
WORK ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS PREDICTORS OF EMPLOYEES' JOB MOTIVATION AT PT. INDONESIAN TOURISM VILLAGE DUSUN SEMILIR

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Abstract

This research aims to determine the simultaneous role or influence of work engagement and organizational citizenship behavior on job motivation. The method used is quantitative, with research techniques employing saturated sampling conducted on 137 employees of PT. Desa Wisata Indonesia, Dusun Semilir. Data were collected using the Utrecht Work Engagement Scale developed by Schaufeli and Bakker (2010), the Organizational Citizenship Behavior scale developed by Organ (1988), and the Job Motivation scale developed by Maslow (1945), which have been tested for validity and reliability. Data were processed using IBM SPSS 25. The research results show that work engagement and organizational citizenship behavior simultaneously predict job motivation among employees. The partial T-test results show that work engagement has an effect on job motivation.

Keywords: work engagement, organizational citizenship behavior, job motivation

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 Ngampel, 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.

However, there is a phenomenon that the employees working at PT. Desa Wisata Indonesia Dusun Semilir. Based on the interview results from the preliminary study conducted on April 29, 2024. There are 3 employees who expressed that sometimes they feel reluctant to go to the office because the salary they receive does not match what they have done, for example, if employees have worked overtime but still do not get a salary increase. There are also employees who say they have difficulty working because they are surrounded by unproductive coworkers and feel undervalued by their superiors. Due to the overly controlling boss. Other employees also say that they are pessimistic.

Therefore, with the existence of the problem or phenomenon of low job motivation experienced by these employees. Therefore, job motivation among employees needs to be encouraged and enhanced, so that employees as human resources increasingly possess quality skills. Both as thinkers and planners, to support the goals within the company. Considering that the success of the company depends on the quality of human resources and maximum working capabilities. This is supported by the research findings of Jonathan & Dewi (2022), which reveal that job motivation is a drive to work in order to produce maximum output. Susan (2019) in her research revealed that in essence, employees must possess good work quality, namely job motivation.

In response to the above statement, Brahmbhatt (2022) in his findings explains 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 is expressed in the research by Latta & Fait (2016) that when employees have good and high job motivation, along with employees who do not neglect their responsibilities, they are able to build good relationships with their coworkers. The employee can encourage the company to have good quality. Therefore, the company will automatically provide good feedback to the employee, thus the employee will feel increasingly valued and loved. Also supported in the findings of Vo, et al. (2024) saying that when individuals or employees have job motivation, it can enhance the company's reputation, including improving the performance of the company or organization and fostering cooperation among colleagues. For that reason, job motivation must be possessed by every individual in the company so that their collaboration 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. The findings of Astry et al. (2023) also explain that 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 (2010) 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.

According to Arnold et al., (2005) 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

This research uses a quantitative approach to test the established hypothesis. Data collection was conducted using the saturated sampling technique, involving all employees of PT. Desa Wisata Indonesia, Dusun Semilir, totaling 137 people. This study uses a predictive correlational design to examine the relationship between the independent variables, work engagement and organizational citizen behavior (OCB), and the dependent variable, work motivation. This study uses the Schaufeli and Bakker (2010) framework for work engagement, the Organ (1988) and Podsakoff (2000) framework for OCB, and the Maslow (1943) framework for work 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 0.90-0.95 for work engagement, 0.75-0.85 for OCB, and 0.80-0.92 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

Age	(n)	(%)
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 %
Total	137	100%
Gender		
Man	83	59,6 %
Woman	54	40,4 %
Total	137	100%
Education		
SMP	7	5,2 %
SMA	28	20,4 %
SMK	34	24,8 %
D3	7	5,1 %
Bachelor	60	43,8 %
Postgraduate	1	7 %
Total	137	100 %
Period of Work		
2-10 months	20	15,6 %
1-3 years	67	48,8 %
3 years 1 month-5 years	50	35,6 %
Total	137	100%
Department		
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 %
Total	137	100%

Item Discrimination Power and Reliability Test

Work Engagement

Based on the results of the item testing, the item testing from 137 research subjects with 18 statement items in the study, it was found that the discrimination power test of all items is above 0.30, namely 4.07-5.76, so it is considered to have satisfactory discrimination power or all items are very satisfactory and valid. Then the value on the reliability test was $0.828 > 0.05$, so all items are said to be reliable. It is clear that the reliability level of this measurement tool or item test can be relied upon and is suitable for use, because the Cronbach's alpha value is above 1.00 or above the number 1.

