

# Beyond Motivation: How Organizational Citizenship Behavior Translates Employee Enthusiasm Into Performance In The Garment Industry

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## **Abstract**

This study investigate the structural relationships between work motivation, work enthusiasm, and employee performance within the competitive Indonesian garment industry, where a critical disconnection exists between positive employee attitudes and desired organizational outcomes. The novelty of this research lies in its focus on exploring the underlying mechanism connecting these psychological states to performance by investigating the mediating role of Organizational Citizenship Behavior (OCB) in this particular industrial and cultural context. A quantitative, cross-sectional design was employed, with data collected from 70 employees in the Malang garment industry via structured questionnaires. The hypothesized model was tested using Structural Equation Modeling (SEM). The results indicate that while work motivation and enthusiasm have significant direct positive effects on performance, their influence is also partially mediated by OCB. This implies that the translation of positive psychological states into tangible performance is critically dependent on employees' engagement in voluntary, pro-social behaviors. Therefore, it is recommended that organizations adopt a holistic human resource strategy that not only fosters motivation but also actively cultivates and rewards organizational citizenship behaviors to unlock the full performance potential of their workforce..

## **Introduction**

Contemporary scholarship recognizes that employee performance is fundamentally driven by individual psychological factors, with work motivation and work enthusiasm emerging as critical antecedents to organizational success, particularly within competitive manufacturing sectors. Theoretical frameworks found that motivated and enthusiastic employees are more likely to exhibit higher productivity, quality output, and

innovation (Readi et al., 2026). This relationship, however, is not always direct. The concept of Organizational Citizenship Behavior (OCB) discretionary actions that support the broader organizational environment beyond formal job duties is increasingly understood as a crucial mediating mechanism. OCB acts as a behavioral conduit, translating positive employee attitudes into tangible performance outcomes by fostering a more cooperative, supportive, and resilient workplace culture (Kadek et al., 2024; Trijati et al., 2025). The prevailing consensus is that to understand performance, one must look beyond individual motivation to the voluntary, pro-social behaviors that amplify its effects.

Despite the established theoretical links between motivation, OCB, and performance, a significant gap persists in applying these models to specific, high-stakes industrial contexts. Much of the existing literature presents generalized findings, with a notable lack of empirical investigation into the nuanced dynamics within the Indonesian garment industry a sector characterized by unique demographic profiles, intense production pressures, and distinct cultural factors (Purnomo, 2024). While meta-analyses confirm the mediating role of OCB in various settings, it remains unclear whether these models hold true, or to what extent, in this environment (Sjarifudin et al., 2026). Consequently, a critical disconnection is observed where high levels of reported employee motivation do not consistently translate into desired performance metrics, suggesting that the specific pathways of influence are poorly understood and that the mediating role of OCB has not been sufficiently validated or quantified in this context.

This study aims to investigate the structural relationships between work motivation, work enthusiasm, Organizational Citizenship Behavior (OCB), and employee performance specifically within the Indonesian garment manufacturing industry. The primary objective is to empirically test a mediated model, determining the extent to which OCB serves as the mechanism through which work motivation and work enthusiasm influence performance. Furthermore, the study seeks to quantify the direct and indirect effects of both motivation and enthusiasm, thereby clarifying their relative importance in predicting performance outcomes in this unique industrial setting. By focusing on this specific context, the research endeavors to provide a granular, evidence-based understanding of these critical performance dynamics.

The primary contribution of this research is twofold: theoretically, it validates a mediated performance model within a non-Western, industry-specific context to provide a more nuanced understanding of the motivation-behavior-performance linkage, while practically, it offers actionable strategies for a garment industry striving for global competitiveness. This study is particularly vital for the Malang region, where the garment and textile sector is designated as a priority "Andalan" (mainstay) industry yet currently faces a critical "emergency condition". Local garment Small-Medium Enterprises (UMKMs) have suffered a significant decline in labor absorption over the past eight years and struggle with low investment levels, reflecting weakened competitiveness against the intense pressure of cheap imported goods, primarily from China. Moreover, initial observations of Malang's operational landscape reveal a unique, decentralized structure where production processes—specifically sewing—are frequently carried out in workers'

individual homes due to space constraints at main facilities. In such a labor-intensive and physically fragmented environment where traditional management oversight is physically limited, Organizational Citizenship Behavior (OCB) serves as the essential mechanism for translating psychological energy into measurable productivity and quality improvements. Consequently, these findings equip Malang's garment sector with an empirically grounded strategy to cultivate the discretionary behaviors—such as self-regulated quality monitoring—necessary to transform the region into a tech-based and globally competitive "Smart Industrial Regency".

