

The Influence Of Organizational Citizenship Behavior and Work Motivation on Employee Performance at PT Goldenpack Perkasa Plant 1 Ciriung

Raike Malikal Mulki¹, Muhamad Azis Firdaus², Hanif Zaidan Sinaga³

Fakultas Ekonomi dan Bisnis, Univeritas Ibn Khaldun Bogor
Universitas Ibn Khaldun Bogor: Jl. KH. Sholeh Iskandar, Kedung Badak, Kota Bogor,
Jawa Barat 16165, Indonesia

Info Artikel

Kata Kunci:
Organizational Citizenship
Behavior (OCB), Work
Motivation, Employee
Performance

ISSN (print): 1978-6387
ISSN (online): 2623-050X

Received: 19 June 2026

Revised: 20 June 2026

Accepted: 25 June 2026

Abstract

This study was conducted to examine the influence of Organizational Citizenship Behavior (OCB) and work motivation on employee performance at PT Goldenpack Perkasa Plant 1 Ciriung. This study used a quantitative approach with descriptive and inferential analysis. Data were collected from employees through questionnaires, interviews, and direct observation. The analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique with the assistance of SmartPLS software. The results showed that Organizational Citizenship Behavior significantly and positively influenced employee performance, indicating that employees who voluntarily engage in activities outside of formal duties tend to achieve better work results. Work motivation was also found to have a positive impact on employee performance, indicating that highly motivated employees are better able to deliver optimal results. Furthermore, Organizational Citizenship Behavior contributed to increased employee work motivation, which in turn improved their performance. These results highlight the importance of promoting positive behavior in the workplace and strengthening employee motivation to improve individual performance, support organizational effectiveness, and enhance the company's competitive advantage.

Korespondensi Penulis:
Raike Malikal Mulki

Email:
raikemalikamlki@gmail.com,
azisfirdaus@uika-bogor.ac.id,
hanif.zaidan@gmail.com



1. Introduction

Employee performance is one of the important factors influencing a company's success in achieving organizational goals. According to Robbins, Yuniarti et al. (2021) Employee performance is the achievement of an individual or group in accordance with their authority and responsibility to achieve organizational goals effectively and efficiently. Increasingly fierce competition in the business world requires companies to develop the quality of human resources to increase productivity and work effectiveness.

One factor that can improve employee performance is Organizational Citizenship Behavior. According to Robbins and Judge in Salsabila and Suhermin (2024) defines OCB as voluntary behavior outside of formal duties that supports organizational effectiveness. OCB has indicators such as helping others, thoroughness and caution, sportsmanship, maintaining good relationships, and public policy. Meanwhile, according to Wirawan in Fitriani et al., (2025) says that OCB is voluntary behavior in the workplace that is carried out by employees freely outside of job requirements and organizational provisions so that it is not in the organizational reward system which if carried out by employees will improve the organization's function.

Besides OCB, work motivation also plays an important role in improving employee performance. According to Debbie Gautama and Edalmen (2020) Motivation is an indicator that can make a worker more satisfied in carrying out their activities. Motivation is closely related to a person's attitude and behavior. Emotions can be influenced and changed by behavior. The power of the human mind through changes in attitude can help in adapting, learning, and processing any new information and changes received. Abraham Maslow's theory in Irfan et al., (2024) defines motivation as an internal drive that causes

people to do something or strive to fulfill their needs, such as physiological needs, the need for safety, socialization, esteem, and self-actualization.

According to Robbins in Yuniarti et al., (2021) Employee performance is the achievement attained by an individual or group based on their authority and responsibility in line with organizational goals efficiently and effectively. Meanwhile, according to Simamora in Masitoh et al., (2019) Performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Thus, Performance is the level of success of a person in achieving the work results that have been determined by the work of individuals or groups in carrying out their duties and obligations, which is reflected through the quality and quantity of work to achieve company goals effectively.

In addition to influencing employee performance, OCB is also related to work motivation. OCB behaviors demonstrated by employees reflect their level of engagement and positive attitude towards work, which can ultimately increase work motivation. Thus, the relationship between OCB and employee performance is thought to operate through both direct and indirect influences mediated by work motivation.

Based on pre-survey data at PT Goldenpack Perkasa Plant 1 Ciriung, OCB, work motivation, and employee performance generally show good levels. However, several indicators still show relatively low scores, such as helping coworkers during heavy workloads in the OCB variable (66.7%) and clarity of career paths in the work motivation variable (66.7%). In addition, several performance aspects still have lower scores than the

indicators of working according to SOPs and disciplined attendance. This indicates a gap between ideal conditions and actual conditions in the company.

