

# THE INFLUENCE OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A MEDIATING VARIABLE

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## Abstract:

In today's competitive era of globalization, the quality of human resources has become a critical factor in determining a company's sustainability and performance. This study aims to examine the effect of the work environment and work motivation on employee performance, with Organizational Citizenship Behavior (OCB) serving as a mediating variable at CV. Mahaprima Textile. The research adopts a quantitative approach with an explanatory design, utilizing a census sampling technique by distributing structured questionnaires to all employees, totaling 68 respondents. Data were analyzed using the Partial Least Squares (PLS) method. The findings reveal that while the work environment has a positive but statistically insignificant effect on employee performance, it exerts a positive and significant influence on OCB. Similarly, work motivation shows a positive yet insignificant effect on performance, but has a significant positive impact on OCB. Furthermore, OCB has a significant effect on employee performance and is found to fully mediate the relationship between the work environment and employee performance, as well as partially mediate the relationship between work motivation and performance. These results underscore the pivotal role of OCB in enhancing the impact of the work environment and work motivation on employee performance.

**Keywords:** Work Environment, Work Motivation, Organizational Citizenship Behavior (OCB), Employee Performance.

## INTRODUCTION

Human resources are a valuable asset for the company, which, if managed properly, will yield performance benefits that will certainly benefit the company (Sanjaya et al., 2022). Human resources are always required to be able to increase their work productivity for the sake of continuity and performance improvement. Employees who work for the company play an active role in achieving company goals. Human resource planning needs to be implemented by companies to face competition in the era of globalization (Yanti et al., 2023: 52). The company management must pay attention to its resources to create maximum performance.

CV Mahaprima Textile, as a company engaged in the textile sector, faces challenges in maintaining employee productivity. Tight industry competition requires companies to ensure that their employees have high performance. However, there are employee problems that are not only caused by external factors such as economic conditions and changing market trends, but are also closely related to internal factors. The decline in performance experienced by the company is related to employees, which causes a decrease in effectiveness in handling customer demand and, in turn, affects sales volume. Instability in HR management, such as high employee turnover, is likely to affect the quality of service provided to customers, both offline and online. According to Afandi



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(2021: 86-87), one of the factors that determines performance is the work environment and work motivation. Suari et al. (2022) stated that factors that affect performance include work environment and work motivation. These two factors were chosen based on their important role in improving employee performance, based on theoretical studies, empirical studies, and phenomena in the field.

The work environment has a significant influence on employee performance because the physical and psychological conditions of the workplace can determine the level of comfort, motivation, and productivity of individuals in carrying out their duties. A good work environment can improve work focus and efficiency. The work environment is said to be good if employees can carry out work activities optimally, safely, healthily, and comfortably (Wardana et al., 2025). Research by Dolonseda & Watung (2020), who examined employees at the Regional Office of Education and Culture of the Sangihe Islands Regency, Hermawan (2022) on employees of PT Sakti Mobile Jakarta, and Herlina (2020), who examined employees of PT Perkebunan Nusantara VI (Persero) Kayu Aro, explained the significant influence of the work environment on performance. Another study by Sariköse & Göktepe (2022), who researched nurses in Turkey, proved that the dimensions of the work environment are important factors in influencing performance. Another conclusion by Zhenjing et al. (2022), who also examined the effect of the work environment on employee performance in China, found that a better work environment has a positive and significant effect on improving performance.

Moreover, a conducive work environment plays a crucial role in promoting Organizational Citizenship Behavior (OCB), which refers to employees' discretionary behaviors that are not formally required but contribute positively to the organization. Employees who feel valued and supported in their work are more likely to demonstrate concern for the organization, such as helping colleagues voluntarily, offering suggestions for improvement, and safeguarding the company's reputation. Several previous studies, such as Malik et al. (2021), who examined 150 manufacturing companies in Saudi Arabia, China, and Malaysia using HRM-level respondents, concluded that there is a significant relationship between the work environment and OCB. Similarly, studies by Susilo and Muhardono (2021), conducted among academic staff at the University of Pekalongan; Faizah et al. (2021), conducted among healthcare workers in an Indonesian hospital; Kurnianto and Kharisudin (2022); and Priscilla et al. (2024), conducted at a beauty clinic in Batam, also found that the work environment has a positive and significant effect on OCB.

