

## THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON EMPLOYEE PERFORMANCE OF DAKSINAPATI KARSA KONSULTINDO COMPANY

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### Abstract

*The role of employees as human resources with technical, theoretical, conceptual, and moral abilities is very much needed for the development of the company. Work motivation and behavior Organization Citizenship Behavior (OCB) is an important influencing factor on employee performance. This study aims to analyze how much influence work motivation and behavior have on employee performance organizational citizenship behaviour employee performance case study at PT. Daksinapati Karsa Konsultindo. The approach method used is a quantitative method with statistical analysis using the help of software SPSS. Data collection technique through questionnaires, with a population of 40 employee respondents. The results of the study showed that the t-test of work motivation (X1) on employee performance (Y) showed a sig smaller than the probability (alpha = 0.05) which is <0.001 and t count is greater than t table which is 5.521. The results of the OCB t-test (X2) on employee performance (Y) show a sig value smaller than the probability (alpha = 0.05) which is <0.001 and t count greater than t table which is 5.884. The results of the F-test of the influence of the variables Work Motivation and OCB on Employee Performance obtained a comparison of f table(3.25) and f count(128,877). Thus, F is obtained count>F table(128.877>3.25), So it can be concluded that work motivation and OCB have an effect on employee performance at PT. Daksinapati Karsa Konsultindo.*

**Keywords:** Work Motivation, Organizational Citizenship Behavior, Employee performance

### Introduction

To achieve the vision and mission of a company requires various supporting aspects, both technical and non-technical, one of the important factors for a company to realize its goals is the good performance of its Human Resources (HR) (Budiyanto, 2020). The dynamics of work activities that are never static cause the need for Human Resource Management as a foundation for regulating worker patterns so that interaction functions run as they should. To be able to measure the performance of its employees, companies can create a standard of company success for individuals or groups. The higher the company's performance, the greater the increase in effectiveness and efficiency in carrying out the work done by employees so that it is easier to achieve company goals (Dewi, 2022).

Motivation is one of the indicators that can make a worker more satisfied in carrying out their activities. Motivation is closely related to a person's attitude and behavior. According to (Gautama, 2020). Emotions can be influenced and changed by behavior. The power that exists in the human mind through changes in attitude can help in adapting, learning, and processing every new information and change that is received. According to Bangun in (Gautama, 2020) Motivation can be concluded as an observation of behavior. If someone has positive motivation, he will show interest, have attention and want to participate in work, and give a lot of time to his efforts, and try to continue working until his task is completed. According to Winardi in (Soelistya, 2021) motivation comes from the word motivation which means "to move". Motivation is also known as a driver of desires, supporters or needs that can make someone excited and motivated to reduce and fulfill their own drives, so that they can act and act in certain ways that will lead to the optimal direction (Rahayu, 2023).

Performance is the work results achieved by a person in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara in (Soelistya, 2021). Several factors that influence individual performance according to Wirawan in (Gautama, 2020) are leadership style and employee work motivation. Motivation is an indicator that can make a worker more satisfied in carrying out his activities. High performance needs to be supported by employee activities that exceed expectations. Employee behavior that carrying out tasks outside of one's role is called Organizational Citizenship Behavior (OCB) (Aprilita, 2024).

According to Aldag & Reschkeas quoted by Alotaibi in (Naway, 2018), OCB is a form of prosocial behavior. This means that OCB is a form of prosocial behavior. While Schnakeas quoted by Alotaibi in (Naway, 2018), defines OCB as "functional, extra-role, prosocial behavior, directed at individuals, groups, and/or an organization." This shows that OCB as a functional, extra-role, prosocial behavior, directs individuals, groups or organizations. This behavior is needed to support activities in the company that cannot always be done formally through routine company activities. In certain conditions, companies sometimes require extra-role behavior, especially when the company needs support for employee activities that cannot be assessed or valued with money (Naway, 2018).