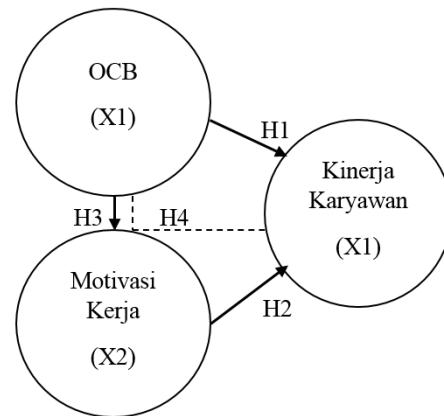
Previous research shows that OCB and work motivation have a positive and significant influence on employee performance, in line with research conducted by Wijaya et al. (2024), Lestari and Gultom (2025) and research Nurokhim (2025). However, other studies have found that OCB does not have a significant effect on employee performance, in line with research conducted et al., (2025) and also, research (Marindra et al. 2024). Differences in findings from previous research indicate that there are research gaps that still need to be studied in more depth.

Therefore, based on the empirical conditions obtained from the pre-survey results and the inconsistency of the results of previous studies, this study was conducted to analyze the influence of OCB and Work Motivation on Employee Performance at PT Goldenpack Perkasa Plant 1 Ciriung.

2. Research Methods

This research employed a quantitative method with a descriptive approach. The data used consisted of primary and secondary data. Primary data were obtained through questionnaires distributed to employees of PT Goldenpack Perkasa Plant 1 Ciriung, supported by interviews and observations. Secondary data were obtained from scientific journals, reference books, and previous research relevant to the research topic.

Data collection was conducted through questionnaires using a 1-5 Likert scale, interviews, observations, and literature review. The research framework is presented in the following figure:



Picture 1 framework

The population of this study consisted of all 246 employees of PT Goldenpack Perkasa Plant 1 Ciriung, consisting of permanent employees (kartap) and non-permanent employees (non-kartap). The research sample was determined using the Slovin formula with a 10% error rate, resulting in 71 respondents who were considered representative of the population. Data analysis was carried out using the Partial Least Square-Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS 4.0. Testing included evaluation of the outer model through convergent validity, discriminant validity, and construct reliability tests, as well as evaluation of the inner model through R-Square testing, path coefficient, indirect effect, original sample, model fit, and bootstrapping to analyze the relationship and influence between research variables.

3. Result and Discussion

Result

This research was conducted at PT Goldenpack Perkasa Plant 1 Ciriung with 71 respondents, consisting of permanent employees (kartap) and non-permanent employees (non-kartap). The research was conducted from January to May 2026 through questionnaire distribution, observation, and interviews.

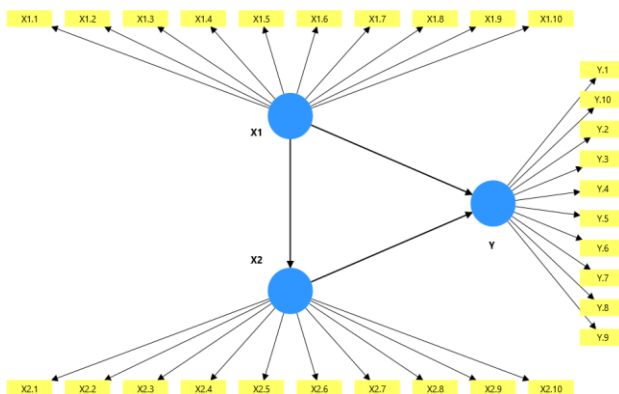
1. Testing the Measurement Model (Outer Model)

a. Test Validity

According to Sugiyono in Hakiki and Setiana (2023) Validity tests are used to determine the accuracy of the data from the research object and the data reported by the researcher. A study will be more valid if the validity value is higher.

