

PERFORMANCE MODEL: INFLUENCE OF MOTIVATION AND ORGANIZATIONAL CULTURE BEHAVIOR FOR THE ENVIRONMENT (OCBE)

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Abstract

The research was conducted at a manufacturing company in Banten. The research was based on the results of employee perceptions in order to find the dominant factors that influence performance. The novelty of this research is the formation of a new model from the research, as well as the existence of new variables that are suspected of influencing performance. The discovery of a new model to determine variables that influence performance directly or indirectly. The subjects of the research were Motivation, Organizational Citizenship Behavior for the Environment (OCBE), and Performance. The results of employee perceptions have been filled in the distributed questionnaire, and the results will be processed using SmartPLS 4. The number of samples was 98 respondents, calculated using the Slovin formula. The purpose of the study was to determine whether there is a direct or indirect influence of each indicator of the independent variable on the dependent variable. To find out whether there is an influence of motivation on performance, OCBE on performance directly. Is there a direct influence of motivation on OCBE, is there an indirect influence of motivation on performance through OCBE. The results of the study showed the insignificant influence of motivation on performance ($M=0.195$; $P=0.053$), significant influence of motivation on OCBE ($M=0.340$; $P=0.001$), significant influence of OCBE on performance ($M=0.325$; $P=0.000$) and there is an indirect influence of motivation on performance through OCBE ($M=0.111$; $P=0.031$). Ultimately, the results of this research can be a barometer for determining organizational policies and decisions in the human resource development department.

Keywords: Performance; Motivation; OCBE; Influence

Abstrak

Penelitian dilakukan pada perusahaan manufaktur di Banten. Penelitian didasarkan pada hasil persepsi karyawan agar dapat menemukan faktor-faktor dominan yang mempengaruhi kinerja. Kebaruan penelitian ini adalah terbentuknya model baru dari penelitian, serta adanya variabel baru yang diduga mempengaruhi kinerja. Ditemukannya model baru untuk mengetahui variabel yang mempengaruhi kinerja secara langsung ataupun tidak langsung. Subyek dari penelitian adalah Motivasi, Organizational Citizenship Behavior for the Environment (OCBE), dan Kinerja. Hasil persepsi karyawan telah diisi pada kuesioner yang disebarkan, hasilnya akan diolah menggunakan SmartPLS 4. Jumlah sampel sebanyak 98 responden, dihitung dengan rumus Slovin. Tujuan dari penelitian adalah mengetahui ada tidaknya pengaruh secara langsung ataupun tidak langsung dari masing-masing indikator dari variabel bebas terhadap variabel terikat yang telah ditentukan. Mengetahui apakah terdapat pengaruh motivasi terhadap kinerja, OCBE terhadap kinerja secara langsung. Apakah terdapat pengaruh langsung motivasi terhadap OCBE, apakah terdapat pengaruh tidak langsung motivasi terhadap kinerja melalui OCBE. Hasil penelitian terdapat pengaruh langsung tidak signifikan motivasi terhadap kinerja ($M=0.195$; $P=0.053$), pengaruh langsung signifikan motivasi terhadap OCBE ($M=0.340$; $P=0.001$), pengaruh langsung signifikan OCBE terhadap kinerja ($M=0.325$; $P=0.000$), dan terdapat pengaruh tidak langsung signifikan motivasi terhadap kinerja melalui OCBE ($M=0.111$; $P=0.031$). Pada akhirnya hasil dari penelitian ini dapat menjadi barometer untuk menentukan kebijakan dan keputusan organisasi pada departemen pengembangan sumber daya manusia.

Kata kunci: Kinerja, Motivasi, OCBE, Pengaruh



INTRODUCTION

The research was conducted based on the existence of problems in employee performance that still need improvement, as there is a gap between the actual performance at this time and the expected performance. The expected performance is not only based on achieving the target quantity, but also on compliance with the desired quality standards. The continued existence of production results that do not match the expected quality indicates that the work carried out is not yet effective and efficient. The purpose of the research is to achieve performance results in accordance with expectations. It is necessary to identify the causes of employee performance in the company that have not been met. This is based on the results of interviews with company leaders, who obtained information according to the annual performance report, showing that the current performance results obtained are around 70%, while the targeted results for performance achievement are 85%. This indicates that there is still a gap in employee performance achievement in the company. Furthermore, based on previous research conducted by the researcher as the head, it shows that employee performance is directly and indirectly influenced by several variables, including coaching, safety culture, sense of belonging, spiritual intelligence, organizational justice, teamwork, intrinsic motivation, and job satisfaction.¹