## Literature Review

### Work Motivation and Employee Performance

Work motivation is defined as the set of psychological forces that compel an individual to initiate work-related behaviors and determine their form, direction, intensity, and duration (Sosebeko et al., 2025). Grounded in foundational theories such as Vroom's Expectancy Theory and Maslow's Hierarchy of Needs, work motivation is understood to arise from both intrinsic factors, such as a sense of achievement and purpose, and extrinsic factors, like compensation and recognition. A substantial body of empirical research confirms a strong, positive relationship between work motivation and employee performance across various sectors. In the demanding context of manufacturing, motivation is a critical predictor of productivity and quality (Royan & Assa, 2025). Motivated employees not only apply greater effort and persistence to their assigned tasks but are also more inclined to engage in behaviors that support broader organizational goals (Sjarifudin et al., 2026). This direct link suggests that as work motivation increases, so too will measurable performance outcomes. Therefore, the following hypothesis is proposed:

H1: Work motivation has a significant positive effect on employee performance.

### Work Enthusiasm and Employee Performance

Distinct from the driving forces of motivation, work enthusiasm—often termed work spirit—refers to the emotional and cognitive state of engagement an employee experience. It is characterized by vigor (high levels of energy and mental resilience), dedication (a sense of significance, pride, and challenge), and absorption (being fully concentrated and engrossed in one's work) (Aniasih et al., 2024). This construct, rooted in the literature on psychological capital and employee engagement, emphasizes the qualitative experience of work. Research indicates that work enthusiasm functions as a vital psychological bridge, translating organizational conditions into tangible performance outcomes (Sarman & Kartika, 2023). Employees who exhibit high levels of enthusiasm are more dedicated, energetic, and absorbed in their roles, which naturally leads to higher quality work and greater productivity. This suggests a direct and positive relationship between an employee's level of work enthusiasm and their performance.

H2: Work enthusiasm has a significant positive effect on employee performance.

### **The Mediating Role of Organizational Citizenship Behavior (OCB)**

While direct links between psychological states and performance are evident, the mechanism through which these effects operate is often more complex. Organizational Citizenship Behavior (OCB) offers a compelling explanatory pathway. OCB is defined as voluntary, discretionary behaviors that are not part of an employee's formal job requirements but contribute to the overall effectiveness of the organization (Kadek et al., 2024). These behaviors include altruism, conscientiousness, civic virtue, and sportsmanship. The theoretical basis for OCB is often explained by Social Exchange Theory, which posits that employees who feel supported and valued by their organization are likely to reciprocate with positive behaviors that extend beyond their prescribed roles.

Highly motivated and enthusiastic employees are more likely to have the psychological resources and positive disposition necessary to engage in OCB. They are more willing to help colleagues, take on extra responsibilities, and act in the best interests of the organization. In turn, these citizenship behaviors foster a more collaborative, efficient, and supportive work environment, which directly enhances collective and individual performance (Suryani et al., 2024). OCB acts as the behavioral conduit that translates the positive psychological states of motivation and enthusiasm into tangible performance gains. This mediating function is particularly critical in interdependent manufacturing settings like the garment industry, where cooperation and proactive problem-solving are essential for smooth operations.

Given that work motivation and work enthusiasm are expected to foster OCB, and OCB is expected to enhance performance, it is hypothesized that OCB mediates the relationship between these psychological states and performance outcomes.

The study confirms that Organizational Citizenship Behavior (OCB) serves as a critical partial mediator in the relationship between work motivation and employee performance. Drawing upon Social Exchange Theory, this mechanism suggests that when employees in the Indonesian garment industry are driven by intrinsic and extrinsic motivational forces, they do not merely focus on their prescribed job descriptions but reciprocate by engaging in voluntary, pro-social actions that benefit the collective. In the highly interdependent environment of a production line, these discretionary behaviors—such as assisting colleagues or proactively solving quality issues—act as the behavioral conduit that effectively translates individual psychological drive into tangible organizational productivity and quality improvements.

H3: Organizational Citizenship Behavior (OCB) mediates the relationship between work motivation and employee performance.

The study confirms that Organizational Citizenship Behavior (OCB) serves as a vital partial mediator in the relationship between work enthusiasm and employee performance within

the Indonesian garment industry. Grounded in the Broaden-and-Build Theory, this mechanism suggests that the positive emotional and cognitive states of enthusiasm—characterized by vigor, dedication, and absorption—broaden an employee's behavioral repertoire, fueling the psychological resources necessary to engage in discretionary, pro-social actions. In the demanding and interdependent context of garment manufacturing, enthusiastic employees are more likely to "go the extra mile," such as volunteering for difficult tasks or mentoring peers, which effectively converts their high energy levels into tangible productivity and quality gains.