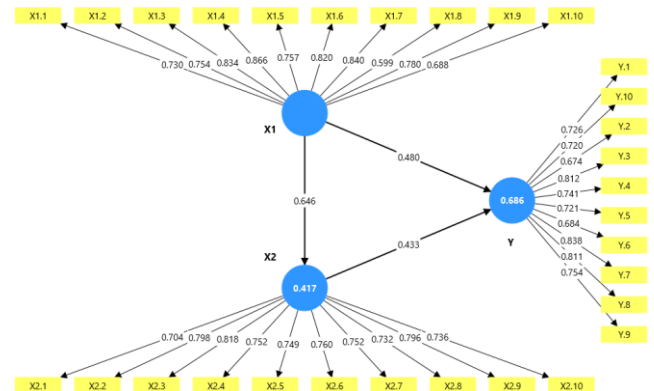
1) Convergent Validity

Convergent validity is based on the principle that measures of a construct should be highly correlated. This correlation is referred to as factor loading (outer loading).



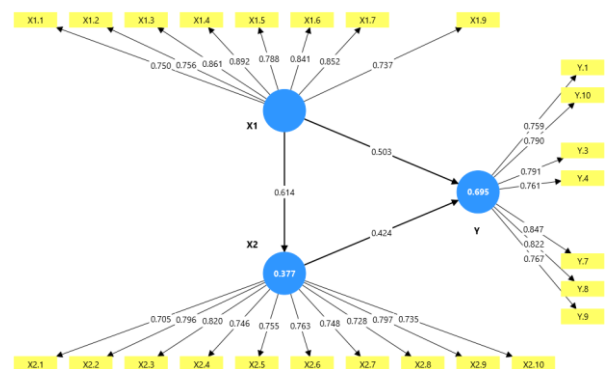
Picture 2 First Outer Loading Factor Results

Convergent validity testing was conducted by examining the outer loading and Average Variance Extracted (AVE) values. Indicators were deemed to meet the requirements if they had an outer loading value > 0.70 and an AVE value > 0.50 . Initial testing results indicated that several indicators, namely X1.8, X1.10, Y.2, and Y.6, did not meet the criteria because they had outer loading values below 0.70. Therefore, these indicators were eliminated (dropped) to improve the validity of the research model.



Picture 3 Results of the Second Outer Loading Factor

After elimination (dropping), there were still indicators that did not meet the validity criteria. Indicator Y.5 had an outer loading value below 0.70. Therefore, elimination (dropping) was performed on this indicator to ensure the validity of the research model.



Picture 4 Results of the Third Outer Loading Factor

After gradual elimination (dropping) of indicators that did not meet the validity criteria, retesting of several indicators showed that all remaining indicators had outer loading factor values > 0.70 , thus meeting the convergent validity criteria and were declared suitable for use in the next analysis stage.

Table 1 AVE Result Convergent Validity

Variabel	(AVE)	Keterangan
OCB (X1)	0,659	Valid
Work Motivation (X2)	0,577	Valid
Employee Performance (Y)	0,627	Valid

Sumber: Data diolah menggunakan Smartpls,2026

The AVE test results are considered valid if they have an AVE value > 0.50 . The table above shows that all three variables have an AVE value > 0.50 , meaning they are categorized as valid.

b. Discriminant Validity

In this study, discriminant validity testing was carried out using the Fornell Larcker Criterion method. A construct is declared to meet discriminant validity if the square root value of the Average Variance Extracted (AVE) for each variable is greater than the correlation value of the other constructs.

Table 2 Result Fornell Larcker Criterion

	X1	X2	Y	Ket
X1	0,811			Valid
X2	0,614	0,760		Valid
Y	0,763	0,733	0,792	Valid

Sumber: Data diolah menggunakan Smartpls,2026

The results show that the square root of AVE for each variable is greater than the correlation value between the other variables.

2) Result Reliability

In this study, to determine reliability, the values of Cronbach's

Alpha and Composite Reliability were used.

Table 3 Result Fornell Larcker Criterion

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X1	0.925	0.930	0.939
X2	0.919	0.927	0.932
Y	0.900	0.903	0.921

Sumber: Data diolah menggunakan Smartpls,2026

It is known that the Cronbach's Alpha and Composite Reliability values are > 0.70 so it can be concluded that all variables are reliable and suitable for use in further research.