However, previous research has not found a dominant and significant influence, so further research is being conducted to determine which variables have a significant influence on a larger percentage. Therefore, the research will use a new model to improve employee performance in companies, with the assumption that employee performance is influenced by motivation, Organizational Citizenship Behavior for the Environment (OCBE), and performance. It is hoped that with the new model in this study, companies will be able to significantly improve employee performance and find variables that contribute dominantly and significantly influence employee performance. This is in line with previous research showing that motivation and OCBE have a direct

¹ S.R. Dewi, "Spiritual Quotient, Coaching, and Extrinsic Job Satisfaction on Employee Performance at Multinational Companies in Banten," in *Proceedings of the 6th International Conference on Community Development (ICCD 2019)* (Atlantis Press, 2019), <https://doi.org/https://doi.org/10.2991/iccd-19.2019.124>; S.R. Dewi et al., "Sense of Belonging and Job Satisfaction on Employee Performance," in *Advances in Social Science, Education and Humanities Research*, vol. 477, 2020, 634–38; S.R. Dewi, F. Kholidah, and Y. Nuraeni, "Job Satisfaction, Organizational Citizenship Behavior, Self-Regulation, And Employee Performance During The COVID-19," in *Forum Manajemen Indonesia 14* (Bali: Fakultas Ekonomika, Bisnis dan Humaniora Universitas Dhyana Pura Bali, 2022), 225, <https://drive.google.com/drive/folders/1XtUIeGIX13fIC54Fpho7mG6oEgHAUePY>; S. R. Dewi et al., "The Influence of Organizational Justice, and Teamwork towards the Employee Performance with Intrinsic Motivation as an Intervening Variable," *International Journal of Science and Society* 6, no. 1 (n.d.): 491–98, <https://doi.org/https://doi.org/10.54783/ijosc.v6i1.1035>.

and indirect influence on performance.² The research problem formulation is whether there is a direct effect of motivation on performance, whether there is a direct effect of motivation on OCBE, whether there is a direct effect of OCBE on performance, and whether there is an indirect effect of motivation on performance through OCBE as an intermediary.

The problem formulation of the research is whether there is a direct influence of motivation on performance, whether there is a direct influence of motivation on OCBE, whether there is a direct influence of OCBE on performance, and whether there is an indirect influence of motivation on performance through OCBE as an intermediary.

The problem-solving approach in this study is to identify the dominant factors that significantly influence employee performance, directly and indirectly, in the company. Previous research has shown that OCBE influences performance.³ Motivation influences OCBE.⁴ Previous research also shows a direct correlation between motivation and performance.⁵ Furthermore, there is an indirect influence of motivation on performance through OCBE.⁶

² T. Chen and Z. Wu, "How to Facilitate Employees'green Behavior? The Joint Role of Green Human Resource Management Practice and Green Transformational Leadership," *Frontiers in Psychology* 13, no. (August) (2022): 1–11, <https://doi.org/https://doi.org/10.3389/fpsyg.2022.906869>; F. Riyanto, M. Mujib, and H. Damar, "Meningkatkan Kinerja Karyawan Melalui Green Human Resource Management: Peran Mediasi Green OCB Dan Green Behavior," *Jurnal Nusantara Aplikasi Manajemen Bisnis* 9, no. 1 (2024): 198–213, <https://doi.org/https://doi.org/10.29407/nusamba.v9i1.21454>.