Workers in general will be ready to work hard when faced with the following conditions (Soelistya, 2022):

- 1) Feel needed by the organization
- 2) Know what the organization expects
- 3) Fair treatment between workers and in the provision of compensation
- 4) Opportunity to grow
- 5) Interesting challenges
- 6) Pleasant working atmosphere

The smooth performance of the organization is certainly associated with the effectiveness and efficiency of organizational actors in carrying out tasks in order to realize organizational goals (Nahrishah, 2019). An organizational culture that is well embedded in an organization will provide a comfortable atmosphere for fellow employees. Awareness of the tasks and vision of the organization supported by a strong organizational culture supports the development Organizational Citizenship Behavior (OCB) (Putri, 2017). This explanation shows that OCB continues to make efforts and work beyond the minimum standards required. OCB behaviors shown include taking on additional tasks, volunteering to help others with their work, developing their profession, obeying organizational regulations even when no one is watching, advancing and protecting the organization, and maintaining a positive attitude. and having tolerance for discomfort in the workplace (Leksono, 2018). Aspects Organizational Citizenship Behavior (OCB) according to (Organin Naway, 2018) explains that:

- 1) Altruism (altruism), namely the trait of putting others first, such as providing assistance to new coworkers, and making time for others is shown directly to other individuals, but the contribution to efficiency is based on improving individual performance.
- 2) Awareness (conscientiousness), namely the nature of caution, such as efficient use of time, high attendance rates are a contribution to efficiency, both individually and in groups.
- 3) Sportsmanship (sportsmanship), namely the nature of sportsmanship and positive attributes, such as minimizing complaints and petty grievances by maximizing the amount of time spent on productive initiatives within the organization.
- 4) Politeness (courtesy), namely polite and obedient behavior, such as through warning letters, or prior notification, and conveying information accurately helps prevent problems from arising and maximizes the use of time.
- 5) Virtue (civic virtue), namely good policies or membership, such as serving on committees, performing functions even when not required to help give a good impression of the organization, and providing services needed for the benefit of the organization.

PT Daksinapati Karsa Konsultindo is a Consulting Services Company in the Field of Design, Construction Management, Supervision/Supervision and Non-Construction. This company was established on April 14, 1998, in Jakarta. Human Resource Management in this large, qualified company is running well because there are no negative findings such as high employee turnover rates, the company has ever gone bankrupt, unhealthy competition between employees and other negative things. This is because each employee member applies the OCB concept in their work activities. Therefore, the author is interested in examining the relationship between Work Motivation and Organizational Citizenship Behavior (OCB) on Employee Performance at PT Daksinapati Karsa Konsultindo. Based on the introduction above, the aim of this study is to analyze how much influence Organizational Citizenship Behavior (OCB) on Employee Performance at PT Daksinapati Karsa Konsultindo.

## **Methods**

### **Types Of Research**

In this study, a quantitative research type was used with the help of the SPSS application to test the questionnaire and prove the relationship between independent variables (influential variables), in this case work motivation and Organizational Citizenship Behavior with the dependent variable (the variable that is

influenced) namely employee performance. Quantitative research is a method of testing certain theories by testing the relationship between variables (Sutardy, 2023).

#### Location and Time of Implementation

This research was conducted at PT. Daksinapati Karsa Konsultindo located at Jl. West Bekasi District, Bekasi City, West Java 17136. The duration of the research was calculated from November 2024 to December 2024.

#### Population and Sample

The population or number of respondents in this study were 40 employees of PT. Daksinapati Karsa Konsultindo, while the target population was 40 people. Based on the number of populations to be studied, which was 40 people, in this study the technique used in sampling was saturated sampling, where the entire population was used as a sample.

#### Data collection technique

Primary data is data obtained from filling out questionnaires from a predetermined population. Secondary data is data from existing sources or from previous research. The secondary data from this study is the number of employees of PT. Daksinapati Karsa Konsultindo in 2024 and the company's organizational structure.

#### Framework of Thinking



**Figure 1**  
**Research Thinking Framework**

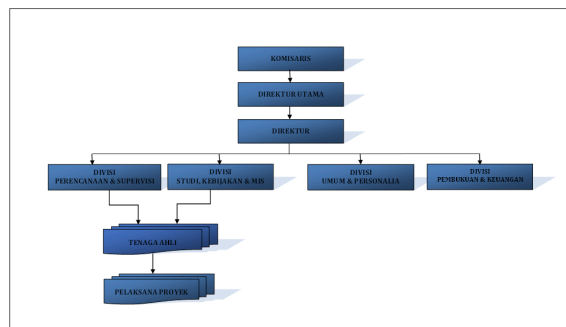
#### Hypothesis:

- H1 : There is an Influence between Work Motivation and Employee Performance at PT. Daksinapati Karsa Konsultindo
- H2 : There is an Influence between Organizational Citizenship Behavior (OCB) on Employee Performance of PT. Daksinapati Karsa Konsultindo
- H3 : There is an influence between Work Motivation and Organizational Citizenship Behavior (OCB) together with the Employee Performance of PT. Daksinapati Karsa Konsultindo

#### Results and Discussions

PT. Daksinapati Karsa Konsultindo is a Consulting Services Company in the Field of Design, Construction Management, Supervision/Supervision and Non-Construction. This company was established on April 14, 1998, in Jakarta. In a relatively short period of time, PT. Daksinapati Karsa Konsultindo has grown rapidly so that today it has become a company that is quite capable of carrying out work in the fields of Planning, Construction Management, Supervision and Non-Construction.