Organizational Citizenship Behavior

Based on the results of the discrimination test, it was found that all items are at the 0.30 mark or even above 0.30, ranging from 3.67 to 6.58, thus considered to have satisfactory discrimination power or all items are very satisfactory and valid. Meanwhile, the reliability value was found to be 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 namely in the range of 0.415 to 0.761. 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
Most Extreme Differences (Positive)	0.048
Most Extreme Differences (negative)	0.041
Test Statistic	0.048
Asymp. Sig. (2-tailed)	0.200^e, d

In the results of the One-Sample Kolmogorov-Smirnov Test normality test table, the Asymp Sig. (2-tailed) value is found to be 0.200, which means $0.200 > 0.05$. Therefore, the residual values of the tested variable are normally distributed.

Linearity Test

Table 3. Results Linearity Test of Work Engagement and job motivation
ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig
Job Motivation,	462.693	22	21.031	1.333	.005
Work Engagement	49.443	1	49.443	3.134	.000
Between Groups Linearity	413.250	21	19.679	1.247	.227
Within Groups	1798.752	114	15.779		
Total	2261.445	136			

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. Results Linearity Test of Organizational Citizenship Behavior and Job Motivation

Between Groups	Sum of Squares	Df	Mean Square	F	Sig
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		
Total	2261.445	136			

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.

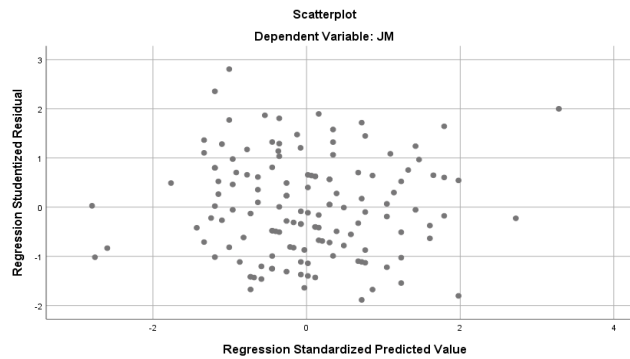


Figure 1. Scatterplot Image

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	.624	1.603
OCB	.242	.061	.290	3.944	.000	.624	1.603

a. Dependent Variable: Job Motivation

From the results of the multicollinearity test in the table above, the work engagement and organizational citizenship behavior at PT. Desa Wisata Indonesia, Dusun Semilir were found to be $0.624 > 0.10$ and the VIF value was $1.603 < 10.000$, which means there is no multicollinearity.

Hypothesis Testing

Table 7. Results of Multiple Linear Regression Test

Model	R	R ²	Adjusted R ²	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 ^b
Residual	1637.655	134	12.221		
Total	2261.445	136			

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 > F table (25.52 > 3.070) was obtained with a significance level of 0.000 (< 0.01). Therefore, it can be concluded that work engagement and organizational factors serve as predictors of job motivation.

T-Test

Table 9. T-Test Results

		Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	118.87	9.004		13.203	.000	
	Work Engagement	.529	.088	.442	6.009	.000	
	OCB	.242	.061	.290	3.944	.000	

a. Dependent Variable: Job Motivation

Based on table 9, the results of the partial statistical analysis indicate that work engagement is a predictor of job motivation with a significance value of 0.000 < 0.01 and organizational citizenship behavior partially becoming a predictor of job motivation with a significance value of 0.000 < 0.01. Based on the significance values of $\beta = 0.290$, $p < 0.05$ and $\beta = .442$, $p < 0.05$, it can be concluded that both variables have an influence on job motivation.

$$Y = 0.442X1 + 0.290X2$$

- 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:
 $SE X1 = \beta \text{ value} \times \text{correlation coefficient} X1 Y \times 100\%$
 $SE X2 = \beta \text{ value} \times \text{correlation coefficient} X2 Y \times 100\%$

In this β 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

Variabel	Coefficient Determination (Beta)	Coefficient Correlation	Effective Contribution
Work Engagement	0,442	0,148	160 %
Organizational Citizenship Behavior	0,292	0,284	116 %
Total			27,6

T Test (Job Motivation)

Tabel 11. T Test Result

Group Statistics					
	Group	N	Mean	Std. Deviation	Std. Error Mean
JM	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	
JM	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

From table above, it is known that the mean difference is $295 > 0.05$, so it can be concluded that the average job motivation of male and female employees of PT. DWI, Dusun Semilir is the same or there is no difference.

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, Paais & 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 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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