³ F. Ardiza and L.C. Nawangsari, "Effect of Green Performance Appraisal and Green Compensation and Rewards Mediated by OCBE to the Performance of Employees PT Telecommunications on Indonesia International (Telin)," *International Journal of Innovative Science and Research Technology* 4, no. 12 (2019): 702–209; T. Azam et al., "The Moderating Role of Organizational Citizenship Behavior Toward Environment on Relationship Between Green Supply Chain Management Practices and Sustainable Performance," *Front. Psychol.* 13, no. 30 May (2022), <https://doi.org/https://doi.org/10.3389/fpsyg.2022.876516>; A. Saputro and L.C. Nawangsari, "The Effect of Green Human Resource Management on Organizational Citizenship Behaviour for Environment (OCBE) and Its Implications on Employee Performance at PT Andalan Bakti Niaga," *European Journal of Business and Management Research* 6, no. 1 (2021): 174–81, <https://doi.org/https://doi.org/10.24018/ejbmr.2021.6.1.716>.

⁴ M.A. Finkelstein, "Intrinsic and Extrinsic Motivation and Organizational Citizenship Behavior: A Functional Approach to Organizational Citizenship Behavior," *Journal of Psychological Issues in Organizational Culture* 2 (2011): 19–34, <https://doi.org/https://doi.org/10.1002/jpoc.20054>.

⁵ D. Chairunnisha and S. Riyanto, "The Influence of Organizational Culture and Motivation on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as Mediation (Case Study at PT. Dana Purna Investama)," *Jurnal Ekonomi Manajemen Sistem Informasi* 6, no. 4 (2025): 2213–2220, <https://doi.org/https://doi.org/10.38035/jemsi.v6i4.4421>; B. Kuvaas et al., "Do Intrinsic and Extrinsic Motivation Relate Differently to Employee Outcomes?," *Journal of Economic Psychology* 62 (2017): 244–58, <https://doi.org/https://doi.org/10.1016/j.joep.2017.05.004>; M.M. Rachman, "The Impact of Motivation on Performance: The Role of Organizational Commitment," *Jurnal Manajemen Teori Dan Terapan| Journal of Theoretical and Applied Management* 15, no. 3 (2022): 376–393, <https://doi.org/https://doi.org/10.20473/jmtt.v15i3.37848>; Sujiati, M. S. Ma'arif, and M. Najib, "The Effect of Motivation and Competence on Employee Performsnce in Satellite Technology Center - National Institute Aeronautics and Space," *Journal of Applied Management (JAM)* 15, no. 2 (2017).

⁶ D. Widisatria and L. C. Nawangsari, "The Influence of Green Transformational Leadership and Motivation to Sustainable Corporate Performance with Organizational Citizenship Behavior for the Environment as a Mediating: Case Study at PT Karya Mandiri Sukses Sentosa," *European Journal of Business and Management Research* 6, no. 3 (2021): 118–23, <https://doi.org/https://doi.org/10.24018/ejbmr.2021.6.3.876>.

Based on the findings from previous research, the research objectives can be achieved because they align with previous research. The objectives of the research have been formulated, namely to determine the direct effect of motivation on performance, the direct effect of motivation on OCBE, the direct effect of OCBE on performance, and the indirect effect of motivation on performance through OCBE. By achieving the research objectives, dominant factors will be found that will influence employee performance both directly and indirectly, which is in line with previous research. Therefore, it can be a problem-solving approach by using a new model in this research to improve employee performance in the company.

RESEARCH METHODS

Previous research on performance shows that work performance, which is the result of employee performance, may be the most important and studied variable in industrial management and organizational behavior.⁷ Work performance refers to "actions, behaviors, and measurable results that involve employees in or produce things related to and contribute to organizational goals".⁸ In addition, several performance concepts can be concluded as work achievements that are in accordance with organizational expectations within a certain period, as seen from the process, quantity, and quality achieved based on predetermined targets. Performance shows interpersonal skills, discipline, motivation, effort, and a sense of responsibility for assigned tasks according to each individual's abilities, with indicators related to productivity, responsibility, cooperation, work knowledge, skills, complaints, and customer satisfaction.⁹ The Individual Work Performance Questionnaire (IWPQ), which evaluates individual work performance, has statements that serve as performance indicators and serve as the foundation for developing instrument items. The three primary components of job performance—task performance, contextual performance, and

⁷ J Augusto Felicio, Eduardo Couto, and Jorge Caiado, "Human Capital, Social Capital and Organizational Performance," *Management Decision* 52, no. 2 (2014): 350–64, <https://doi.org/10.1108/MD-04-2013-0260>.