2. Structural Model Testing (Inner Model)

a) R-Square

Table 4 R-Square Result

Variabel	R-Square	R-Square Adjusted
X2	0,377	0,368
Y	0,695	0,686

Sumber: Data diolah menggunakan Smartpls,2026

The results show that the R-Square value of work motivation is 0.377, indicating that OCB has a 37.7% influence on work motivation. Meanwhile, employee performance is 0.695, indicating that OCB and work motivation have a 69.5% influence on employee performance.

b) Path Coefficient

Table 5 Path Coefficient

	Original Sample (O)	Sample Mean (M)	(STDEV)	T-Statistic	P-Value
X1 -> X2	0,614	0,631	0,081	7,558	0,000
X1 -> Y	0,503	0,475	0,112	4,474	0,000
X2 ->Y	0,424	0,443	0,092	4,637	0,000

Sumber: Data diolah menggunakan Smartpls,2026

The results show that all three paths of relationships between variables have a positive and significant influence. This is indicated by a T-value > 1.96 and a P-value < 0.05 . Furthermore, the original sample (O) for each relationship indicates a positive direction of influence.

c) Indirect Effect

Table 6 Indirect Effect

	Original Sample (O)	Sample Mean (M)	(STDEV)	T-Statistic	P-Value
X1 -> X2 -> Y	0,261	0,277	0,058	4,514	0,000

Sumber: Data diolah menggunakan Smartpls,2026

Based on the table above, the indirect effect of OCB on performance through work motivation is positive and significant. This is indicated by a T-statistic of $4.514 > 1.96$ and a P-value of $0.000 < 0.5$, thus the hypothesis is accepted. The original sample value of 0.261 has a positive effect on employee performance through work motivation with a relatively low, but significant, influence.

Discussion

1. The Influence of Organizational Citizenship Behavior on Employee Performance at PT Goldenpack Perkasa Plant 1 Ciriung

The results of the study showed an original sample value of 0.503, indicating that OCB has a positive and significant effect on employee performance. This is evidenced by a T-value of $4.474 > 1.96$ and a P-value of $0.000 < 0.05$.

The results of this study are in line with research conducted by Setyaningsih and Claudia (2022) The results of this study show that the T-count value is 2.207 with a significance of $0.032 < 0.05$, so it is stated that OCB has an acceptable and significant effect on employee performance.

2. The Influence of Work Motivation on Employee Performance at PT Goldenpack Perkasa Plant 1 Ciriung

The results of the study showed an original sample value of 0.424, indicating that work motivation has a positive and significant effect. This is evidenced by the T-value of $4.637 > 1.96$ and the P-value of $0.000 < 0.05$.

The results of this study are in line with Debbie Gautama and Edalmen (2020), The results of the study showed that the original sample value was 0.549, which explains that the influence of work motivation on performance is positive, and the t-statistic value was $6.268 > 1.96$ and the P-Value was $0.000 < 0.5$, which means it is significant. It can be concluded that there is a positive and significant influence between motivation and employee performance.

3. The Influence of Organizational Citizenship Behavior on Work Motivation at PT Goldenpack Perkasa Plant 1 Ciriung

The results showed an original sample value of 0.614, thus concluding that OCB has a positive and significant effect on work motivation. This is evidenced by the t-value

of $7.558 > 1.96$ and the p-value of $0.000 < 0.5$.

The results of this study are in line with Nuryansyah, Rinda, and Rumiasih (2022), the results of this study indicate that work motivation has a positive and significant effect on OCB. This is evidenced by the regression coefficient value of 0.327, indicating a positive direction. Furthermore, the calculated t-value is $3.511 > t\text{-table } 2.02108$ and the significance value is $0.001 < 0.05$, thus H1 is accepted. Therefore, work motivation is an important factor in increasing OCB behavior in employees.

4. The Influence of Organizational Citizenship Behavior and Work Motivation on Employee Performance at PT Goldenpack Perkasa Plant 1 Ciriung

The results showed a positive original sample value of 0.261, indicating that OCB has a positive and significant effect on employee performance through work motivation. This is indicated by a t-value of $4.514 > 1.96$ and a p-value of $0.000 < 0.05$.

The results of this study are in line with Sedana Putra, Kusuma, and Anggraini (2025) which shows that OCB and work motivation have a positive and significant effect on employee performance. This is evidenced by the calculated t-value of 3.415 with a significance value of $0.002 < 0.05$, while the work motivation variable has a calculated t-value of 2.942 with a significance value of $0.006 < 0.05$. These results prove that the higher the OCB behavior and work motivation of employees, the higher the employee performance will also be.

4. Conclusions and Suggestions

Conclusions

Based on the research findings, OCB and work motivation are proven to have a positive and significant effect on employee performance at PT Goldenpack Perkasa Plant 1 Ciriung, both partially and simultaneously with an

R-Square value of 0.695. This indicates that 69.5% of employee performance can be explained by these two variables, while the remaining 30.5% is influenced by other factors outside the research.

