

Research Article

Can Work Motivation Strengthen Citizens' Behavior in Old Organizations? Work Environment and Career Development Approach

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Abstract.

This study aims to determine the influence of the work environment and career development on Organizational Citizenship Behavior (OCB) through work motivation as an intervening variable at Percetakan Menara Kudus. The study uses quantitative methods with the object of research at Percetakan Menara Kudus. The research sample consisted of 103 respondents using a purposive sampling technique with the criteria of employees who have worked for at least one year at Percetakan Menara Kudus. The data analysis method used was Partial Least Square (PLS), operated using the SmartPLS version 3.0 program. The study results show that the work environment and career development each positively and significantly affect work motivation. The work environment and career development do not affect OCB. Another result of this research is that work motivation positively and significantly affects OCB. Apart from that, research also shows that work motivation can be an intervening variable in the work environment and for career development on OCB as well.

Keywords: work environment, career development, work motivation, organizational citizenship behavior

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1. Introduction

Human resources in a company are one indicator that has a critical role in achieving company goals. Human resource management's importance lies in managing the relationships and roles of the workforce for each individual effectively and efficiently, which can be utilized optimally to achieve company success (Bintoro & Daryanto, 2017). Therefore, companies must be able to retain employees to make the maximum contribution. Companies need employees who are dedicated to working outside their respective job descriptions. This behavior is called extra- role or organizational citizenship behavior (OCB) (Margahana, Haryono, & Muftasa, 2018)

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One factor that influences the emergence of OCB in employees is the work environment (Widyaningrum & Rachman, 2019). The work environment is an essential factor because it can affect the condition of employees in an organization or company. Career development is also a vital factor for the company. For employees, when aspects of career development are in excellent and adequate condition, it can stimulate an increase in OCB (Hamzah, Hubeis, & Hendri, 2020). Apart from the work environment and career development, work motivation is one of the factors that influences OCB. Work motivation is internal and external personal encouragement. So that employees are willing to use their abilities to complete responsibilities and achieve employee and company goals (Agustini, 2019). Motivation also functions as a driving force in influencing what attitudes and actions employees can take at work.

Percetakan Menara Kudus is a company operating in the printing and publishing sectors. Based on the results of observations and interviews with Mr. Alexander Yusuf, Head of Personnel at Percetakan Menara Kudus, employees encounter challenges in the work environment. Particularly, the air circulation conditions in the production section of the factory are optimal, resulting in a feeling of discomfort during work. To address this, employees choose to turn off the lights to mitigate the heat in the room. Apart from that, there are problems regarding career development; the absence of specific targets from the company and the lack of special training for employee career development, contribute to uncertainty regarding the timing of employee career paths.



Figure 1: Production targets and realization Percetakan Menara Kudus 2022 Sources: Percetakan Menara Kudus 2022.

Based on Figure 1, it is known that production achievements at Percetakan Menara Kudus still have not met the monthly targets set by the company. The accomplishment of monthly production does not meet the company's targets, allegedly due to a decrease in employee motivation in completing the tasks given by the company.

Apart from the problems above, a company phenomenon is related to OCB. In the altruism dimension, employees are generally expected and required to help other employees with their work. However, this action is considered insufficient since employees have been placed based on their portions in their respective sections, reducing interaction between employees to help each other. Furthermore, for the conscientiousness dimension, all employees make an effort to adhere to company regulation. However, it is still found that there are many cases of employees who are late for work even though the company has given quite strict sanctions to employees who are late by cutting hourly wages. This shows that the OCB value within the company is still low.

There are several research gaps identified in this study. Ahmad, Purwana, & Saptono (2020) state that the work environment positively and significantly affects OCB. In contrast, different findings were shown by Farisi, Prayogi, & Juliana (2021), who observed that the work environment had an insignificant negative effect on OCB.

Research from Suryaman & Bayudhigantara (2020) states a positive and significant relationship between career development variables and OCB. Conversely, Sukamto et al. (2019) showed different research results, which say that career development has a negative and insignificant effect on OCB.

Research conducted by Widarko & Brotosuharto (2022) asserts that work motivation significantly affects OCB. In contrast, different research results were presented by Novita (2020), who observed that work motivation had a negative and insignificant effect on OCB.