⁸ R. W Coff, "Human Capital, Shared Expertise, and the Likelihood of Impasse in Corporate Acquisitions," *Journal of Management* 28, no. 1 (2002): 107–28, <https://doi.org/https://doi.org/10.1177/014920630202800107>.

⁹ J S Adams and S Freedman, "Equity Theory Revisited: Comments and Annotated Bibliography," *Advances in Experimental Social Psychology* 9 (1976): 43–90, [https://doi.org/https://doi.org/10.1016/S0065-2601\(08\)60058-1](https://doi.org/https://doi.org/10.1016/S0065-2601(08)60058-1); Michael A Hitt, Klaus Uhlenbruck, and Katsuhiko Shimizu, "The Importance Of Resources In The Internationalization Of Professional Service Firms: The Good, The Bad, And The Ugly," *Academy of Management Journal* 49, no. 6 (2006): 1137–57; Ye Hoon Lee, Hyungil Harry Kwon, and Kevin Andrew Richards, "Emotional Intelligence , Unpleasant Emotions , Emotional Exhaustion , and Job Satisfaction in Physical Education Teaching Physical Educators ' Unpleasant Emotions," *Journal of Teaching in Physical Education*, 2019, 1–9, <https://doi.org/https://doi.org/10.1123/jtpe.2018-0177>; Chara Papoutsis, Athanasios Drigas, and Charalabos Skianis, "Emotional Intelligence as an Important Asset for HR in Organizations: Attitudes and Working Variables," *IJAC* 12, no. 2 (2019): 21–35, <https://doi.org/https://doi.org/10.3991/ijac.v12i2.9620> Chara.

counterproductive work behavior—were measured by this 18-item scale.¹⁰ Extrinsic motivation has an impact on employee performance. Employee motivation at work can have an impact on performance in addition to organizational commitment.

According to the traditional theory of reasoned action, motivation is the foundation of individual conduct and performance. Motivation tends to be directly related to finances. Increases in pay, bonuses, firm infrastructure and amenities, and job promotions are typically used as forms of motivation. As we all know, these benefits are not related to the work itself. It is also important to keep in mind that external awards are typically decided by other people, such as the manager of the employee. Motivation in the workplace has become a major issue facing organizations and managers worldwide.¹¹ Furthermore, it is explained that motivation is a work drive that originates from outside the worker as an individual, in the form of a condition that requires optimal work performance. Motivation is an external drive that is the reason why an individual takes actions or activities, intending to achieve what they want. Furthermore, motivation is something given to or for someone that can motivate that person, which includes rewards such as salary increases, promotions, and punishments such as disciplinary action.¹²

The concept of motivation is intricate and multidimensional, and it has a big impact on people's choices and behaviors in a range of settings, including the workplace. To understand motivation's fundamental causes, many forms, and effects on well-being and performance, researchers have conducted a thorough investigation. Although the groundwork for understanding motivation was established by early theories like Maslow's hierarchy of needs and Herzberg's two-factor theory, more recent advances in motivation research have deepened our understanding of the elements that influence human behavior and have applications in organizational settings. Theories of motivation: To build on these fundamental understandings, self-determination theory has become a crucial framework. It was created by Deci and Ryan and examines extrinsic motivation, which is motivated by incentives like bonuses or recognition, and intrinsic motivation, which results from the fulfillment people get from the activity itself and boosts engagement and well-being.

OCBE refers to voluntary employee actions aimed at benefiting the environment without expecting any reward or recognition. This behavior can have a positive impact on the environment while contributing to the achievement of company goals, as stated by Boiral & Paille.¹³ Azam et

¹⁰ Priyam Dhani and Tanu Sharma, "ScienceDirect Effect of Emotional Intelligence on Job Performance of IT Employees: A Gender Study," *Procedia Computer Science* 122 (2017): 180–85, <https://doi.org/10.1016/j.procs.2017.11.358>.

¹¹ A. Mulyadi et al., "Predicting Employee Performance through Extrinsic Motivation: A Conceptual Model and Empirical Validation," *Enrichment: Journal of Management* 12, no. 6 (2023): 5201–12.

¹² H. Triswanto, "The Effect of Intrinsic and Extrinsic Motivation on Employee Performance Productivity PT Timbang Deli Indonesia," *Journal of Management Science (JMAS)* 3, no. 4 (2020): 115–21.