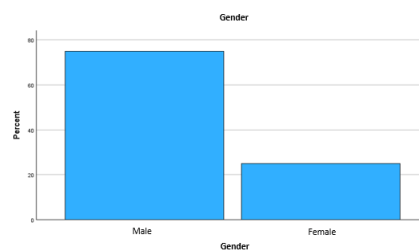
The organizational form of PT. Daksinapati Karsa Konsultindo is a Limited Liability Company that has a board of commissioners who determine the general policies of the company, a director who is responsible for all company activities and assisted by a manager in carrying out his duties.



**Figure 2**  
**Organizational Structure**

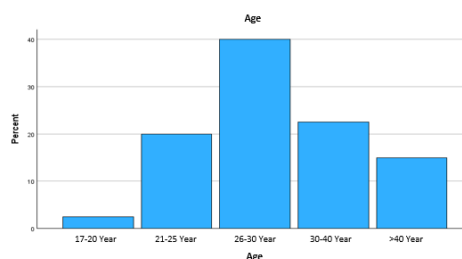
## Research Data

The characteristics of respondents in this study are divided into three categories, namely gender, age, and length of service at PT. Daksinapati Karsa Konsultindo. The author has presented the three data in the following graph.



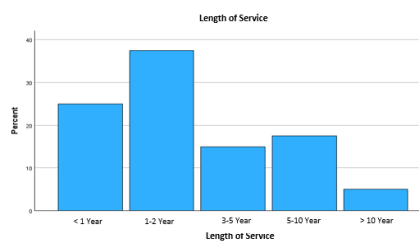
**Figure 3**  
**Number of Respondents by Gender**

Based on the graph above, the number of male employee respondents is 73% and female respondents are 27%. Based on this percentage, out of the total number of employees, 40 people are dominated by male employees.



**Figure 4**  
**Number of Respondents by Age**

Based on the graph above, the number of employee respondents aged 17-20 years is 1 person or 2.7%, employees aged 21-25 years are 8 people or 21.6%, employees aged 26-30 years are 14 people or 37.8%, employees aged 30-40 years are 9 people or 24.3%, and employees over 40 years are 5 people or 13.5%. This shows that PT. Daksinapati karsa konsultindo employees are dominated by adult employees aged 26-30 years.



**Figure 5**  
**Number of Respondents According to Length of Service**

Based on the graph above, it can be seen that the number of employee respondents with a length of service of less than 1 year is 27%, a length of service of 1 to 2 years is 40.5%, a length of service of 3 to 5 years is 16.2%, a length of service of 5-10 years is 10.8%, and employees with a length of service of more than 10 years is 5.4%. This shows that workers with the longest experience, namely 5.4%, support the achievement of performance, while the most dominant workers with a length of service of 1 to 2 years are workers with high productivity in working so that their existence is expected to be able to provide a positive flow in improving performance.

### Validity Test

After analyzing the questionnaire data using SPSS software obtained the number of valid and invalid questionnaires as follows.

**Table 1 Results of the Validity Test of the Work Motivation Questionnaire**

Statement	r - Count	r - Table	P (Sig)	Information
P1	0.612	0.312	<,.001	Valid
P2	0.830	0.312	<,.001	Valid
P3	0.662	0.312	<,.001	Valid
P4	0.832	0.312	<,.001	Valid
P5	0.812	0.312	<,.001	Valid
P6	0.721	0.312	<,.001	Valid
P7	0.626	0.312	<,.001	Valid
P8	0.850	0.312	<,.001	Valid
P9	0.923	0.312	<,.001	Valid
P10	0.796	0.312	<,.001	Valid

Source: Data Processing Result, 2024

The results of the analysis showed that the validity test of the questionnaire with questions related to work motivation totaling 10 questions was declared valid.

