

## WORK ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS PREDICTORS OF JOB MOTIVATION

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### Abstract

The purpose of this study is to determine the simultaneous role or influence of work engagement (WE) and organizational citizenship behavior (OCB) on job motivation. Data were collected through a saturated sampling technique, involving all 137 employees at a tertiary university in Indonesia. The data were collected using a questionnaire adapted and translated into Indonesian, ensuring validity and reliability. The predictive correlational design was adopted to examine relationships between the independent variables, work engagement and OCB, and the dependent variable, job motivation, based on the Cronbach's alpha values of 0.828, 0.909, and 0.908, respectively. The partial findings from the T-test analysis show that work engagement partially serves as a predictor of job motivation; the partial findings also indicate that organizational citizenship behaviors also serve as predictors. The results of the hypothesis testing analysis also show that the partial results from the t-test indicate that both work engagement, organizational citizenship, and job motivation are independent variables. The findings of the research contribute to the field by providing a nuanced understanding of how WE and OCBC simultaneously influence job motivation within the context of employees at the company.

Keywords: work engagement, organizational citizenship behavior, job motivation

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### INTRODUCTION

The era of rapid change and development in technology and digital information has entered a stage of significant transformation (Dwivedi et al., 2023). Advancements in the field of information technology such as artificial intelligence (AI) and machine learning (ML) have played a key role in this transformation. Information technology like this not only affects the technology sector but has also spread to various industries and other organizations or companies. Therefore, this change needs to be taken into account in facing competition. In facing competition amidst existing changes and developments, companies or organizations are required to enhance work effectiveness and efficiency. The demands due to the rapid changes and developments in information technology emphasize that companies need to have quality human resources who can collaborate in driving the company or organization to achieve a goal within the company or organization (Yuwono et al., 2023). Companies must also have human resources that are capable of playing a role and have strategies to face global competition in order to survive, participate in the ASEAN single market, and the global market.

Speaking of companies or organizations, there is a family-owned business, PT. Desa Wisata Indonesia (Dusun Semilir), located in the area of Jl. Soekarno - Hatta Ngample, Bawen, Ngemplak, Semarang Regency, Central Java. PT. Desa Wisata Indonesia is a family-owned company specifically established for the purpose of developing the Dusun Semilir Tourism Village project. The empowerment of PT. Desa Wisata in Dusun Semilir is remarkable and has accommodated many SMEs. Not only that, PT. Desa Wisata Dusun Semilir has a total of 262 employees consisting of 9 departments. The success of the development at PT. Desa Wisata is certainly inseparable from the role of human resources, namely the employees in the company. The role of employees or human resources in a

company, especially at PT. Desa Wisata Indonesia, Dusun Semilir, is very significant, especially in this digital era and the 5.0 industrial revolution. The presence of resources serves as a potential driver, the spearhead of all activities within a company. This statement is also in line with the research of Chang (2019), which reveals that companies must be able to manage resources well so that the quality of human resources continues to improve, allowing the company to compete in this fast-paced era. The key to a company's success does not only lie in technological superiority and the availability of funds, but the employees working within the company are the most important factor.

Essentially, human resources serve as thinkers and planners to achieve successful goals within the company. The success of a company depends on the quality of its human resources. Therefore, in order for human resources to continue to have better quality, it is necessary to encourage them to have and improve what is called job motivation. This is supported by the research results of Jonathan & Dewi (2022) which reveal that job motivation is a drive to work to produce maximum output. In response to the above statement, there are findings that indicate, namely the findings of Brahmabhatt et al. (2022) which explain that there are suspected various issues related to job motivation, namely the lack of fulfillment of physiological and socio-psychological well-being. There are also various other findings, including Latham & Pinder (2005) which explain that there are often employees who have low work interest, poor work quality (procrastination), difficulty in cooperating, lack of good relationships with their peers, and neglect of their responsibilities. Besides the issues related to job motivation, there are also employees who have good job motivation. This was revealed in the research by Latta & Fait (2016) that when employees have good and high job motivation, along with not neglecting their responsibilities, they are able to build good relationships with their coworkers. Those employees can drive the company's performance to have good quality. Thus, the company will automatically provide good feedback to the employee, and in turn, the employee will feel increasingly valued and loved. Supported by the findings of Vo et al. (2022), it is stated that when individuals or employees possess what is called job motivation, it can enhance the company's reputation, including improving the performance of the company or organization as well as cooperation among colleagues. Therefore, job motivation must be possessed by every individual in the company so that their cooperation is closely knit, allowing each individual to feel accepted and valued. This is what makes individuals more enthusiastic about working and experiencing well-being as well as being psychologically and physiologically healthy.