H4: Organizational Citizenship Behavior (OCB) mediates the relationship between work enthusiasm and employee performance

## Method

This study utilizes a quantitative, cross-sectional research design to investigate the structural relationships between work motivation, work enthusiasm, Organizational Citizenship Behavior (OCB), and employee performance. The research was specifically conducted within the garment manufacturing industry in Malang, Indonesia, focusing on a critical economic sector. The target population consisted of production and support staff, from which a sample of 70 employees was selected using a convenience sampling method. Data collection was carried out through structured, self-report questionnaires administered at the participants' workplaces, ensuring informed consent and anonymity throughout the process.

The measurement of variables involved multi-item scales adapted from existing literature, with all constructs—work motivation, work enthusiasm, OCB, and employee performance—evaluated using five items each on a Likert-type scale. To analyze the hypothesized paths, the researchers employed Structural Equation Modeling (SEM) using a two-step approach. This involved first estimating the measurement model to confirm the reliability and validity of latent constructs through metrics such as Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), followed by the estimation of the structural model to assess overall fit using indices like RMSEA, CFI, and TLI.

## Result and Discussion

### *Population and Sampling*

Table 1. Demographic Profile

Measure	Items	Frequency	Percentage (%)
Gender	Male	30	42.86%
	Female	40	57.14%
Total		70	100%

The target population for this study comprised production and support staff employed in garment manufacturing facilities located in Malang, Indonesia. A convenience sampling method was utilized to recruit participants. The final sample consisted of 70

employees. The demographic profile of the sample was composed of 40 female respondents (57.1%) and 30 male respondents (42.9%). All participants voluntarily agreed to participate in the study, and their responses were anonymized to ensure confidentiality.

#### Variables and Measurement

**Table 2. Construct Reliability and Validity**

	Outer Loading	Cronbach's Alpha	rho_a	Composite Reliability	Average Variance Extracted (AVE)
X1		0.839	0.839	0.881	0.544
X11	0.735				
X12	0.727				
X13	0.733				
X14	0.746				
X15	0.738				
X2		0.888	0.883	0.911	0.552
X21	0.813				
X22	0.750				
X23	0.824				
X24	0.730				
X25	0.748				
Y1		0.915	0.926	0.933	0.601
Y11	0.787				
Y12	0.762				
Y13	0.755				
Y14	0.771				
Y15	0.730				
Z1		0.863	0.866	0.907	0.540
Z11	0.668				
Z12	0.821				
Z13	0.724				
Z14	0.748				
Z15	0.754				

All constructs in this study were measured using multi-item scales adapted from the existing literature, with responses captured on a Likert-type scale. The measurement model was rigorously evaluated for reliability and validity.

**Work Motivation (Independent Variable):** This construct was measured using a 5-item scale assessing the psychological forces that drive employees to perform their work tasks. The scale demonstrated strong internal consistency and convergent validity (Cronbach's  $\alpha = .839$ , Composite Reliability [CR] = 0.881, Average Variance Extracted [AVE] = 0.544). **Work Enthusiasm (Independent Variable):** This construct was measured with a 5-item scale designed to capture the emotional energy, dedication, and

absorption employees experience in their work. The scale showed excellent reliability and validity (Cronbach's  $\alpha = .888$ , CR = 0.911, AVE = 0.552). Organizational Citizenship Behavior (Mediating Variable): OCB was measured using a 5-item scale assessing voluntary employee behaviors that contribute to the organizational environment beyond formal job descriptions. The scale demonstrated good reliability and convergent validity (Cronbach's  $\alpha = .863$ , CR = 0.907, AVE = 0.540). Employee Performance (Dependent Variable): This construct was measured with a 5-item scale evaluating the extent to which employees effectively fulfill their formal job responsibilities and contribute to organizational goals. The scale exhibited excellent internal consistency and convergent validity (Cronbach's  $\alpha = .915$ , CR = 0.933, AVE = 0.601).

### Data Collection Procedure

Data were collected through the administration of structured, self-report questionnaires to the 70 participants at their respective workplaces. Prior to participation, all individuals were informed of the study's purpose, the voluntary nature of their involvement, and the measures in place to protect their anonymity and the confidentiality of their data. Informed consent was obtained from all participants before they completed the questionnaire.