Suggestions

Therefore, the company is advised to maintain a harmonious, collaborative and communicative work culture to support the formation of good OCB. The company also needs to increase openness of communication, strengthen teamwork, and provide appreciation and recognition for employee performance to increase work motivation. In addition, the company is advised to maintain the level of employee responsibility that is already good and evaluate the distribution of workload so that employee performance can be more optimal.

Bibliography

- Debbie Gautama, Karina, and Edalmen. 2020. "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior Sebagai Mediasi." *Jurnal Manajerial Dan Kewirausahaan*, II(3):749-57.
- Fitriani, Inayah, Fitri Rahmawati, and Dedi Runanto. 2025. "Pengaruh Motivasi Kerja Dan Budaya Organisasi Terhadap Kinerja Dengan Organizational Citizenship Behavior (OCB) Sebagai Variabel Intervening (Studi Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Purworejo." *Jurnal Volatilitas* 7(2):1-17.
- Frederica, Frederica, Hedi Cupiadi, and Husni Muharram. 2025. "Pengaruh Organizational Citizenship Behavior Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT . Herlinah Cipta Pratama Dodol Picnic Garut." *Ekonomi Manajemen Sistem Informasi* 7(1):355-64.
- Hakiki, Ridwan, and Adi Robith Setiana. 2023. "Pengaruh Gaya Kepemimpinan

- Terhadap Kinerja Pegawai Pada Unit Pelaksana Teknis Daerah Pusat Kesehatan Masyarakat (UPTD Puskesmas Pagerageung Kabupaten Tasikmalaya)." *Journal of Innovation Research and Knowledge* 2(8):3085-94.
- Irfan, Andi, Aminah, and Claudya Armelia. 2024. "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT . Liny Jaya Informatika Makassar." *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis* 2(1):107-21.
- Lestari, Dian, and tesalonika sun Gultom. 2025. "Pengaruh Organizational Citizenship Behavior (OCB) Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Kantor Komite Olahraga Nasional Indonesia (KONI) Jawa Barat." 8.
- Marindra, Marshanda Putri, Alfato Yusnar Kharismasyah, Suyoto, and Luthfi Zamakhasyari. 2024. "Pengaruh Motivasi Kerja Dan Organizational Citizenship Behavior (OCB) Terhadap Kinerja Karyawan Dengan Reward Sebagai Variabel Mediasi." *Manajemen* 18(1):138-50.
- Masitoh, Imas, Muhamad Azis Firdaus, and Rachmatullailly Tinakartika Rinda. 2019. "Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan." *Jurnal Ilmu Manajemen* 2(3).
- Nurokhim. 2025. "Pengaruh Organizational Citizenship Behavior Dan Motivasi Kerja Terhadap Kinerja Karyawan." 4(2):4514-23.
- Nuryansyah, Mochamad Yadhi, Rachmatullailly Tinakartika Rinda, and N. A. Rumiasih. 2022. "Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Karyawan." *Ilmu Manajemen* 5(5):1442-50.
- Salsabila, Sheirly, and Suhermin. 2024. "Pengaruh Organizational Citizenship Behavior, Komunikasi, Dan Karakteristik Individu Terhadap Kinerja Karyawan." *Jurnal Ilmu Dan Riset Manajemen* 13(2461-0593):11.
- Sedana Putra, Kadek Wahyu, I. Gusti Ngurah Agung Kusuma, and Ni Putu Nita Anggraini. 2025. "Pengaruh Organization Citizenship Behavior (OCB), Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Lembaga Perkreditan Desa (LPD) Desa Pakraman Ubud Gianyar." *JURNAL EMAS* 6(2774-3020):2865-77.
- Setyaningsih, Nunik, and Irene Claudia. 2022. "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior." *Jurnal Penelitian & Pengkajian Ilmiah Mahasiswa (JPPIM)* 1(1):32-39.
- Wijaya, Ananta, Ida Ayu Kalpikawati, Organizational Citizenship Behavior, and Motivasi Kerja. 2024. "CITIZENSHIP BY THE." *Review Pendidikan Dan Pengajaran* 7:16952-57.
- Yuniarti, Rina, Rudi Irwansyah, Muhammad Ardi Nupi Hasyim, Padi Riswandi, Sovi Septania, Alfi Rochmi, and Febrianty. 2021. *Kinerja Karyawan Tinjauan Teori Dan Praktis*. Cetakan Pe. edited by E. Jaelani. Bandung: Widina Bakhti Persada Bandung.