi, 2018). Therefore, creating a conducive work environment is an important responsibility for companies to increase employee motivation in completing work.

Employees can improve their performance to the maximum with the support of the right work environment. Sedarmayanti (2017) defines that the work environment is the total number of tools and materials faced, the surrounding environment in which a person works, the working method, and the work arrangement, both as an individual and as a group. Thus, a well-organized work environment will encourage the creation of effectiveness and efficiency in the implementation of employee duties.

The work environment is where an employee carries out his or her daily work, which includes the physical aspects of a

good work environment including adequate lighting, clean place, good air circulation, and the availability of other supporting facilities. A well-designed work environment can create a sense of comfort and security for employees in carrying out their duties. With the facilities provided by the company, it can have a significant influence on employee performance so that it will make a good contribution to the company. A good work environment can improve a good OCB for its employees. Based on the four previous studies used as references in this study, it can be concluded that the work environment has a positive and significant effect on OCB (Edratmoko & Aulia, 2021; Handayani et al., 2022; Dewantara & Tambunan, 2023; Salfarini et al., 2023).

From the description and statement above, it can be concluded that motivation, work environment, OCB, and performance are things that must be considered by organizations or companies in order to create a company that has superior values and is able to create stronger employee loyalty. A comfortable work environment will increase motivation, highly motivated employees can encourage them to work better, and giving rise to OCB outside of formal tasks can increase effectiveness and efficiency, to support employee performance in achieving company goals. Motivation, OCB, work environment, and well-managed performance will create a superior company and increase employee loyalty and effectiveness.

The research will be aimed at employees of PT. XYZ. PT. XYZ is a state-owned company in Indonesia that operates in the pharmaceutical sector. The company is the only human vaccine manufacturer in Indonesia and is the largest vaccine manufacturer in Southeast Asia. PT. XYZ was founded by the Dutch government on August 6, 1890 in Jakarta under the name PARC VACCINOGEN. Along with the increase in production activities in 1923, the company shifted its production center to Bandung, located on Jl. Pasteur no.28 next to Hasan Sadikin Hospital.

The author chose motivation and work environment as factors used to see how it affects performance through OCB. PT. XYZ, especially in the production and distribution management division, has experienced a decline in performance due to an unconducive work environment. It is caused by poor communication, lack of respect for employees, unbalanced workload, and fairness in organizational policies. This condition has an impact on the decline of OCB, which is the voluntary spirit of employees to contribute more than their core tasks, ultimately affecting the effectiveness of production and distribution as a whole. Therefore, specifically, the author is interested in seeing how the influence of work motivation and work environment on employee performance through OCB as an intervening variable at PT. XYZ in the production and distribution management division.

II. RESEARCH METHODS

Sampling was carried out randomly, to test the hypothesis that had been established. This research was conducted by distributing questionnaires to employees at PT XYZ. According to Creswell (2023), questionnaires are one of the main instruments in quantitative research that are used to

collect data in a structured manner through a set of written questions given to respondents. This instrument is designed to measure research variables in an objective, standardized way, and allows comparisons between respondents. Questionnaires can be in the form of closed questions with predetermined answer choices or open-ended questions that provide space for respondents to answer more freely. Thus, questionnaires are considered an effective tool to obtain large amounts of data, maintain the consistency of answers, and support statistical analysis in an effort to test research hypotheses.

III. RESULT AND DISCUSSION

In this study, hypothesis testing was carried out using a t-test (partial) and an F-test (simultaneous). The results of the t-test and F-test in this study are presented as follows:

1. Hypothesis 1: The Effect of Work Motivation on Employee Performance

Ho: There is no positive and significant influence between Work Motivation on Employee Performance.

Ha: There is a positive and significant influence between Work Motivation on Employee Performance.

a. Criteria

When the value of sig. research < 0.05 , Ho was rejected and Ha was accepted. When the value of sig. research > 0.05 , then Ho was accepted and Ha was rejected.

b. Results

The results of the hypothesis test showed that the significance value was 0.000, which was < 0.05 . Thus Ho was rejected and Ha was accepted.

Conclusion: Based on the results of hypothesis testing, it can be concluded that hypothesis 1 states that "It is suspected that there is a positive and significant influence between Work Motivation on Employee Performance" **Proven**.

2. Hypothesis 2: The Influence of the Work Environment on Employee Performance

Ho: There is no positive and significant influence between the work environment on employee performance.

Ha: There is a positive and significant influence between the work environment on employee performance.

a. Criteria

If the value of sig. the research < 0.05 , Ho is rejected and Ha is accepted. When the value of sig. research > 0.05 , then Ho was accepted and Ha was rejected.

b. Results

The results of the hypothesis test showed that the significance value of 0.000 was < 0.05 . Thus Ho was rejected and Ha was accepted.

Conclusion: Based on the results of hypothesis testing, it can be concluded that hypothesis 2 states that "It is suspected that there is a positive and significant influence between the Work Environment on Employee Performance" **Proven**.

3. Hypothesis 3: The Influence of Work Motivation and Work Environment on Employee Performance

Ho: There is no positive and significant influence between Work Motivation and Work Environment on Employee Performance.

Ha: There is a positive and significant influence between Work Motivation and Work Environment on Employee Performance.

a. Criteria

If sig. the research < 0.05 then Ho is rejected and Ha is accepted. If sig. research > 0.05 , then Ho was accepted and Ha was rejected.

b. Results

The results of the hypothesis test showed that the magnitude of the significance was $0.000 < 0.05$, so Ho was rejected and Ha was accepted.