This study has a novelty in that it was carried out at an old organization, the Percetakan Menara Kudus Company, one of the oldest in Indonesia, founded in 1951. The Percetakan Menara Kudus Company has been operating for over 72 years, printing and publishing Al-Qur'an, books, scriptures, and the annual calendar. At this time, of course, there are many competitors in the printing world, which requires the Company to continue to improve and develop. Human resources in the Company are essential things that must be considered. In this research, it is hoped that we can find out how to maintain the quality of human resources at Percetakan Menara Kudus.

2. Method

This research aims to answer previously formulated problems. It was conducted at Percetakan Menara Kudus. The type of data used is quantitative data. Quantitative data was employed, defined as numerical data suitable only for statistical analysis (Qomusuddin, Fanani, & Romlah, 2021). The population in this study was the Percetakan Menara Kudus employees, totaling 139. Using purposive sampling, a sample size of 103 respondents who had worked for at least 1 year was determined through the Slovin formula. The number of samples in this study was based on the criteria of employees. The data collection used in this research was a questionnaire, and the data processing utilized PLS (Partial Least Square), operated with the SmartPLS 3.0 program.

PLS analysis consists of two sub-models: the measurement model, usually called the outer model, and the structural model, traditionally called the inner model (Ghozali, 2021). The extreme model analysis includes convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE) tests. Structural model analysis (inner model) consists of the R-Square examination, hypothesis testing, and direct and indirect influence tests.

All instruments in this research have met the basic requirements. All indicators are declared valid based on the results of the concurrent validity test and have met the requirements with an outer loading value > 0.70 . The validity test results using AVE have met the requirements with an AVE value of more than 0.50, confirming data validity. The reliability test results have met the conditions with a composite reliability value > 0.70 , so the data is declared reliable.

3. Result and Discussion

3.1. Result

Hypothesis testing via the path coefficient is the final step in this data analysis. The path coefficient test can be seen from the parameter and significant T-statistic values. This test functions to see the influence of each variable through the bootstrapping process. The following is Table 7 of the results of the path coefficient test.

Based on Table 1, the path coefficient bootstrapping test results can be concluded as

follows.

1. Hypothesis Testing 1

TABLE 1: Path coefficient test results.

	Original Sample	T Statistics	P Values
Work Environment (X1) -> Work Motivation (Y1)	0.333	2.656	0.004
Career Development (X2) -> Work Motivation (Y1)	0.278	2.618	0.005
Work Environment (X1) -> OCB (Y2)	0.047	0.376	0.353
Career Development (X2) -> OCB (Y2)	0.163	1.563	0.059
Work Motivation (Y1) -> OCB (Y2)	0.311	2.470	0.007

Based on the results of data processing, it is known that the t-statistic value is 2.656 > 1.64, and the P-value is 0.004 < 0.05. This value shows results that meet the t-statistic requirements of more than 1.64, and the P-value is less than 0.05. This result means that the work environment positively and significantly affects work motivation.

2. Hypothesis Testing 2

Based on the results of data processing, it is known that the t-statistic value is 2.618 > 1.64, and the P-value is 0.005 < 0.05. This value shows results that meet the t-statistic requirements of more than 1.64, and the P-value is less than 0.05. This result means that career development positively and significantly affects work motivation.

3. Hypothesis Testing 3

Based on the results of data processing, it is known that the t-statistic value is 0.376 < 1.64, and the P-value is 0.353 > 0.05. This value shows results that do not meet the

t-statistic requirements of more than 1.64, and the P-value is less than 0.05. This result means that the work environment does not affect OCB.

4. Hypothesis Testing 4

Based on the results of data processing, it is known that the t-statistic value is 1.563 < 1.64, and the P-value is 0.059 > 0.05. This value shows results that do not meet the t-statistic requirements of more than 1.64, and the P-value is less than 0.05. This result means that career development does not affect OCB.

5. Hypothesis Testing 5

Based on the results of data processing, it is known that the t-statistic value is 2.470 > 1.64, and the P-value is 0.007 < 0.05. This value shows results that meet the t-statistic requirements of more than 1.64, and the P-value is less than 0.05. This result means that work motivation positively and significantly affects OCB.

The Indirect Effect Test analyzes the indirect influence of an exogenous variable construct on an endogenous variable through an exogenous intermediary variable. The following Table 2 is the result of the indirect effect test:

TABLE 2: Results of Testing the Role of Mediating Variables.