Work motivation also has a significant influence on employee performance. Erawati et al. (2019) mentioned that emphasized that the key to effective performance lies in understanding human motivation itself. Motivation is a vital concept that plays a crucial role and can directly affect employee performance within an organization (Martini & Sarmawa, 2019). Individuals with high levels of work motivation tend to be more enthusiastic, productive, and goal-oriented in striving for optimal outcomes. Highly motivated employees are more persistent in completing tasks, show greater initiative, and are better equipped to face challenges with a positive attitude.

Empirical studies support this relationship. Parashakti et al. (2020), who conducted research in the healthcare sector, and Farisi and Mulyana (2021), who studied the Youth and Sports Office of North Sumatra Province, both found that motivation has a positive and significant effect on performance. Similarly, Bohórquez et al. (2021), in a study of public employees in the provincial government of Santa Elena, Ecuador, emphasized that work motivation is a key driver for achieving optimal performance. Additional studies by Pratami (2022) on employees of the Bamakermas Bureau at Warmadewa University, Dewi et al. (2023) on vocational high school teachers at SMK Kesehatan Bali Dewata, and Linda (2023) on civil servants at the sub-district office in Waingapu,

East Sumba, East Nusa Tenggara, also concluded that work motivation has a positive and significant effect on performance.

The role of work motivation in enhancing Organizational Citizenship Behavior (OCB) becomes evident when employees with high motivation levels tend to show greater concern for organizational progress and are more willing to perform tasks beyond their formal responsibilities. Motivated employees are more inclined to assist their colleagues, demonstrate loyalty to the organization, and actively participate in efforts to improve work efficiency and effectiveness. Studies by Muttaqien (2021), who examined employees of PT. BPR Nur Semesta Indah Jember; Arshad et al. (2021), who focused on the Technical and Vocational Education and Training (TVET) sector in Pakistan; Rumengan et al. (2022), who studied lecturers at several higher education institutions in the Riau Archipelago; and Molines et al. (2022), who investigated police officers in France, concluded that higher levels of work motivation lead to an increase in OCB. Furthermore, Bozdoğan (2022), in a study of the textile industry in Turkey, found that prosocial motivation regulates citizenship behavior.

Employees with a high level of Organizational Citizenship Behavior (OCB) tend to be more proactive, willing to assist colleagues, engage in problem-solving, and contribute to maintaining a conducive work environment. OCB refers to discretionary behavior that is not part of an employee's formal job requirements but supports the effective functioning of the organization (Sarmawa et al., 2015). Such behavior fosters synergy that enhances both individual and team productivity, ultimately leading to improved employee performance. Empirical evidence has demonstrated this relationship. Supriyanto et al. (2019) and Simamora et al. (2019), who studied employees at Mandiri Inhealth, as well as Yaakobi and Weisberg (2020), who examined corporate managers in Jerusalem, Israel, all found a significant relationship between OCB and employee performance. Similarly, Mustofa and Muafi (2021), in their study of CV. Wahyu in Cepu, Indonesia, concluded that OCB has a positive and significant impact on performance. Another study by Pasaribu (2022), which investigated employees of small and medium enterprises (SMEs) in Indonesia, found that the higher the level of OCB, the greater the employee performance.

Although numerous prior studies have examined the relationship between the work environment and motivation on employee performance, few have specifically included Organizational Citizenship Behavior (OCB) as a mediating variable. Furthermore, much of the existing OCB research has focused on the public sector, particularly in the context of public service. In contrast, this study explores how extra-role behavior among employees influences performance in the textile sector, which is characterized by a long supply chain and extensive cross-divisional interaction, specifically within CV. Mahaprima Textile. Given the observed phenomena and the inconsistent findings in previous research, the present study aims to investigate this relationship further in the context of CV. Mahaprima Textile.

**Self-Determination Theory (SDT).** Self-Determination Theory (SDT) is a comprehensive theory of human motivation that focuses on the development and functioning of behavior within social contexts. It emphasizes the importance of social environments in nurturing behavior and facilitating behavioral change. According to SDT, there are two types of motivation: intrinsic motivation (autonomous motivation) and extrinsic motivation (controlled motivation) (Gagné et al., 2022).