Conclusion: Based on the results of hypothesis testing, it can be concluded that hypothesis 3 which reads "It is suspected that there is a positive and significant influence between Work Motivation and Work Environment on Employee Performance" **is proven**.

The Influence of Work Motivation on Employee Performance

Based on the results of data processing, work motivation shows a positive and significant influence on employee performance. It is proven that the work motivation variable gives a tcal value of 5.610 with a significance value of 0.000, this shows that work motivation has a positive relationship with employee performance (Y). This means that increasing work motivation will increase employee performance by 0.483 assuming other variables are considered constant or zero. The results of this study are in line with the findings obtained in research conducted by Kumia wan et al. (2022), Simon Hutasiot and Lenny Christina (2021), Nasution and Priangkatara (2022), Farida et al. (2022), Pramudya et al. (2025), Agusra et al. (2021), and Maryani et al. (2021).

Based on various theories about work motivation used in previous studies, the theory chosen as the basis for this research is Afandi (2018) with *indicators of remuneration, working conditions, work facilities, work performance, recognition from superiors*. This study was conducted on PT XYZ employees to find out whether the hypothesis proposed can be supported by the previous theory, this study uses the theory of employee performance used from Atkinson and Winston (1974) with the indicators of *quality, quantity, timeliness, effectiveness, independence, competency, motivation, opportunity to perform*. That is, the first hypothesis "It is suspected that there is a positive and significant influence of work motivation on employee performance" **is proven**.

The Influence of Work Environment on Employee Performance

Based on the results of the research that has been explained, it can be seen that the ease of use of technology has a positive and significant effect on cryptocurrency investment behavior. Thus, it can be concluded that the hypothesis that the ease of use of technology has an effect on cryptocurrency investment behavior is acceptable.

Based on the results of data processing, the work environment shows a positive and significant influence on employee performance. It is proven that the work environment variable gives a calculation of 6.999 with a significance value of 0.000, this shows that the work environment has a positive relationship with performance of 1.551 assuming that other variables are considered constant or have a value of zero. The results of this study are in line with the findings obtained in research conducted by Ginoga et al. (2022), Gu Zhenjing et al.

(2022), Norawati et al. (2022), Lopez et al. (2022), Magito (2020), Rasool (2024), and Dheviests & Riyanto (2020).

Based on various theories about the work environment used in previous studies, the theory chosen as the basis for this study is the theory of Nitisemito (1976) with indicators of work atmosphere, relationships between colleagues, availability of work facilities. This study was conducted on PT XYZ employees to find out whether the hypothesis proposed can be supported by the previous theory, this study uses the theory about the environment used from Nitisemito (1976) and the employee performance theory from Atkinson and Winston (1974). That is, the second hypothesis "It is suspected that there is a positive and significant influence of the work environment on employee performance" is proven.

The Influence of Work Motivation and Work Environment on Employee Performance

Based on the results of data processing, work motivation and work environment have a positive and significant influence on employee performance. It is evident that the results of the F test which showed a value of F_{cal} 46.866 with a significance value of 0.000, this shows that H_0 was rejected and H_a was accepted. With a determination coefficient value of 0.494, it means that 49.4% of work motivation variables and work environment can affect employee performance. The results of this study are in line with the findings obtained in research conducted by Sari et al. (2022), Francisco et al. (2020), Frastika and Franksiska (2021), Breu (2021), Pangabea et al. (2022), Bai (2023), and Udanarti & Kasmir (2022).

This study was conducted on PT XYZ employees to find out whether the hypothesis proposed can be supported by the previous theory, this study uses the theory from Afandi (2018) for work motivation, while for the work environment uses the theory from Nitisemito (1976), and employee performance uses the theory from Atkinson and Winston (1974). Which means, the third hypothesis "It is suspected that there is a positive and significant influence of work motivation and work environment on employee performance" is proven.

The Effect of Work Motivation on OCB

Based on the results of data processing, work motivation showed a positive and significant influence on OCB. It is proven that the work motivation variable gives a t of 6.756 with a significance value of 0.000, this shows that the results of the hypothesis H_0 are rejected and H_a is accepted. This means that there is a positive and significant influence of work motivation on OCB. With a regression coefficient value in this variable of 0.483, an increase in work motivation will increase the ocb by 0.483 assuming the other variables are considered constant or zero-value.

The results of this study are in line with the findings obtained in research conducted by Safitri and Riyanto (2020), Oluwaleke et al. (2023), Idaman et al. (2023), Murwidiastomo (2021), X. Cun (2018), Maghfiroh et al. (2023), and Xiaogang Cun (2018). This study was conducted on PT XYZ employees to find out whether the hypothesis proposed could be supported by the previous theory. This study uses the work motivation theory used from Afandi (2018) in addition, the OCB theory comes from Organ (1988). Which means, the fourth hypothesis "It is suspected that there is a positive and significant influence of work motivation on OCB" is proven.

IV. CONCLUSIONS

Based on the results of the analysis and discussion above, several conclusions can be drawn from this study. Work motivation has a significant and positive influence on employee performance. The work environment has a significant and positive effect on employee performance. Work motivation and work environment have a significant and positive effect on employee performance. Work motivation has a significant and positive effect on OCB. The work environment has a significant and positive effect on OCB. Work motivation and work environment have a significant and positive effect on OCB. OCB has a significant and positive effect on employee performance. OCB mediates the influence of work motivation on employee performance. CB mediates the influence of the work environment on employee performance.

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