	Original Sample	T Statistics	P Values
Work Environment (X1) -> Work Motivation (Y1) -> OCB (Y2)	0.104	1.893	0.029
Career Development (X2) -> Work Motivation (Y1) -> OCB (Y2)	0.087	1.775	0.038

Based on the results presented in Table 2, indicating the outcomes of the indirect effect bootstrapping test, it can be concluded that the influence of the work environment on OCB through work motivation. Based on the results of the bootstrapping test, the parameter coefficient value is 0.104, the t-statistic value is 1.893, which is more significant than 1.64, and the P-value is 0.029, which is smaller than 0.05. These results indicate that the work environment positively and significantly affects OCB through work motivation as an intervening variable.

The influence of career development on OCB through work motivation is based on the results of the bootstrapping test, the parameter coefficient value is 0.087, the t-statistic value is 1.775, which is greater than 1.64, and the P-value is 0.038 which is smaller than 0.05. These results indicate that career development positively and significantly affects OCB through work motivation as an intervening variable.

3.2. Discussion

The results of hypothesis testing 1 prove a positive and significant influence of the work environment on employees' work motivation at Percetakan Menara Kudus. Busro (2017) suggests that paying attention to a good work environment will increase employee motivation to complete their work. It is known that the realization of production in the last year has not been sufficient, proving that the lack of employee work motivation is due to discomfort related to the work environment. Companies must pay more attention to existing infrastructure and build a comfortable working environment to increase their employees' work motivation. The work environment is an essential factor in increasing employee work motivation. These results support research from Suifan (2019). The study results state that the work environment positively and significantly affects motivation.

The results of hypothesis testing 2 prove a positive and significant influence of career development on work motivation among employees at Percetakan Menara Kudus. Siagian (2015) pointed out, clear career goals encourage employees to develop further their potential, which can be proven in carrying out their work more effectively and productively. It is known that the Percetakan Menara Kudus Company has explicitly never conducted training on career development. Employees are freed to study independently, which can slow down the employee's career path. This has decreased work motivation from the number of production realizations in the last year. Companies can increase employee work motivation by improving the career path system, conducting training, and providing helpful information to improve employee career paths.

These results are in line with the research by (Mai, Tran, & Nguyen, 2020) entitled the impact of human resource management practices on employees. The study results state that career development positively and significantly affects work motivation. The results of hypothesis testing 3 prove that the work environment does not affect OCB among employees at Percetakan Menara Kudus. Sedarmayanti (2017) stated that a work environment that suits employee needs will create positive work enthusiasm, thereby improving the quality of work and their responsibilities towards the company. Based on the questionnaire result, the work environment at the Percetakan Menara Kudus obtained the lowest indicator results, namely noise. Employees feel disturbed by the noise they hear when carrying out their work activities, making them uncomfortable. It does not affect employees' OCB attitudes. Based on the highest average questionnaire's results, it shows that employees' OCB attitudes towards the company are also high. So, it can be concluded that the company's work environment does not influence OCB attitudes among employees.

Research (Rinaldi & Riyanto, 2021) entitled "Analysis of the Effect of Work Motivation, Work Environment, and Job Satisfaction on Organizational Citizenship Behavior and Their Impact on Employees' Performance" states that the work environment has a positive and insignificant effect on OCB. These results also support research from (Farisi, Prayogi, & Juliana, 2021) that concluded that the work environment did not affect OCB.

The results of hypothesis testing 4 prove that career development has no effect on OCB among employees at Percetakan Menara Kudus. Career development encourages employees to develop their potential by gaining new experiences and skills (Mangkunegara, 2017). It is noted that career development at the Percetakan Menara Kudus still receives

little attention. Based on the questionnaire results, the lowest indicator is information about various promotional opportunities. Employees encounter difficulty getting

information about career paths in the company, which impacts the duration of their promotion. However, it does not affect employees' OCB attitudes towards the company. Employees continue to show a good OCB attitude, as seen from the questionnaire results, in which each indicator is high. Based on the questionnaire results, the hypothesis was rejected since the career development system at Percetakan Menara Kudus could not influence employee OCB attitudes. These results support research from Sukanto & et al. (2019), which shows that career development does not affect OCB.

The results of hypothesis testing 5 confirm a positive and significant influence of work motivation on OCB among employees at Percetakan Menara Kudus. It states that if work motivation is appropriately paid attention to by the company, it can increase employee OCB at Percetakan Menara Kudus. Motivation positively influences OCB, encouraging work enthusiasm to increase motivation (Sutrisna, 2016). The stronger a person's self-motivation, the greater his desire to show his contribution. At Percetakan Menara Kudus, we can imply good motivation from leaders and senior employees towards other employees to increase their work motivation, enthusiasm, and contribution to the company's progress. These results support research from (Jufrizen & Hutasuhut, 2022), which emphasizes that work motivation has significant effects on OCB.