**Table 2 Results of OCB Questionnaire Validity Test**

Statement	r - Count	r - Table	P (Sig)	Information
P1	0.654	0.312	<,.001	Valid
P2	0.668	0.312	<,.001	Valid
P3	0.657	0.312	<,.001	Valid
P4	0.663	0.312	<,.001	Valid
P5	0.661	0.312	<,.001	Valid
P6	0.651	0.312	<,.001	Valid
P7	0.825	0.312	<,.001	Valid
P8	0.806	0.312	<,.001	Valid
P9	0.742	0.312	<,.001	Valid
P10	0.778	0.312	<,.001	Valid

Source: Data Processing Result, 2024

The results of the analysis showed that the validity test of the questionnaire with 10 questions related to OCB was declared valid.

**Table 3 Results of Performance Questionnaire Validity Test**

Statement	r - Count	r - Table	P (Sig)	Information
P1	0.863	0.312	<,.001	Valid
P2	0.879	0.312	<,.001	Valid
P3	0.870	0.312	<,.001	Valid
P4	0.506	0.312	<,.001	Valid
P5	0.822	0.312	<,.001	Valid
P6	0.401	0.312	<,.001	Valid
P7	0.702	0.312	<,.001	Valid
P8	0.656	0.312	<,.001	Valid
P9	0.693	0.312	<,.001	Valid
P10	0.839	0.312	<,.001	Valid

Source: Data Processing Result, 2024

The results of the analysis showed that the validity test of the questionnaire with 10 performance-related questions was declared valid.

### Reliability Test

The reliability test in this study uses SPSS software with scale Cronbach Alpha to find out the level of reliability of the instrument from the research variables if the results of the reliability test show the value  $\alpha > 0.6$

**Table 4 Reliability Test Results**

Variable	Cronbach's Alpha	N of Items	Information
Work motivation	0.923	10	Reliable
Organizational Citizenship Behaviour(OCB)	0.885	10	Reliable
Employee performance	0.902	10	Reliable

Source: Data Processing Result, 2024

Based on the results of the reliability test using Alpha Cronbach using IBM SPSS, the Work Motivation variable (X1) obtained a value of  $(r \alpha) = 0.923$  which indicates that the level of reliability is very reliable, the OCB variable (X2) gets a value of  $(r \alpha) = 0.885$  and the Employee Performance variable (Y) gets a value of  $(r \alpha) = 0.902$ . So, the reliability results in this study can be said to be reliable because the value Cronbach Alpha greater than 0.6, in other words the questions from the questionnaire are said to be reliable and can be used in this study.

### Multiple Linear Regression Analysis and Determination Coefficient

These two analyses are used to measure the extent to which the independent variable can explain the dependent variable. The value of the coefficient of determination ( $R^2$ ) is between 0-1. If  $R^2$  small or far from 1 then the ability of the independent variable to explain the dependent variable is weak, conversely if the R value is large or close to 1 then the independent variable can fully support the dependent variable. The coefficient of determination value in this study is as follows.

**Table 5 Value of Determination Coefficient ( $R^2$ )**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935a	.874	.868	2.212
a. Predictors: (Constant), OCB (X2), Work Motivation (X1)				

Source: Data Processing Result, 2024

Based on the table of determination coefficient values above, it can be concluded that the determination coefficient ( $R^2$ ) of 0.874. These results indicate that the dependent variable of employee performance of PT. Daksinapati Karsa Konsultindo can be supported by the independent variables of Work Motivation and Organizational Citizenship Behavior (OCB) of 87.4% while 12.6% is influenced by other variables.

### T-test

The output of the T-test calculation results in SPSS software is presented in the following table.

**Table 6 T-Test Results**

Coefficients <sub>a</sub>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	- 3,875	2.915		- 1,329	.192
	Work motivation (X1)	.475	.086	.484	5,521	<.001
	OCB (X2)	.618	.105	.516	5,884	<.001
a. Dependent Variable: Employee Performance (Y)						

Source: Data Processing Result, 2024

Look at the SPSS output results based on the coefficients in the t-test above and compare the t count with  $t_{table}$  is 2.364 which is obtained from the t table with  $df = nk$  which is 37 and alpha is 0.05 then: Work Motivation Towards Performance

The results of the t-test of work motivation (X1) on employee performance (Y) showed  $sig < 0.001$  and  $t_{count} 5.521$ , meaning the sig value is smaller than the probability value (alpha) 0.05 and  $t_{count}$  greater than  $t_{table}$ , then the conclusion that can be drawn is that  $H_1$  is accepted. This shows that work motivation influences the performance of PT. Daksinapati Karsa Konsultindo employees.