**Employee Performance.** According to Mangkunegara (2019:9), employee performance is the result of work, both in terms of quality and quantity, achieved by an employee in carrying out their duties by the responsibilities assigned. Similarly, Sinambela (2018:6) defines employee performance as the outcome or level of success achieved by an individual or group within a certain period,



compared to various predetermined and mutually agreed-upon criteria, such as work outcomes or performance targets.

Performance can reflect the extent to which programs, activities, or policies are implemented in achieving the objectives, goals, vision, and mission of an organization, as outlined in its strategic planning. The performance indicators used in this study are based on the perspectives of Kasmir (2019) and Marjaya & Pasaribu (2019), which include the following:

- Quality refers to the employee's ability to produce work that meets the company's quality standards.
- Quantity refers to the employee's ability to complete work by predetermined targets.
- Timeliness refers to the employee's ability to complete tasks within the designated time frame.
- Goal Achievement refers to the employee's ability to perform tasks better than in previous periods.
- Feedback refers to the employee's ability to provide constructive suggestions to the company regarding performance outcomes.
- Competence refers to the employee's possession of the necessary skills and qualifications required for the job.

**Organizational Citizenship Behavior (OCB).** According to Robbins (2019:40), Organizational Citizenship Behavior (OCB) refers to discretionary behavior that is not part of an employee's formal job requirements, but which supports the effective functioning of the organization. OCB represents a voluntary drive that goes beyond formal job duties, and it is often difficult to enforce or even encourage, as it originates intrinsically from the individual (Alzubi, 2019:223). Employees who exhibit a high level of OCB can be valuable assets to the organization. The indicators used to measure OCB in this study are adapted from the work of Hikmah and Lukito (2021) and are described as follows:

- Altruism refers to the employee's willingness to help colleagues who are experiencing difficulties, even when they have other responsibilities.
- Courtesy refers to the employee's effort to maintain good relationships with coworkers to avoid interpersonal conflicts.
- Sportsmanship refers to the employee's tolerance toward less-than-ideal conditions in the organization, which they accept voluntarily.
- Conscientiousness refers to the employee's tendency to go beyond what is formally required by the organization.
- Civic Virtue refers to the employee's sense of responsibility and active participation in the organizational life.

**Work Environment.** According to Sunyoto (2015:38), the work environment is a crucial factor for employees in carrying out their work activities. A well-designed and motivating work environment can significantly influence employee performance. Similarly, Kaswan (2017:568) states that the work environment encompasses all aspects surrounding employees that support their work activities. It includes everything in the surrounding area that can affect an individual's performance in completing assigned tasks, particularly when the conditions are conducive and comfortable, without disrupting work activities. The indicators used to measure the work environment in this study are adapted from the research of Dolonseda and Watung (2020) and are described as follows:

- Cleanliness refers to the overall hygiene of the workplace, which reduces the risk of illness among employees.
- Air Circulation refers to the quality of air in the work environment, which is essential for occupational health, particularly regarding fabric dust.

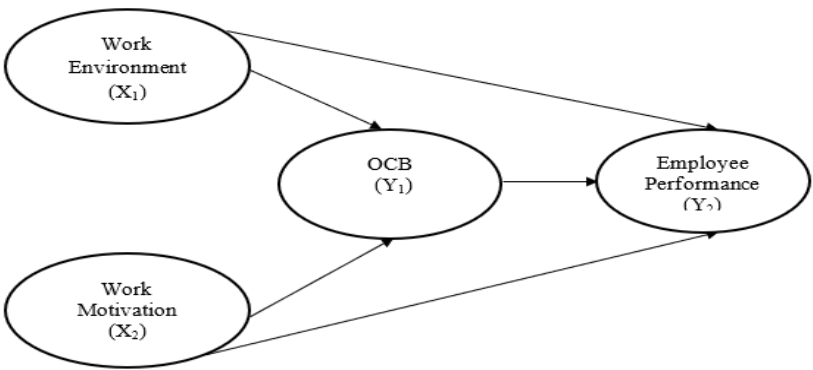


- c. Safety refers to the provision of personal protective equipment (PPE) by the organization to ensure a safe working environment.
- d. Lighting refers to the availability of adequate illumination to support optimal employee performance.
- e. Coworker Relationships refer to the organization's support in fostering harmonious interactions among employees.
- f. Supervisory Responsibility refers to the effectiveness of managerial oversight exercised by supervisors within the organization.