Speaking of job motivation, it also relates to the factors that influence job motivation. Here are some factors according to Rajak & Soleman (2022), Sumarsid et al. (2023), and Muchtadin & Sundary (2023), which are believed to affect job motivation, namely performance, salary, working conditions, welfare, job opportunities, work achievements, resources, work engagement, and organizational citizenship behavior. However, from those statements, Schaufeli & Bakker (2004) hypothesize that the factors that significantly influence and are closely related to job motivation in the workplace, namely in companies or organizations, are work engagement and organizational citizenship behavior. Therefore, based on the research by Gunawan & Sondakh (2019), it was found that work engagement affects job motivation.

It was found that employees have a high work commitment, accompanied by employees who always feel happy and active at work, which in turn makes them more motivated to work. Where in this case, employees exhibit voluntary behavior when their coworkers face difficulties at work, as well as a desire to keep up with the company's progress and a penchant for innovation in the workplace. The existence of this voluntary behavior shown by employees towards other employees will create motivation for employees

in their work, and employees who enjoy helping will also be motivated in their work because they feel loved and appreciated by their colleagues.

Schaufeli & Bakker (2004) revealed that work engagement is a positive state of an individual who is fully involved in their work, characterized by vigor (having high energy), dedication (an individual willing to sacrifice energy, thought, and time to achieve success), and absorption. Engaged employees are aware of their work and understand their colleagues to mutually enhance performance for the benefit of the company. (Robinson, Perryman dan Hayday, 2004). For that reason, Tampubolon (2020) states that it is important for companies to ensure that each employee is maximally engaged in their work through various strategies such as providing constructive feedback, offering training and career development, promoting an inclusive and collaborative work culture, and building strong relationships between employees and their colleagues as well as their leaders. Besides work engagement, another factor that influences job motivation is organizational citizenship behavior.

Organizational citizenship behavior (OCB) is a voluntary behavior of employees, where employees perform tasks beyond their assigned job responsibilities. For example, selflessly helping other coworkers when they are experiencing work-related problems, and Podsakoff et al. (2000) mention that this behavior is voluntary, characterized by employees who willingly provide assistance to other employees without having to wait for instructions. Individuals with high organizational citizenship behavior tend to exhibit work behaviors such as being happy, open to helping their colleagues in difficulty, caring, and active in company activities, complying with company regulations, and showing a voluntary attitude, thereby enhancing effective work to achieve the company's goals (Sartika, 2019). These findings are supported by Pratiwi et al. (2023), who state that voluntary work behaviors such as organizational citizenship behavior will benefit the stability of the company or organization. When individuals demonstrate voluntary work behaviors, the company automatically appreciates every effort made. For that reason, of course, this will make employees happier and more motivated to work with full responsibility. With that statement, it can be said that individuals with high organizational citizenship behavior will have even higher job motivation.

Based on the statement, it can be concluded that work engagement and organizational citizenship behavior both play important roles, especially in enhancing employee job motivation in the company. Then, organizational citizenship behavior also plays an important role in influencing job motivation in the corporate or organizational world. These findings are supported by Rahman & Karim (2022), who state that work engagement significantly affects job motivation. Meanwhile, Romaiha et al. (2019) explain that organizational citizenship behavior has a significant impact on job motivation. Additionally, Hariq & Mulyani (2021) state that work engagement and organizational citizenship behavior are predictors of job motivation.