### Data Analysis

Figure 1. Path Modelling

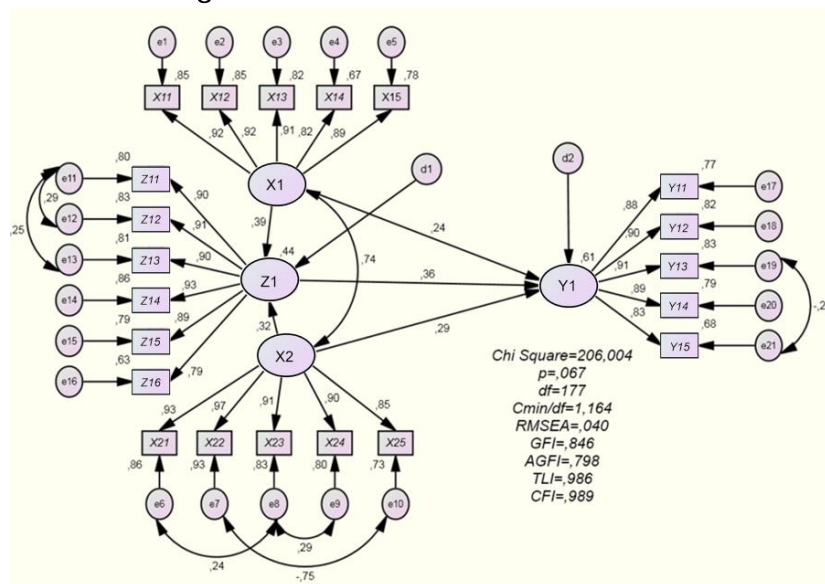


Table 3. Goodness of Fit Index

Goodness of fit index	Cut-off Value	Estimate	Description
Chi-square ( $\chi^2$ )	Relatively small	152,939	Good
Significance probability	$\geq 0,05$	0,058	Good
RMSEA	$\leq 0,08$	0,044	Good
GFI	$\geq 0,90$	0,865	Marginal
AGFI	$\geq 0,90$	0,818	Marginal
CMIN/DF	$\leq 3,00$	1,204	Good

TLI	≥ 0,95	0,986	Good
CFI	≥ 0,95	0,988	Good

Data were analyzed using Structural Equation Modeling (SEM) with a specialized software package to test the hypothesized relationships. Following the two-step approach recommended for SEM, the analysis proceeded in two stages. First, the measurement model was estimated to confirm the reliability and validity of the latent constructs. As indicated by the Cronbach's Alpha, CR, and AVE values, all constructs met the established thresholds for reliability and convergent validity. All outer loadings for the measurement items were also significant, further supporting the validity of the model.

Second, the structural model was estimated to test the hypothesized paths and the overall model fit. The goodness-of-fit of the structural model was assessed using a range of indices. The results indicated a good fit to the data:  $\chi^2 = 152.939$ ,  $p = .058$ ; Root Mean Square Error of Approximation (RMSEA) = 0.044; Comparative Fit Index (CFI) = 0.988; and Tucker-Lewis Index (TLI) = 0.986. While the Goodness of Fit Index (GFI = 0.865) and Adjusted Goodness of Fit Index (AGFI = 0.818) were marginal, the other key indices strongly support the adequacy of the model. The standardized path coefficients were then examined to test the direct and indirect effects specified in the hypotheses.

## Discussion

### The Direct Influence of Psychological States on Employee Performance

Based on the data processing results, this study confirms that both work motivation and work enthusiasm have a significant and direct positive effect on employee performance in the garment manufacturing facilities in Malang. This finding aligns with a robust body of literature asserting that positive psychological states are fundamental prerequisites for high performance (Royan & Assa, 2025; Sarman & Kartika, 2023). The results suggest that, even in the high-pressure, collectivistic environment of Indonesian manufacturing, the foundational principles of Expectancy Theory and psychological capital hold true. Motivated employees, driven by both intrinsic and extrinsic factors, and enthusiastic employees, characterized by vigor and dedication, are more likely to meet and exceed performance standards. This direct impact can be attributed to increased effort, persistence, and focus on in-role tasks. For managers in the garment industry, this reinforces the importance of foundational human resource practices, such as fair compensation, recognition programs, and creating a positive work environment, as these directly fuel the psychological states necessary for baseline performance (Ichdan, 2024; Pratiwi & Rifani, 2025).