**Work Motivation.** Motivation is the emergence of goal-directed behavior carried out with commitment until the intended objective is achieved (Sedarmayanti, 2019:233). Similarly, Afandi (2021:23) defines motivation as a desire that arises within an individual who feels inspired, encouraged, and driven to carry out activities with sincerity, enthusiasm, and dedication, resulting in high-quality outcomes. The extent to which motivation influences an individual’s performance depends on the intensity of motivation received. The indicators used to measure work motivation in this study are adapted from the research of Marjaya and Pasaribu (2019) as well as Rofi (2021) and are defined as follows:

- a. Physiological Needs refer to the organization’s ability to meet employees’ basic needs through fair and adequate compensation.
- b. Safety Needs refer to the organization’s provision of long-term job security for its employees.
- c. Esteem Needs refer to the organization’s practice of recognizing and appreciating employees’ achievements and contributions.
- d. Job Achievement refers to the employee’s desire to attain higher levels of performance.
- e. Development refers to the employee’s willingness to adapt and collaborate with colleagues in the workplace.
- f. Challenge refers to the employee’s readiness to take risks in addressing problems or obstacles at work.
- g. Opportunity refers to the employee’s aspiration to pursue career advancement or obtain higher positions within the organization.

The research conceptual framework is described as follows.



**Figure 1.** Research Framework

Based on the problem formulation, theoretical basis, and framework described, the following hypotheses can be formulated in this study:

- H1: The work environment has a significant positive effect on employee performance.
- H2: The work environment has a significant positive effect on employee OCB.



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- H3: Work motivation has a significant positive effect on employee performance.
- H4: Work motivation has a significant positive effect on employee OCB.
- H5: OCB has a significant positive effect on employee performance.
- H6: OCB mediates the effect of the work environment on employee performance.
- H7: OCB mediates the effect of work motivation on employee performance.

### METHODS

This study is classified as explanatory research, conducted by testing hypotheses concerning the relationships between variables through the use of closed-ended questionnaires administered to respondents. Each variable was measured using specific indicators, and the collected data were analyzed using statistical methods. The sampling technique employed was the census (saturated sampling) method, involving all 68 employees in the population as respondents. The data were analyzed using inferential statistical analysis with the assistance of SmartPLS version 3.0 software. This analytical method is suitable for all data scales, requires fewer statistical assumptions, and can be applied even with relatively small sample sizes.

### RESULT AND DISCUSSION

**Validity and Reliability Test.** The validity test results are shown in Table 1, which shows that the item values generated by the research constructs have met the standard value of convergent validity because the loading factor value is greater than 0.5 after removing indicators X2.1, X2.7, and Y2.5. Thus, the 18 construct indicators used in the study can be said to be valid.

**Table 1.** Validity Test Results

Indicator		Employee Performance	Work Environment	Work Motivation	OCB
X1.1	Cleanliness		0,721		
X1.2	Air Circulation		0,806		
X1.3	Coworker Relationships		0,790		
X1.4	Safety		0,877		
X1.5	Lighting		0,769		
X1.6	Supervisory Responsibility		0,562		
X2.1	Physiological Needs			0,743	
X2.2	Safety Needs			0,822	
X2.3	Esteem Needs			0,771	
X2.4	Job Achievement			0,790	
X2.5	Development			0,791	
Y1.1	Altruism				0,892
Y1.2	Courtesy				0,763
Y1.3	Sportsmanship				0,861
Y1.4	Conscientiousness				0,903
Y1.5	Civic Virtue				0,858
Y2.1	Quality	0,701			



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Y2.2	Quantity	0,741
Y2.3	Timeliness	0,819
Y2.4	Goal Achievement	0,696
Y2.6	Competence	0,623

The reliability test results in Table 2 show the Cronbach's Alpha value. The results show that the CR value of each construct is equal to or above 0.6. It means that all indicators consistently reflect the same latent construct.