Several previous studies, namely the research by Paredes et al. (2021) and Shkoler & Kimura (2020), are relevant to the research that the author will conduct, as they both examine work engagement, organizational citizenship behavior, and job motivation. There are several reasons why the authors conducted the research again, due to differences in theory, subject selection, and research location. From previous research by Paredes et al. (2021) on the impact of authentic leadership on work engagement and organizational citizenship behavior: the mediating role of motivation for work. Paredes et al. (2021) used the theory from Khan (2018) to measure organizational citizenship behavior and the theory from Pinder (2008) to measure job motivation. Then, in the study by Shkoler & Kimura (2020), the theory from Schaufeli et al. (2022) was used to measure work engagement, the theory from Tremblay (2009) to measure job motivation, and to measure organizational citizenship behavior, Schaufeli et al. (2022) used the theory from Latham & Pinder (2005).

Based on the two aforementioned studies, the purpose of this study is to determine the simultaneous role or influence of WE and OCB on job motivation. The author also wants to delve deeper into how the contributions of work engagement and organizational citizenship behavior, whether they have a simultaneous effect on job motivation. While previous research focused more on the influence of authentic leadership on work engagement and organizational citizenship behavior, and emphasized explaining the impact of intrinsic and extrinsic motivation as predictors of significant time and labor investment as well as work engagement.

The research contributes to the field by providing a nuanced understanding of how work engagement (WE) and organizational citizenship behavior (OCB) simultaneously influence job motivation, specifically within the context of employees at PT. Desa Wisata Indonesia (Dusun Semilir). Unlike prior studies that predominantly explored the relationship between leadership styles, such as authentic leadership, and their impact on WE and OCB, this study highlights the direct predictive roles of WE and OCB on job motivation.

The study's novelty lies in its focus on the simultaneous contribution of these two variables in predicting job motivation within a specific organizational context, offering insights tailored to the needs of PT. Desa Wisata Indonesia. By addressing a gap in the literature—where the intersection of WE and OCB as motivators has been underexplored—this research provides actionable insights for organizations aiming to enhance employee motivation. Additionally, the study enriches existing frameworks by extending their applicability to the hospitality and tourism sector, fostering a deeper understanding of employee motivation dynamics in unique cultural and operational settings.

## **RESEARCH METHOD**

The research employs a quantitative approach to test the established hypotheses. Data collection was conducted using a saturated sampling technique, involving all 137 employees at PT. Desa Wisata Indonesia, Dusun Semilir. This study adopts a predictive correlational design to examine relationships between the independent variables, work engagement and organizational citizenship behavior (OCB), and the dependent variable, job motivation. The study utilizes the Schaufeli and Bakker (2004) framework for work engagement, the Organ (2006) framework for OCB, and Maslow's (1943) framework for job motivation.

Data were collected through a questionnaire adapted and translated into Indonesian, ensuring validity and reliability. The instruments used include the Utrecht Work Engagement Scale (18 items), the OCB scale (31 items), and the job motivation scale (30 items). Each scale categorizes scores into low, medium, and high levels. Reliability testing yielded Cronbach's alpha values of 0.828 for work engagement, 0.909 for OCB, and 0.908 for job motivation, indicating high reliability. Validity testing showed all questionnaire items to be valid, with *r*-count values exceeding *r*-table values for all variables. These results confirm that the adapted instruments effectively measure the variables under study.

The data analysis method in this study involves several statistical tests to ensure the reliability and validity of the data. A normality test (using the Kolmogorov-Smirnov test) is conducted to assess whether the data is normally distributed, while a linearity test evaluates the linear relationship between dependent and independent variables. Heteroscedasticity and multicollinearity tests ensure the regression model's suitability by checking for residual variance consistency and correlations among independent variables, respectively. Hypothesis testing employs multiple linear regression analysis to determine the effect of independent variables on the dependent variable. The F-test evaluates the collective influence of work engagement and organizational citizenship behavior on job motivation, whereas the T-test assesses their partial effects. The study uses IBM SPSS Statistics 25 for statistical analysis, ensuring robust and reliable data interpretation.

## RESULT AND DISCUSSION

### Sociodemographic Profile

#### *Employees of PT. Desa Wisata Indonesia Dusun Semilir*

Sociodemographic profiles were collected with the aim of understanding each respondent's background. This research was conducted on all employees working in 9 departments of PT. Desa Wisata, Dusun Semilir. The total number of respondents at PT. Desa Wisata Dusun Semilir is 137 people. Below is the breakdown of the 137 respondents, which includes gender, age, education, length of service, and department.