¹³ O. Boiral and P. Paille, "Organizational Citizenship Behaviour for the Environment: Measurement and Validation," *Journal of Business Ethics* 109, no. 4 (2012): 431–45.

al.,¹⁴ simply explain that OCBE includes voluntary actions carried out outside of assigned duties without coercion from any party, thus resulting in positive benefits for the environment. OCBE includes employee actions or behaviors that go beyond their official duties and responsibilities, specifically related to environmentally friendly practices.¹⁵ Research on the influence of OCBE on organizational performance can provide important insights into the role of employees in creating more sustainable and effective organizations.¹⁶ OCBE can positively contribute to employee performance by increasing motivation, engagement, creativity, team collaboration, and organizational reputation. Organizations that encourage and support OCBE tend to create a positive work climate. Findings show that green human resources management has a positive relationship with employee performance.¹⁷ OCBE refers to “individual discretionary behaviors, not formally rewarded, that collectively promote effective organizational environmental management.” Previous research has demonstrated substantial reports of OCB in individuals, groups, and organizations pursuing creative and innovative endeavors. According to Jonassen¹⁸, the instrument contains 7 items, and sample items include “I suggest new practices that can improve the organization’s environmental performance” and “I encourage my colleagues to adopt more environmentally conscious behavior.”

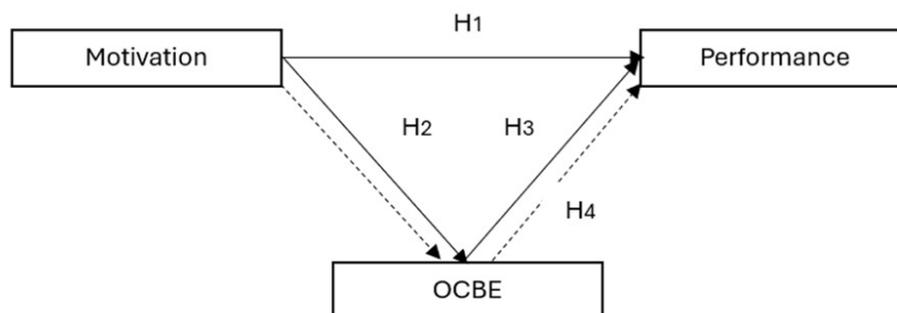


Figure 1. Research Framework

¹⁴ Azam et al., “The Moderating Role of Organizational Citizenship Behavior Toward Environment on Relationship Between Green Supply Chain Management Practices and Sustainable Performance.”

¹⁵ C. Chen, A. Rasheed, and A. Ayub, “Does Green Mindfulness Promote Green Organizational Citizenship Behavior: A Moderated Mediation Model,” *Sustainability* 15, no. 6 (2023): 5012, <https://doi.org/https://doi.org/10.2290/su15065012>.

¹⁶ M. M Mengstie, “Perceived Organizational Justice and Turnover Intention among Hospital Healthcare Workers,” *BMC Psychology* 8, no. 1 (2020): 19.

¹⁷ Riyanto, Mujib, and Damar, “Meningkatkan Kinerja Karyawan Melalui Green Human Resource Management: Peran Mediasi Green OCB Dan Green Behavior.”

¹⁸ D. Jonassen, “Can You Train Employees to Solve Problems?,” *Performance Improvement Quarterly* 40 (2001): 18–24.

Research Hypothesis:

H1: Motivation has a direct and significant influence on performance

H2: Motivation has a direct and significant influence on OCBE.

H3: OCBE has a direct and significant effect on performance.

H4: Motivation has an indirect effect on performance through OCBE.

The research method is a quantitative method with a survey approach. This research was conducted at a manufacturing company in Banten. The research began with interviews with leaders related to the research to be conducted, based on the problems faced by the company. This was followed by determining what variables would be studied, knowing the problems found in the field. Next, a follow-up meeting was held with the human resource development department in the company to discuss respondents, research techniques, readiness of the data collection process, filling out the questionnaire, determining the research time, discussing the location and facilities needed for filling out the questionnaire after employee working hours, dividing the filling stages directly in the field, and collecting the results of the questionnaire, and also submitting the research results to the Company, as well as permission for publication of the research results. The population consisted of 130 employees who had worked at least 1 year. Based on the Slovin formula, we obtained a sample of 98 employees. The characteristics of employees consist of male and female employees. Employees have a high school/vocational school and bachelor's degree (S-1) education background, with ages between 18 and 56 years, taken by random sampling from the production, maintenance, warehouse, security, and laboratory sections.