**Table 2. Reliability Test Result**

Variable	Cronbach's Alpha
Employee performance	0,764
Work environment	0,854
Work motivation	0,845
OCB	0,908

**Hypothesis Test.** The results of the path and significance testing are shown in the Table. The first test shows that the work environment has a positive effect on employee performance, with a coefficient of 0.100; however, this relationship is not statistically significant, as indicated by a p-value of 0.605 ( $> 0.05$ ). Therefore, the hypothesis is not accepted. The work environment has a positive effect on Organizational Citizenship Behavior (OCB), with a coefficient of 0.362, and the relationship is statistically significant at the 0.004 level ( $< 0.05$ ). Thus, the hypothesis is accepted. Work motivation has a positive effect on employee performance, with a coefficient of 0.120; however, the relationship is not significant, with a p-value of 0.478 ( $> 0.05$ ). Hence, the hypothesis is not accepted. On the other hand, work motivation has a positive effect on OCB, with a coefficient of 0.292, and the relationship is significant at the 0.049 level ( $< 0.05$ ). Therefore, the hypothesis is accepted. Organizational Citizenship Behavior has a positive effect on employee performance, with a coefficient of 0.473 and a p-value of 0.002 ( $< 0.05$ ), indicating a statistically significant relationship. Thus, the hypothesis is accepted. The indirect effect of the work environment on employee performance through OCB has a coefficient of 0.171 and a p-value of 0.046 ( $< 0.05$ ), indicating a significant mediation. In contrast, the direct effect of the work environment on employee performance has a coefficient of 0.270 and a p-value of 0.135 ( $> 0.05$ ), which is not significant. These results indicate that OCB fully mediates the relationship between the work environment and employee performance. The indirect effect of work motivation on employee performance through OCB has a coefficient of 0.138 and a p-value of 0.119 ( $> 0.05$ ), indicating no significant mediation. Similarly, the direct effect of work motivation on employee performance has a coefficient of 0.257 and a p-value of 0.118 ( $> 0.05$ ), which is also not significant. These findings suggest that OCB does not mediate the relationship between work motivation and employee performance.

The R-squared ( $R^2$ ) value for employee performance is 0.378, indicating that the work environment and work motivation jointly explain 37.8% of the variance in employee performance, while the remaining variance is attributed to other variables not included in the model. For Organizational Citizenship Behavior (OCB), the R-squared value is 0.362, meaning that the work environment and work motivation together explain 36.2% of the variance in OCB. The remaining variance is influenced by other constructs not examined in the estimation model. Furthermore, the predictive relevance ( $Q^2$ ) value obtained is 0.603, which meets the criteria for a strong predictive



model. It implies that the structural model developed in this study possesses a high level of predictive accuracy.

**Table 3.** Hypothesis Test Results

Construct	<i>Path Coefficient</i>	<i>P value</i>	Description
Work Environment → Employee Performance	0,100	0,605	Not significant
Work Environment → Organizational Citizenship Behavior (OCB)	0,362	0,004	Significant
Work Motivation → Employee Performance	0,120	0,478	Not Significant
Work Motivation → Organizational Citizenship Behavior (OCB)	0,292	0,049	Significant
Organizational Citizenship Behavior (OCB) → Employee Performance	0,473	0,002	Significant
Total Effet			
Work Environment → Employee Performance	0,270	0,136	
Work Motivation → Employee Performance	0,257		
Work Environment → OCB → Employee Performance	0,171	0,046	Full mediation
Work Motivation → OCB → Employee	0,138	0,119	Not Mediating
R <sup>2</sup> Employee Performance: 0,378			
R <sup>2</sup> OCB: 0,362			
Q <sup>2</sup> : 0,603			

**The Effect of Work Environment on Employee Performance.** Based on the results of the analysis, the work environment does not have a significant effect on employee performance. It indicates that even though the work environment at CV. Mahaprima Textile is considered favorable, but it has not been sufficient to improve employee performance.

It may be related to the characteristics of the respondents, most of whom are employees aged 21–35 years, holding a diploma or a bachelor's degree, and having relatively short tenures (1–5 years). Employees in this age group tend to prioritize personal development, job satisfaction, reward systems, and career prospects over workplace comfort alone. Additionally, most of them fall into the lower-middle income category, which may contribute to the perception that their efforts are not adequately recognized or rewarded. Consequently, despite a positive work environment, it may not be sufficient to motivate employees to enhance their performance optimally.