**Table 1.** Employees of PT. Desa Wisata Indonesia Dusun Semilir

<b>Age</b>	<b>(n)</b>	<b>(%)</b>
18-20 years old	6	4,3 %
21-35 years old	110	78,6 %
36-40 years old	15	12,7 %
40-50 years old	6	4,4 %
<b>Total</b>	<b>137</b>	<b>100%</b>
<b>Gender</b>		
Man	83	59,6 %
Woman	54	40,4 %
<b>Total</b>	<b>137</b>	<b>100%</b>
<b>Education</b>		
SMP	7	5,2 %
SMA	28	20,4 %
SMK	34	24,8 %
D3	7	5,1 %
Bachelor	60	43,8 %
Postgraduate	1	7 %
<b>Total</b>	<b>137</b>	<b>100 %</b>
<b>Period of Work</b>		
2-10 months	20	15,6 %
1-3 years	67	48,8 %
3 years 1 month-5 years	50	35,6 %
<b>Total</b>	<b>137</b>	<b>100%</b>
<b>Department</b>		
Legal and audit	5	3,6 %
Villa and FNB Villa	31	22,6 %
Engineering	13	9,5 %
Marketing	15	10,9 %
Store and tenant	13	9,5 %
Finance Accounting	18	13,1 %
Safety and Risk	19	13,10 %
Human Capital	3	2,2 %
Housekeeping	10	7,3 %
<b>Total</b>	<b>137</b>	<b>100%</b>

#### *Item Discrimination Power and Reliability Test*

Work The item discrimination test is conducted by calculating the correlation coefficient between the item score distribution and the scale score distribution. The item-total correlation coefficient obtained is referred to as the item discrimination parameter. Items with

a minimum correlation coefficient of 0.30 are considered to have satisfactory discriminative power. Based on the results obtained in the table below, it appears that all items in this work engagement scale exceed the figure of 0.30, meaning all items are very satisfactory, none are discarded, and all items can be used in the research. Engagement.

The results of the work engagement reliability test have a Cronbach's alpha value of 0.828 with a validity test value ranging from 4.07-5.76, while organizational citizenship behavior has a value of 0.909 with a validity test value ranging from 3.67-6.58, and job motivation has a reliability value of 0.908 with a validity test value ranging from 0.415-0.761. The three results also indicate that each statement of WE, OCB, and job motivation is valid because the calculated r-value is greater than the table r-value, and the total of all statements on the scale was tested two-tailed, using the formula  $df$  (number of respondents) =  $N$  (number of statements - 2). The results show that the WE statements from statements no. 1-18 are declared valid because the calculated r-value (0.05) is greater than the table r-value (0.468). For the OCB statements from statements 1-31, they are also declared valid, with the calculated r-value (0.05) greater than the table r-value (0.361), and the total of the job motivation statements, which are 30 statements, are declared valid, resulting in a calculated r-value (0.05) greater than the table r-value. (0.355).

Then, for the reliability results on the work engagement items, they are as follows: Reliability is a measure of how reliable or dependable, and even accountable, a measuring instrument is. The benchmark for the reliability coefficient ( $r_{xx'}$ ) ranges from 0 to 1. The higher the reliability, the higher the reliability. The reliability results in the Cronbach alpha column showed a value of 0.828. Therefore, it is clear that the reliability level of this measurement tool or item test is dependable and suitable for use, as the Cronbach alpha value is above 1.00 or above the number 1.

### Organizational Citizenship Behavior

Out of the total 30 OCB statements, it was found that all items were at the 0.30 mark or above, which is considered to have satisfactory or very satisfactory differentiating power. Then, for the Cronbach's alpha result, it is 0.909. Therefore, the reliability level of this measurement tool or item test can be justified and is suitable for use, because the Cronbach's alpha value is above 1.00 or above the number 1.

### Job Motivation

In the item discrimination test of this job motivation scale, which consists of 30 statements, the results in the corrected item-total correlation table column are found to be in the range above 0.30. Therefore, it can be interpreted that all items are declared to be intact and suitable for use. Then, in the item reliability test table below, a result of 0.908 was found. Where it can be interpreted that the reliability of the items on the job motivation scale has a good level of feasibility.