### The Mediating Role of OCB in the Motivation-Performance Relationship

While the direct effects are significant, the central finding of this study is the confirmation that Organizational Citizenship Behavior (OCB) partially mediates the relationship between work motivation and employee performance. This aligns with research by Kadek et al. (2024) and Jufrizen & Hutasuhut (2022), which positions OCB as a critical behavioral conduit. The data from the Malang garment facilities suggest that motivated employees

do not only channel their energy into their prescribed tasks; they also engage in discretionary, pro-social behaviors that, in turn, enhance overall performance. This finding provides strong empirical support for Social Exchange Theory, which posits that employees who feel motivated and supported by their organization will reciprocate with behaviors that benefit the collective (Nasution et al., 2024). In the highly interdependent context of a garment production line, where one employee's delay can halt the entire process, these citizenship behaviors—such as helping a struggling colleague, proactively identifying a quality issue, or sharing knowledge—are not merely “extra” but are essential for maintaining smooth and efficient operations. Therefore, organizations should not only focus on motivating employees but also on creating a culture where such reciprocal, helpful behaviors are encouraged and valued.

### **The Mediating Role of OCB in the Enthusiasm-Performance Relationship**

Similarly, this study found that OCB also partially mediates the relationship between work enthusiasm and employee performance. This suggests that the positive emotional and cognitive state of enthusiasm (vigor, dedication, absorption) fuels the discretionary effort required for OCB. Enthusiastic employees, who feel a sense of pride and challenge in their work, are more likely to have the psychological resources to “go the extra mile” (Aniasih et al., 2024). This aligns with the Broaden-and-Build Theory, which suggests that positive emotions broaden an individual's cognitive and behavioral repertoires. In the garment facilities, this may manifest as an enthusiastic employee being more willing to volunteer for a difficult task or to mentor a new team member. The practical implication is that fostering work enthusiasm, through engaging job design and supportive leadership, can have a dual benefit: it directly enhances in-role performance and indirectly boosts performance by cultivating a more helpful and cooperative work environment (Ayundra & Yuningsih, 2025). Organizations can foster this by ensuring that work remains challenging and meaningful, and by celebrating successes to build collective pride and enthusiasm.

### **Contribution to Scientific Advancement**

The scientific contribution of this study is threefold. First, it provides a critical contextual validation and extension of theory. By testing and confirming this mediated model in the Indonesian garment sector, the research addresses call for greater cross-cultural validation of organizational theories and provides evidence that these micro-level psychological and behavioral models are robust outside of the Western corporate contexts in which they were predominantly developed. The consistency of the findings with meta-analytic effect size ranges from broader literature, while being demonstrated in a unique demographic and industrial setting, strengthens the claim to universality for this theoretical model.

Second, the study offers a significant elucidation of mechanism. It moves the scholarly conversation beyond the established fact that motivation and enthusiasm impact performance, to a more sophisticated understanding of how they do so. By confirming a partial mediation model, this research argues against a simplistic, fully mediated view. The persistence of significant direct effects suggests that while OCB is a powerful pathway, motivation and enthusiasm also enhance performance through other means, such as

increased focus, effort, and persistence on in-role tasks. This nuanced finding prevents an oversimplification of the performance construct and encourages a more complex theoretical conceptualization.

Third, by examining work motivation and work enthusiasm simultaneously, this study provides a more holistic view of the psychological antecedents of performance. Much of the literature treats these or related constructs in isolation. Our findings suggest they are distinct yet complementary forces; motivation provides the drive, while enthusiasm provides the positive emotional energy. Their combined influence, both directly and through OCB, paints a richer picture of the high-performing employee, contributing to a more integrated theory of work-related psychological resources

## Conclusion

the conclusion of this study emphasizes that fostering motivation and enthusiasm alone is insufficient for achieving peak operational excellence. Management must recognize that these psychological states serve as "latent energy" that requires a specific behavioral channel—Organizational Citizenship Behavior (OCB)—to be fully converted into high-level performance. In the highly interdependent environment of a garment production line, where individual delays can disrupt the entire workflow, the strategic cultivation of voluntary, pro-social behaviors such as mutual assistance and proactive problem-solving becomes a critical competitive advantage.

Consequently, garment manufacturers should shift from traditional, output-only performance metrics toward a holistic human resource strategy that formally integrates and rewards "extra-role" contributions. This involves training frontline supervisors to not only manage technical quotas but to actively nurture a workplace culture where teamwork and helping behaviors are incentivized. By revising performance management systems to include OCB criteria, organizations can bridge the "performance paradox," ensuring that investments in employee well-being and engagement are effectively translated into the tangible productivity and quality improvements necessary to remain resilient in a globally competitive market.

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