Based on respondents' answers, it is known that the majority of employees have a very positive perception of the work environment. However, there are still some employees who perceive the air quality in the workplace and the availability of protective equipment as less satisfactory. Nevertheless, the work environment in this company does not influence how employees perform their tasks, and thus, it does not have a direct impact on the resulting job performance.

These findings are inconsistent with the results of previous studies conducted by Dolonseda & Watung (2020), Hermawan (2022), Herlina (2020), Sarıköse & Göktepe (2022), and Zhenjing et al. (2022), which concluded that the work environment has a significant positive effect on employee performance.

**The Effect of Work Environment on Organizational Citizenship Behavior.** Based on the analysis results, the work environment has a positive and significant influence on organizational citizenship behavior (OCB). It indicates that the better the work environment at CV. At Mahaprima Textile, the employees are more likely to demonstrate higher levels of OCB.





A conducive work environment – encompassing cleanliness, safety, and comfort – can foster a positive atmosphere that encourages employees to engage in extra-role behaviors, such as helping colleagues, taking initiative, and maintaining workplace harmony. The average score for the work environment variable was 4.32, which falls into the "very good" category. It supports the findings and reflects employees' positive perceptions of the company's work environment, which in turn promotes OCB.

Although the overall assessment of the work environment was highly positive, several indicators received below-average ratings, particularly air quality and the availability of protective equipment. These shortcomings may act as inhibiting factors, preventing the work environment from having a significant impact on employee performance. When key environmental elements are not fully optimized, they may fail to provide sufficient support for optimal employee performance.

Considering the respondent characteristics, most of whom are within the productive age range (21–35 years) and demonstrate high work enthusiasm, it is likely that they are more responsive to a supportive work environment. Furthermore, employees with diplomas or bachelor's degrees tend to have a better understanding of the importance of informal contributions to team and organizational development. Since most employees are in the early stages of their careers (1–5 years of tenure), the work environment plays a crucial role in shaping their loyalty and positive attitudes toward the organization.

Therefore, efforts to create a comfortable, harmonious, and supportive work environment play a strategic role in fostering OCB, which is essential for the company's sustainability and productivity.

These findings are consistent with those of Malik et al. (2021), Susilo and Muhardono (2021), Faizah et al. (2021), Kurnianto and Kharisudin (2022), and Priscilla et al. (2024), who also concluded that the work environment has a positive and significant influence on organizational citizenship behavior.

**The Effect of Work Motivation on Employee Performance.** Based on the analysis of the effect of work motivation on employee performance, the results indicate that the relationship is not significant. It suggests that the level of work motivation perceived by employees at CV. Mahaprima Textile does not significantly contribute to enhancing its performance.

Although the overall level of motivation among employees at CV. Mahaprima Textile is categorized as excellent based on respondents' answers; several motivation indicators received below-average scores. These include the willingness to take risks in problem-solving and the desire to pursue higher-level positions. Such conditions may explain why work motivation does not significantly affect employee performance. A lack of risk-taking behavior suggests that employees may be reluctant to step out of their comfort zones or may lack confidence in facing challenges, thereby limiting the initiative and innovation that could otherwise enhance performance. It also indicates that employees may not be sufficiently motivated to try new methods, resulting in an impact that has yet to be clearly reflected in improved performance.

This situation may be influenced by several factors, one of which is the dominance of employees with relatively short tenure (1–5 years) and income levels categorized as moderate to low. While these employees may initially be motivated, a mismatch between their expectations and the realities of the job could weaken the impact of motivation on actual performance. Furthermore, most employees are young (aged 21–35 years) and well-educated, which typically corresponds with higher expectations regarding career progression, personal development, and professional recognition. Without adequate organizational support to meet these needs, employee motivation may not effectively lead to better performance outcomes.



These findings contrast with those of Parashakti et al. (2020), Farisi and Mulyana (2021), Bohórquez et al. (2021), Pratami (2022), Dewi et al. (2023), and Linda (2023), who concluded that work motivation has a positive and significant effect on employee performance.

**The Effect of Work Motivation on Organizational Citizenship Behavior.** Based on the analysis results, work motivation has a positive and significant effect on organizational citizenship behavior (OCB). It indicates that the better the work motivation is perceived by the employees of CV. Mahaprima Textile. The higher their OCB will be. This finding is supported by the relatively high average score of work motivation, which is 4.29, categorized as very good. It suggests that employees possess a strong internal drive to adapt and contribute within the work environment, although certain aspects of motivation, such as risk-taking and ambition for promotion, remain relatively low. Additionally, the high average OCB score of 4.36 reinforces the idea that strong work motivation encourages employees to exhibit positive behaviors beyond their formal responsibilities, such as demonstrating tolerance and a willingness to help colleagues.