### Results of the Classical Assumption Test

#### Normality test

**Table 2.** Normality Test Results  
**One-Sample Kolmogorov-Smirnov Test**

Test Parameters	Values
N	137
Normal Parameters (Mean)	0.000000
Normal Parameters (Std. Deviation)	3.47009845
Most Extreme Differences (absolute)	0.048

<https://injury.pusatpublikasi.id/index.php/in>

Most Extreme Differences (Positive)	0.048
Most Extreme Differences (negative)	-0.041
Test Statistic	0.048
Asymp. Sig. (2-tailed)	<b>0.200<sup>c</sup>, d</b>

### Linearity Test

**Table 3.** Results of Linearity Test  
**ANOVA Results**

Source	Sum of Squares	df	Mean Square	F	Sig
Job Motivation,	462.693	22	21.031	1.333	0.166
Work Engagement	49.443	1	49.443	3.134	0.079
Between Groups Linearity	413.250	21	19.679	1.247	0.227
Within Groups	1798.752	114	15.779		
<b>Total</b>	<b>2261.445</b>	<b>136</b>			

Based on the table above, the significance value of the deviation from linearity is 0.227 ( $p > 0.05$ ), which means that the variables work engagement and job motivation have a linear relationship.

**Table 4.** Analysis of Variance (ANOVA) Results for the Relationship Between JM and OCB

Between Groups	Sum of Squares	Df	Mean Square	F	P
Combined	625.307	20	31.265	2.217	.005
Linearity	182.494	1	182.494	12.939	.000
Deviation from Linearity	442.813	19	23.306	1.652	.055
Within Groups	1636.139	116	14.105		
<b>Total</b>	<b>2261.445</b>	<b>136</b>			

In the table above, there is a deviation from linearity value of 0.055 ( $p > 0.05$ ). Therefore, it can be concluded that organizational citizenship behavior and job motivation have a linear relationship.

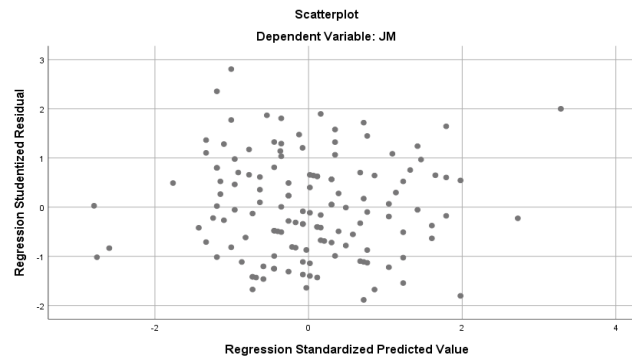
### Heteroscedasticity Test

**Table 5.** Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	P
	B	Std. Error	Beta		
(Constan)	5.884	5.593		1.052	.295
X1	.037	.055	.059	.682	.497
X2	.000	.038	.001	.009	.993

a. *Dependent Variable: Job Motivation*

Based on the decision-making for heteroscedasticity, if the significance value is  $> 0.05$ , then there are no signs of heteroscedasticity. In the heteroscedasticity test results, the significant value for X1 (WE) is 0.497, and for X2 (OCB) is 0.993. Since the significant value of variable X1 is  $> 0.05$ , it can be concluded that there are no signs of heteroscedasticity. In addition, the data of the three variables tested using the Gleser test criteria have been met. Furthermore, the results of the Scatterplot test on heteroscedasticity are also attached.



**Figure 1.** Scatterplot Image

In this Scatterplot heteroscedasticity test, it can be observed that the data above and below the 0 axis are dispersed (not clustered). If they are not dispersed, it can be said that heteroscedasticity is present. Based on the results of the heteroscedasticity Scatterplot attached, it was found that the small circular points above and below the 0 axis are dispersed. (tidak mengelompok). This means that the data has passed the heteroscedasticity test or that heteroscedasticity does not occur in the tested data.