#### OCB on Performance

Sig value  $<0.001$  And  $t_{count} 5.884$  so the sig value is greater than the probability (alpha) of 0.05 and t count greater than t table ( $5.884 < 2.026$ ), then the conclusion that can be drawn is H2 is accepted. This shows that OCB has an effect on employee performance at PT. Daksinapati Karsa Konsultindo.

#### F test

The output of the F test calculation results in SPSS software is presented in the following table.

**Table 7 F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	d f	Mean Square	F	Sig.
1	Regression	1260.966	2	630,483	128,877	$<.001$ b
	Residual	181,009	37	4.892		
	Total	1441.975	39			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), OCB (X2), Work Motivation (X1)						

Source: Data Processing Result, 2024

Based on the f-test table above, it can be concluded that the work motivation and OCB variables influence employee performance. This can be seen from the Sig value of  $<0.001$  smaller than the probability value of 0.05, then simultaneously there is an influence of the variables Work Motivation and OCB on Employee Performance. The comparison of f is obtained table (3.25) and f count (128.877), which is obtained by looking at the F table for degrees  $df_1 = k - 1$  (3-1) and  $df_2 = nk - 1$  (40-3) at alpha of 0.05. Thus, the calculated  $F > F_{table}$  ( $128.877 > 3.25$ ) is obtained, so it can be concluded that H3 is accepted, there is an influence between Work Motivation and Organizational Citizenship Behavior (OCB) together on the Employee Performance of PT. Daksinapati Karsa Konsultindo.

#### Discussions

##### The Influence of Work Motivation on Employee Performance

Based on the first problem formulation, this study was conducted to prove whether there is an influence of work motivation on employee performance. To prove it, testing was carried out using the T Test and the output obtained Coefficients that is, the results of work motivation (X1) on employee performance (Y) show the results t count greater than t table. And the significance value is  $<0.001$  with a probability of  $<0.05$ , which means that there is a significant influence of work motivation on employee performance. So the conclusion that can be drawn is that it is proven that there is an influence of work motivation on employee performance at PT Daksinapati Karsa Konsultindo, where based on direct analysis of the findings in the field and the answers of respondents, in this case employees of PT Daksinapati Karsa Konsultindo have work motivation, one example of which is the motivation to fulfill needs and desires so that it shows positive results on the performance produced.

##### Influence Organizational Citizenship Behavior (OCB) on Employee Performance

Based on the second problem formulation, to prove whether there is an influence of OCB on employee performance, to prove the problem formulation, testing was carried out using the F Test and the results obtained were a significance value of  $<0.001$  and  $t_{count} 5.884$  so the sig value is greater than the probability (alpha) of 0.05 and t count greater than t table ( $5.884 < 2.026$ ), which means that there is an influence of OCB on employee performance at PT. Daksinapati Karsa Konsultindo, where based on direct analysis of findings in the field and respondents' answers, in this case employees of PT Daksinapati Karsa Konsultindo, they have an OCB attitude, one example of which is not being reluctant to help each other with work between employees, thus showing positive results on performance produced.

##### The Influence of Work Motivation and Organizational Citizenship Behavior (OCB) on Employee Performance

Based on the third problem formulation, to prove whether there is an influence of work motivation and OCB on employee performance, testing was carried out using Multiple Linear Regression Test and the results showed that work motivation and OCB were able to influence employee performance with a coefficient of determination value (R square) of ) 0.874 where the coefficient of determination ranges

from 0 to 1, if the value is close to 1, then it can be said that there is an influence of the independent variable (X) with the dependent variable (Y), which means that there is an influence of work motivation and OCB on employee performance. Where based on direct analysis of the findings in the field and the answers of respondents in this case employees of PT Daksinapati Karsa Konsultindo have work motivation and OCB attitudes, one example of which is the motivation to fulfill needs and desires and help each other with work between employees so that it shows positive results on the performance produced.

### Conclusion

After analyzing the research data, it can be concluded that there is a significant influence of the independent variable Work Motivation on the dependent variable Employee Performance of PT. Daksinapati Karsa Konsultindo, there is a significant influence of the independent variable OCB on the dependent variable Employee Performance of PT. Daksinapati Karsa Konsultindo and from the results of the regression test it was found that the independent variables Work Motivation and OCB together have an effect on the dependent variable Employee Performance at PT. Daksinapati Karsa Konsultindo. Suggestions for further researchers who will conduct the same study can develop research objectives that are to be studied and focus more on what is being studied and for researchers who want to continue this research it is advisable to examine other variables that can affect Work Performance.

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