The survey was conducted by interviewing and filling out a questionnaire, which was based on the results of employee perceptions of the instrument items from the research variables in the form of statements that had been filled in. The instrument items that had been filled in would be subjected to validation tests, reliability tests, significance tests, outerloading values, R-Square, and Bootstrapping. Furthermore, the research team held a discussion group forum for the next action to input the questionnaire results data, the head researcher, members, and students. Next, data processing was carried out using SmartPLS 4 software, after the results were found, including data validity, reliability, R-Square, outerloading values, and bootstrapping. By processing the data, results can be obtained that show whether there is a direct and indirect influence of the variables studied. So that it can be known the direct influence of motivation on performance, the direct influence of motivation on OCBE, the direct influence of OCBE on performance, and the indirect influence of motivation on performance through OCBE.

RESULTS AND DISCUSSION

The results of the analysis using SmartPLS 4 for the variables Motivation, OCBE, and Performance.

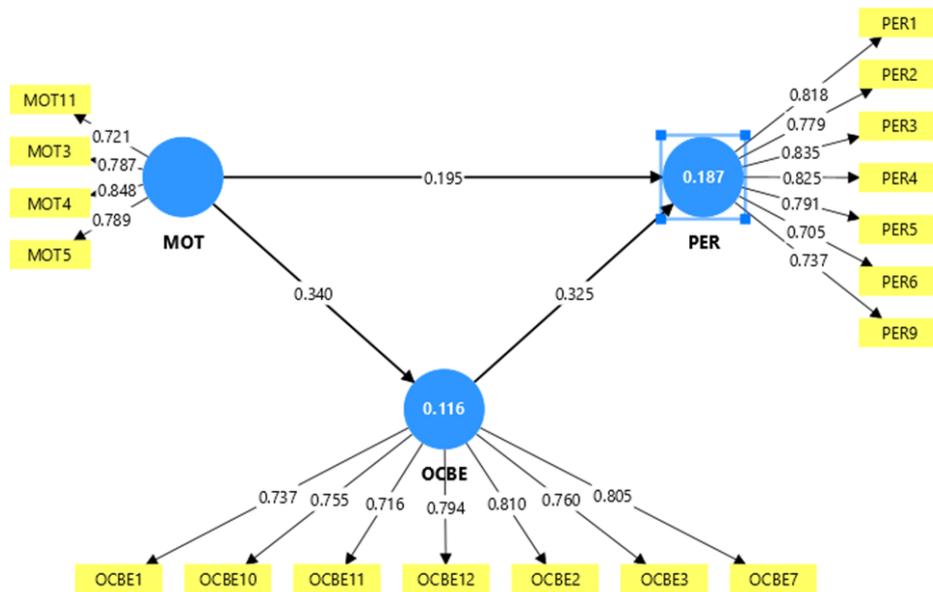


Figure 2. Results of Analysis

Remarks:

MOT: Motivation

OCBE: Organizational Citizenship Behavior for the Environment

PER: Performance

The image above it shows that all instrument items are valid and reliable, because all show figures above 0.7.

Table 1. Outer Loading Results

	MOT	OCBE	PER
MOT11	0.721		
MOT3	0.787		
MOT4	0.848		
MOT5	0.789		
OCBE1		0.737	
OCBE10		0.755	
OCBE11		0.716	
OCBE12		0.794	
OCBE2		0.810	
OCBE3		0.760	
OCBE7		0.805	
PER1			0.818
PER2			0.779

PER3	0.835
PER4	0.825
PER5	0.791
PER6	0.705
PER9	0.737

Table 2. Path Coefficient Results

	MOT	OCBE	PER
MOT		0.340	0.195
OCBE			0.325
PER			

Based on the results shown in the table, motivation towards OCBE has a path coefficient value of 0.340, meaning that motivation has a positive effect on OCBE. Motivation towards performance has a path coefficient of 0.195, meaning that motivation has a positive effect on performance. OCBE towards performance has a path coefficient of 0.325, meaning that OCBE has an effect on performance.