The respondent characteristics, mainly employees in the productive age group (21–35 years), with higher education levels, and in the early stages of their careers (1–5 years of tenure), generally reflect a high enthusiasm to contribute and build a positive professional reputation. Strong motivation among this group plays a crucial role in promoting voluntary behaviors that support smooth organizational operations.

Therefore, work motivation is a key factor in shaping and enhancing employees' OCB. This result is in line with the findings of Muttaqien (2021), Arshad et al. (2021), Rumengan et al. (2022), Molines et al. (2022), and Bozdoğan (2022), who also found that work motivation has a positive and significant effect on organizational citizenship behavior.

**The Effect of Organizational Citizenship Behavior on Employee Performance.** Based on the analysis results, organizational citizenship behavior (OCB) has a positive and significant effect on employee performance. It indicates that higher levels of OCB lead to improved employee performance. OCB reflects employees' overall commitment and engagement with the organization, extending beyond formal job duties to include social and moral contributions that enhance teamwork and work efficiency.

The respondent characteristics, primarily individuals aged 21–35, with educational backgrounds ranging from diplomas to undergraduate degrees, and relatively short tenures (1–5 years), support this finding. This demographic group, being in their productive age and well-educated, tends to exhibit greater awareness of the importance of social contribution in the workplace. Furthermore, employees at the early stages of their careers typically demonstrate high enthusiasm to actively participate and build a positive professional reputation, which is reflected in their OCB.

Therefore, the enhancement of OCB among employees with these characteristics significantly contributes to overall performance improvement. Organizations should continuously encourage and facilitate the development of such positive attitudes and behaviors to achieve optimal productivity. This result is consistent with studies conducted by Supriyanto et al. (2019), Simamora et al. (2019), Yaakobi and Weisberg (2020), Mustofa and Muafi (2021), and Pasaribu (2022), which also concluded that OCB has a positive and significant impact on employee performance.

**The Mediating Role of Organizational Citizenship Behavior in the Relationship Between Work Environment and Employee Performance.** Based on the results of the first mediation analysis, it was found that organizational citizenship behavior (OCB) serves as a full mediator in the relationship between the work environment and employee performance. It means that the work environment does not directly enhance employee performance, but rather does so through the

improvement of OCB. In other words, a supportive work environment encourages employees to exhibit positive behaviors beyond their formal job responsibilities, such as helping colleagues and maintaining a harmonious workplace, which in turn contributes to overall performance improvement.

This mediating role highlights the importance of OCB as a linking mechanism that bridges the effect of the work environment on performance. Therefore, organizations should not only focus on improving the physical or environmental conditions of the workplace but also on fostering and motivating productive OCB among employees. These results are consistent with the findings of Kurnianto and Kharisudin (2022), Hermawan (2022), Zhenjing et al. (2022), Subu and Rokhman (2023), and Putri et al. (2024), who emphasized that the effect of the work environment on employee performance is significantly mediated by the presence of organizational citizenship behavior (OCB).

**The Mediating Role of Organizational Citizenship Behavior in the Relationship Between Work Motivation and Employee Performance.** Based on the results of the second mediation analysis, it was found that organizational citizenship behavior (OCB) does not function as a mediating variable in the relationship between work motivation and employee performance. It indicates that employees' perceived work motivation does not indirectly enhance performance through increased OCB. In other words, the influence of work motivation on employee performance does not occur through changes in the level of OCB, but rather may occur directly or be influenced by other factors beyond OCB.

This finding can be explained by respondents' answers, which indicate a lack of willingness among employees to go beyond what is expected by the company. As a result, the motivation possessed by employees has not been fully utilized and, consequently, has not had a significant impact on their performance. These results suggest that although work motivation plays an important role in organizational settings, improvements in employee performance do not necessarily depend on OCB as an intervening factor.