#### **Multicollinearity Test**

**Table 6.** Results of the Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients		p	Collinearity Statistics	
	B	Std. Error	Beta	T		Tolerance	VIF
(Constan)	118.872	9.004		13.203	.000		
WE	.529	.088	.442	6.009	.000	.000	1.000
OCB	.242	.061	.290	3.944	.000	.000	1.000

a. Dependent Variable: Job Motivation

#### **Hypothesis Testing**

**Table 7.** Results of Multiple Linear Regression Test

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.525	.276	.265	3.496

a. Predictors: (Constant), OCB, WE

Based on the multiple analysis test table, the simultaneous correlation coefficient value between work engagement, organizational citizenship behavior, and job motivation is 0.276. Then the independent variable with the dependent variable is said to have a simultaneous influence. It is known that the coefficient of determination  $R^2 = 0.276$ ;  $p < 0.05$ . This means that there is a contribution or influence of the independent variable on the dependent variable of 27.6%.



**F Test (Simultaneous)**

**Table 8.** F Test (Significance)

Model	Total of Square	df	Mean Square	F	p
Regression	623.790	2	311.895	25.521	.000
Residual	1637.655	134	12.221		
<b>Total</b>	<b>2261.445</b>	<b>136</b>			

- a. Dependent Variable: Job Motivation  
b. Predictors: (Constant), OCB, WE

In this ANOVA table, what can be observed is the value of F. The significance test is conducted to determine the significance level of the regression. Based on the analysis results that have been conducted, an F score of 25.521 was obtained with a significance level of 0.000b(<0.05). Therefore, it can be concluded that work engagement and organizational factors serve as predictors of job motivation.

**T-Test**

**Table 9.** T-Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	p
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	
<b>(Constant)</b>	118.872	9.004		13.203
Work Engagement	-.529	.088	-	-6.009
OCB	.242	.061	.290	3.944

Based on the results of partial statistical analysis, it shows that work engagement and organizational citizenship behavior are predictors of job motivation. Based on the significance values of  $\beta$  0.290  $p < 0.05$  and  $\beta$   $p < -442$ . It can be concluded that both variables have an influence on job motivation. The following linear equation was obtained from the analysis:

$$Y = -442X_1 + 290X_2$$

- 1) It is known that the regression coefficient for work engagement is -442, which can be interpreted as every one-unit increase in organizational citizenship behavior positively, job motivation decreases by 442.
- 2) The regression coefficient for organizational citizenship behavior is 0.290, which indicates that every one-unit increase in organizational citizenship behavior positively, job motivation increases by 0.290. Effective contribution is a way to determine the extent of the effective contribution of each variable. Then, to determine the contribution of each independent variable to the dependent variable. Then it can be calculated using the following formula:  
SE  $X_1 = \beta$  value x correlation coefficient  $X_1 Y \times 100\%$   
SE  $X_2 = \beta$  value x correlation coefficient  $X_2 Y \times 100\%$

In this  $\beta$  value, the value used in the calculation is the standardized value, which is used to compare the magnitude of the influence of the independent variable and the dependent variable. Here is an overview of the effective contribution of each independent variable:

**Table 10.** Effective Contribution

Variable	Coefficient (Beta)	Determination coefficient (R <sup>2</sup> )	Corellation coefficient	Effective Contibution
Work Engagement	-0,442	$(-0.442)^2 = 0.1954$	-0.442	0.860
Organizational Citizenship Behavior	0,292	$(0.292)^2 = 0.0851$	0.292	0.190
<b>Total</b>				<b>0.276</b>

### T Test (Job Motivation)

**Tabel 11.** T Test Result

Group Statistics					
	Group	N	Mean	Std. Deviation	Std. Error Mean
<b>JM</b>	Male	82	107.30	4.274	.472
	Female	55	107.60	3.799	.512

**Table 12.** Independent Samples Test Results

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
<b>JM</b>	Equal variances assumed	.953	.331	.414	135	.680	.295	.713	1.705 1.115
	Equal variances not assumed			.424	124.694	.672	.295	.696	1.674 1.083