Table 3. R-square Results

	R-square	R-square Adjusted
OCBE	0.116	0.107
PER	0.187	0.170

The results in the table above show that the influence of OCBE on performance is 11.6%. The simultaneous influence of motivation and OCBE on performance is 18.7%.

Table 4. F-square Results

	MOT	OCBE	PER
MOT		0.131	0.041
OCBE			0.115
PER			

The results in the table above show the influence of each independent variable on the fixed variable. Motivation has a 13.1% effect on OCBE and a 4% effect on performance, indicating a small effect. OCBE has an 11.1% effect on performance, indicating a small effect, as it is still below 15%.

Table 5. Construct Reliability and Validity Results

	Cronbach's alpha	Composite reliability (rho-b)	Composite reliability (rho-c)	Average variance extracted (AVE)
MOT	0.798	0.813	0.867	0.620
OCBE	0.885	0.894	0.910	0.591
PER	0.898	0.917	0.918	0.617

Based on the results above, the motivation variable is reliable with a value of 79.8%, the OCBE variable is reliable with a value of 88.5%, and performance is also reliable with a value of 89.8%. Furthermore, all AVE values for the motivation variable are 0.620, OCBE is 0.591, and performance is 0.617. All variable values above 0.5 mean that they are all valid.

Table 6. Bootstrapping Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MOT→OCBE	0.340	0.357	0.103	3.308	0.001
MOT→PER	0.195	0.194	0.101	1.937	0.053
OCBE→PER	0.325	0.353	0.084	3.850	0.000

Based on the results of the table above, it can be interpreted that the influence of motivation on OCBE is significant, with a value of 0.001 below 0.05. This is in line with the research results of Widisatria & Nawangsari (2020) at PT KMSS Jakarta. Motivated employees have a greater drive to engage in OCB behaviors, such as helping coworkers, making suggestions for improvement, or showing greater loyalty to the organization.

The influence of motivation on performance is not significant, with a value of 0.053 above 0.05. This contradicts the research findings of Elamalki et al.¹⁹ However, this can be explained by other, more dominant factors or by poor motivation management, such as a lack of competence, a poor work environment, a lack of recognition, unclear goals, or low professionalism.

The influence of OCBE on performance is significant, with a value of 0.000 below 0.05. This is in accordance with the results of research on the Blue Pearl Singapore company conducted by Riyanto et al.²⁰ OCBE refers to the voluntary behavior of employees in the workplace to support and enhance environmentally friendly practices and goals that go beyond their formal job duties,

¹⁹ D. Elamalki, A. Kaddar, and N. Beniich, "Impact of Motivation on the Job Performance of Public Sector Employees: The Case of Morocco," *Future Business Journal* 10, no. 53 (2024), <https://doi.org/https://doi.org/10.1186/s43093-024-00342-4>.

²⁰ Riyanto, Mujib, and Damar, "Meningkatkan Kinerja Karyawan Melalui Green Human Resource Management: Peran Mediasi Green OCB Dan Green Behavior."

thereby contributing to organizational sustainability. Employees who engage in OCB behaviors tend to have higher levels of job satisfaction, which can then improve performance.

Table 7. Specific Indirect Effects Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MOT→OCBE→PER	0.111	0.126	0.051	2.159	0.031

Based on the results of the table, it shows that motivation indirectly influences performance through OCBE by 0.031, meaning it has a significant influence because the value is below 0.05.

Overall, the results of this study are consistent with previous research. The results show that motivation has no significant effect on performance, motivation has a significant effect on OCBE, OCBE has a significant effect on performance, and motivation has an indirect effect on performance through OCBE. All findings align with previous research, except for the insignificant effect of motivation on performance.

CONCLUSION

Based on the research results, it can be concluded that all hypotheses are met. There is a direct and insignificant effect on performance. There is a direct and significant effect of motivation and OCBE, a direct and significant effect of OCBE on performance, and there is a direct effect of motivation on performance through OCBE.

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