The results of mediating testing prove that work motivation can mediate between work environment variables and OCB. Robbins & Judge (2015) suggest that employees pay great attention to their work environment in terms of personal comfort and ease of performing their work effectively. At Percetakan Menara Kudus, several problems related to the work environment can affect employees' ability to carry out their work. Percetakan Menara Kudus needs to plan a conducive work environment to influence employee work motivation, encourage work morale, and enhance OCB among employees. These findings align with research by (Herdian, Nugroho, & Sumati, 2020) where mediating testing results indicate that workmotivation can mediate between work environment variables and OCB. These results state that the work environment influences OCB more through work motivation than its direct influence.

The results of mediating testing prove that work motivation can mediate between career development variables and OCB. These results state that career development influences OCB more through work motivation than its direct influence. Sutrisna (2016) indicated that company career development must be developed to increase motivation for achieving work performance. Percetakan Menara Kudus must pay attention again to the role of leadership in providing input and encouragement to employees, accompanied by clear career development, which can increase employee OCB. When

employees are motivated by well-defined career development goals, they will try to contribute to achieving what has been set.

4. Conclusion

Based on the results, the researcher concludes that the work environment and career development at Percetakan Menara Kudus affect work motivation positively and significantly. The work environment and career development do not have an effect on OCB at Percetakan Menara Kudus. Work motivation positively and significantly affects OCB at Percetakan Menara Kudus. The work environment affects OCB and career development positively and significantly through work motivation as an intervening variable.

The limitation of this research is the low R-squared value. R-Square is used to explain the influence of exogenous latent variables on whether endogenous variables have a substantive result. The R-square value of work motivation was obtained at 0.149, which means that the work motivation variable can be explained by the work environment and career development variables by 14.9%. The OCB R-square value is 0.131, which shows that the OCB variable can explain the work environment, career development, and work motivation variables by 13.1%. Other variables outside of this research influence the rest. It is hoped that the results of this research will provide useful insights and input for the development of knowledge, especially in human resources, regarding the analysis of the influence of the work environment and career development on OCB through work motivation as an intervening variable, so that it can become a reference for future research.

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5. Appendix

TABLE 3: Convergent Validity Test Results Before Improvement.

Work Environment (X1)	Career Development (X2)	Work Motivation (Y1)	OCB (Y2)	Explanation

Y2.5 0.749 Valid

TABLE 4:

X1.1	0.674	Invalid
X1.2	0.616	Invalid
X1.3	0.713	Valid
X1.4	0.732	Valid
X1.5	0.748	Valid
X1.6	0.804	Valid
X1.7	0.763	Valid
X2.1		0.645 Invalid
X2.2		0.673 Invalid
X2.3		0.812 Valid
X2.4		0.746 Valid
X2.5		0.821 Valid
Y1.1		0.698 Invalid
Y1.2		0.737 Valid
Y1.3		0.759 Valid
Y1.4		0.675 Invalid
Y1.5		0.816 Valid
Y2.1		0.775 Valid
Y2.2		0.703 Valid
Y2.3		0.742 Valid
Y2.4		0.699 Invalid

TABLE 5: Convergent Validity Test Results After Improvement.

Work Environment (X1)	Career Development (X2)	Work Motivation (Y1)	OCB (Y2)	Explanation

TABLE 6:

X1.3	0.739	Valid
X1.4	0.736	Valid
X1.5	0.723	Valid
X1.6	0.806	Valid
X1.7	0.786	Valid
X2.3		0.829 Valid
X2.4		0.746 Valid
X2.5		0.882 Valid
Y1.2		0.745 Valid
Y1.3		0.787 Valid
Y1.5		0.845 Valid
Y2.1		0.808 Valid
Y2.2		0.705 Valid
Y2.3		0.727 Valid
Y2.5		0.767 Valid

TABLE 7: Hasil Uji Average Variance Extracted (AVE).

	Average Variance Extracted (AVE)	Explanation
Work Environment (X1)	0.575	Valid
Career Development (X2)	0.674	Valid
Work Motivation (Y1)	0.629	Valid
OCB (Y2)	0.567	Valid

TABLE 8:

Reliability Test Results	Composite Reliability	Explanation
Work Environment (X1)	0.871	Reliabel
Career Development (X2)	0.861	Reliabel
Work Motivation (Y1)	0.836	Reliabel
OCB (Y2)	0.839	Reliabel