### Discussion

The hypothesis stating that work engagement and organizational citizenship behavior simultaneously serve as predictors of job motivation among employees at PT. Desa Wisata Indonesia, Dusun Semilir has been accepted. This is indicated by the results of the hypothesis testing analysis, which shows that work engagement and organizational citizenship behavior simultaneously serve as predictors of job motivation among employees. The results of the research are attributed to several possibilities, namely: first, some employees believe that work engagement is something that can foster employee involvement in the organization, supported by the presence of organizational citizenship behavior that enables them to collectively provide selfless assistance to employees facing difficulties, thereby achieving job motivation among employees. This statement is supported by Yasintasari & Mulyana (2019), who state that work engagement and organizational citizenship behavior influence job motivation. This finding is also supported by the findings of Lussa et al. (2023) and Paredes et al. (2021).

Second, basically, employees believe that the work engagement within themselves can support them in having a higher work attachment, followed by organizational citizenship behavior, making them more willing to voluntarily help other employees, thereby increasing their motivation to work in the organization. Individuals who are enthusiastic and enjoy their

work will also be happy to help their colleagues, thereby increasing productivity where employees are motivated to work beyond the set standards with a positive attitude and do not procrastinate on their tasks. Research by Jufrizen et al. (2023) also states that work engagement affects job motivation. Employees with high work engagement accompanied by high organizational citizenship behavior can increase high job motivation among employees.

Then, the partial findings from the T-test analysis show that work engagement affects job motivation, meaning that work engagement partially serves as a predictor of job motivation. This may be because some employees have work engagement that makes them more attached to the organization, through various activities they engage in, which can influence their job motivation. This statement is supported by the findings of Bustasar et al. (2019) that employees who have work engagement improve job motivation. Furthermore, Paaïs & Pattiruhu (2020) also stated that work engagement becomes the main strength that helps employees and other company parties to enhance job motivation. Forson et al. (2021) stated that work engagement is one of the main potentials that every employee and leader in a company must possess to enhance job motivation. When the employees of PT. Desa Wisata Indonesia, Dusun Semilir have good work engagement, this can also contribute positively to job motivation in the company.

The partial findings from the T-test analysis also indicate that organizational citizenship behavior affects job motivation, meaning that organizational citizenship behavior partially serves as a predictor of job motivation. These research results may be due to the fact that most employees consider organizational citizenship behavior to be an important part of providing assistance to colleagues when they encounter difficulties. This can enhance employee job motivation. This statement is supported by Sugma (2022) and Marlita & Arijanto (2019), who say that organizational citizenship behavior greatly contributes to enhancing team success, improving skills, and increasing employee job motivation in their work and creativity. This is supported by Abrar & Isyanto (2019), who state that individuals with organizational citizenship behavior are capable of changing the phenomena occurring in the workplace, such as mutual understanding and tolerance with one another, as well as encouraging each other to have job motivation in their work. In addition, Barbuto & Story (2011) in their findings revealed that organizational citizenship behavior has been proven to enhance employee job motivation, both for male and female employees.

In light of that statement, regarding job motivation between male and female employees at PT. Desa Wisata Indonesia, Dusun Semilir, it can be concluded that there is no significant difference in job motivation when viewed from the employees' gender. This means it can also be concluded that the level of job motivation for both men and women falls into the high category. Additionally, it can be interpreted that the presence or absence of job motivation among employees is not necessarily determined by the variable of gender. This may be due to employees who have job motivation, which is not based on gender or does not have a significant correlation or influence. The statement is supported by Andarini (2022), which show that the job motivation used cannot be distinguished between male and female genders.

## **CONCLUSION**

The research concludes that work engagement and organizational citizenship behavior (OCB) simultaneously and individually serve as predictors of employee job motivation at PT. Desa Wisata Indonesia, Dusun Semilir. Future research is suggested to explore additional predictors like leadership styles, organizational culture, and employee well-being, as well as to conduct sectoral comparisons to evaluate the generalizability of these findings across industries. Longitudinal studies are recommended to assess the long-term influence of work engagement and OCB on job motivation, while intervention-based research could test strategies to enhance these factors. Exploring the moderating effects of demographic

variables, validating findings across cultures, analyzing the impact of digital tools, and measuring tangible behavioral outcomes, such as productivity or retention, are also proposed to deepen the understanding of job motivation dynamics.

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