This finding is consistent with studies by Widisatria and Nawangsari (2021), Widarko and Brotosuharto (2022), Sari and Andreani (2023), Dewi et al. (2023), and Linda (2023), who also found that OCB may not significantly mediate the influence of work motivation on performance.

## CONCLUSION

The findings of this study contribute theoretically to strengthening the framework of Self-Determination Theory (SDT) as developed by Deci & Ryan (1985), particularly in the context of the relationship between work motivation, work environment, organizational citizenship behavior (OCB), and employee performance. SDT posits that human motivation consists of two main dimensions, intrinsic and extrinsic, which are influenced by the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. Based on the analysis, it was found that the work environment has a positive but not significant effect on employee performance at CV. Mahaprima Textile. It indicates that although a better work environment tends to improve performance, the effect is not statistically significant. However, the work environment has a positive and significant effect on employees' OCB, meaning that improvements in the work environment significantly enhance extra-role behavior among employees. Work motivation was also found to have a positive but not significant effect on employee performance, suggesting that increased motivation does not directly translate into better performance. Nonetheless, work motivation has a positive and significant effect on OCB, implying that more motivated employees are more likely to engage in OCB, even if this does not significantly affect their performance directly. OCB, in turn, has a positive and significant effect on employee performance, indicating that higher levels of OCB lead





to improved performance. Furthermore, OCB fully mediates the relationship between the work environment and employee performance at CV. Mahaprima Textile. It suggests that greater attention to the work environment can enhance OCB, which subsequently improves employee performance. OCB also partially mediates the relationship between work motivation and employee performance, indicating that OCB cannot fully explain the impact of motivation on performance. Therefore, these findings extend the application of SDT in the field of human resource management by showing that the fulfillment of basic psychological needs does not automatically enhance performance unless it is supported by a conducive work environment that fosters the internalization of positive organizational values, expressed through OCB. This theoretical contribution thus provides a foundation for future research to explore further the mediating role of OCB across various organizational variables within a more complex SDT framework.

To encourage employees to achieve both the quality and quantity targets set by the company, it is essential to create a supportive work environment. It includes maintaining cleanliness in the workplace, providing proper air circulation, particularly important in textile settings with fabric dust, ensuring adequate lighting, and guaranteeing workplace safety through the provision of personal protective equipment. In addition, supervisors must effectively carry out their monitoring functions so that employees can complete tasks on time and to company standards. Enhancing feedback mechanisms and developing employee competencies are also key aspects in fostering continuous performance improvement.

About Organizational Citizenship Behavior (OCB), management can cultivate an organizational culture that encourages employees to go beyond their formal job responsibilities. It can be achieved by promoting helpfulness among coworkers (altruism), motivating employees to be proactive and exceed expectations (conscientiousness), and fostering tolerance for less-than-ideal working conditions (sportsmanship). Furthermore, companies need to maintain a harmonious work environment so that employees sustain good interpersonal relationships (courtesy) and demonstrate a strong sense of responsibility toward the organization (civic virtue). A strong OCB culture serves as a vital bridge linking work motivation and the work environment to actual employee performance.

A comfortable and safe work environment has proven to be a crucial factor in fostering OCB. Therefore, companies must pay close attention to the physical aspects of the workplace, including cleanliness, lighting, air exchange, and occupational safety. In addition, maintaining harmonious relationships among employees and ensuring effective supervision by managers are essential, as these factors contribute to a work environment that supports positive and productive behaviors.

About work motivation, it is important to address employees' basic needs by offering fair compensation and creating a sense of job security through stable employment systems. Furthermore, recognition of achievements, the provision of appropriate work challenges, and opportunities for career development and advancement are important strategies for building both intrinsic and extrinsic motivation. Employees who feel valued and have growth opportunities tend to demonstrate higher enthusiasm for work and a stronger willingness to contribute to the organization through OCB.

The primary limitation of this study lies in the restricted scope of data, which was collected solely from respondents within a single organization, namely CV. Mahaprima Textile. This limitation reduces the generalizability of the findings to other organizations that may differ in terms of work culture, organizational structure, or industry sector. Therefore, future research is recommended to include a larger and more diverse sample to enhance the representativeness and relevance of the findings across broader contexts. Additionally, the study only examined work



environment and work motivation as influencing variables. Future studies are encouraged to incorporate other variables that may have a more significant impact on employee performance within this sector.

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