

THE EFFECT OF EMPLOYEE WELL-BEING AND WORK MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES AT PT HUI SHUN INDONESIA (HSI)



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Abstract

This study aims to determine the partial and simultaneous effects of employee well-being and work motivation on Organizational Citizenship Behavior (OCB) among employees of PT Hui Shun Indonesia (HSI). The population for this study consists of all 150 employees of PT Hui Shun Indonesia. A saturated sampling technique was used, meaning the entire population was included in the study sample. Data were collected using a questionnaire, and multiple linear regression was used for data analysis. The results indicate that employee well-being has a positive and significant effect on Organizational Citizenship Behavior, with a significance value of $0.000 < 0.05$. Meanwhile, work motivation does not have a significant effect on Organizational Citizenship Behavior when examined individually, with a significance value of $0.105 > 0.05$. However, when considered simultaneously, employee well-being and work motivation have a significant effect on Organizational Citizenship Behavior, as indicated by a significance value of $0.000 < 0.05$. The coefficient of determination indicates that employee well-being and work motivation together account for 43.1% of the variance in Organizational Citizenship Behavior, while the remainder is influenced by other variables outside the scope of this study. The results of this study have practical implications: improving employee well-being can encourage extra-role work behavior, which in turn leads to improved organizational performance, productivity, and corporate competitiveness, thereby contributing to economic growth and development through the enhancement of human resource quality.

Keywords: Employee Well-Being, Work Motivation, Organizational Citizenship Behavior, Human Resources

INTRODUCTION

Human resources (HR) are strategic assets that determine an organization's success, particularly in the manufacturing sector, which is highly dependent on workforce productivity. In an increasingly competitive manufacturing industry, companies are required to improve operational effectiveness through human resources who are not only capable of meeting formal job requirements but also go above and beyond job standards—a concept known as Organizational Citizenship Behavior (OCB). According to Organizational Citizenship Behavior refers to employees' voluntary actions beyond their assigned duties with the aim of improving organizational performance. This aligns with the statement that OCB is extra-role behavior arising from individual initiative and is crucial for the overall effectiveness of the organization.

PT Hui Shun Indonesia (HSI) is a manufacturing company that operates with high production targets and a fast-paced work environment. In such an environment, the company not only needs employees who can complete tasks in accordance with standard operating procedures, but also employees who are willing to go the extra mile—such as helping one another, maintaining order in the workplace, and taking the initiative to overcome production obstacles. Based on initial observations, there is still a low level of OCB among some PT HSI employees, as reflected in a lack of initiative to help coworkers across departments, limited participation in ensuring the smooth flow of the production process, and low concern for work-related issues outside their formal responsibilities. This situation has the potential to hinder team effectiveness and the achievement of the company's production targets.

One of the key factors influencing the emergence of OCB is employee well-being. Employees with good psychological well-being tend to go the extra mile, have higher motivation, and exhibit other positive behaviors. (Tentama & Yuliantin, 2021) explains that subjective well-being significantly influences OCB, whereby employees feel obligated to make positive contributions to the organization when they feel happy, valued, and fulfilled in their work. Similar findings are also confirmed by Kristin (Binaba et al., 2024), which indicate that psychological well-being has a positive influence on OCB among employees at Bank BNI's Manado Branch, suggesting that a stable psychological state can motivate individuals to contribute more—including helping coworkers and demonstrating care for the organizational environment. In the context of PT HSI, which has a heavy workload and strict production targets, employee well-being is a critical issue because employees experiencing psychological stress or work-related fatigue may potentially reduce the quality of production output, levels of cooperation, and the ability to adapt to additional workloads.

In addition to employee well-being, job motivation has also been shown in various previous studies to be a key driver of increased OCB. (Saputra et al., 1978) found that job motivation has a positive and significant effect on OCB, indicating that motivated employees are more enthusiastic, proactive, and willing to perform work beyond the minimum standards set by the organization. A study also found a similar relationship, in which work motivation has a direct and significant impact on OCB, reinforcing the notion that work motivation is an internal driving force behind employees' extra-role behaviors.

(Ali et al., 2022) explains that OCB is an important behavior that contributes to organizational effectiveness through dimensions such as altruism, civic virtue, conscientiousness, and courtesy, all of which are related to voluntary behaviors that support

productivity and workplace harmony. These findings are relevant to the situation at PT HSI, which requires employees who are not only capable of working according to standard operating procedures (SOPs) but also demonstrate a high level of initiative, consistent attention to detail, and the ability to anticipate and overcome production obstacles.

Although previous studies such as (Tentama & Yuliantin, 2021), (Binaba et al., 2024) have been extensively examined, the findings of these earlier studies still reveal a number of gaps. Most previous studies were conducted in the banking, education, or service sectors, as well as in the public service sector, which have job characteristics that differ from those in the manufacturing industry. The study indicates that the work environment does not always influence OCB, suggesting that the impact of internal employee factors such as well-being and motivation may vary across different occupational sectors. Although found that work motivation influences OCB, that study emphasized the mediating role of job satisfaction. Thus, this study contributes to expanding the theoretical understanding of the relationship between employee well-being and work motivation on OCB in labor-intensive industrial settings.

From a scientific perspective, this study contributes by strengthening the literature on the determinants of OCB through the examination of employee well-being and work motivation in the context of a manufacturing company. The study's findings are expected to provide new empirical evidence that enriches organizational behavior theory, particularly regarding the role of employee well-being and motivational factors in fostering extra-role behavior. From a practical perspective, this study also benefits PT HSI in formulating strategies to improve employee well-being and work motivation to foster OCB, which ultimately has the potential to increase production effectiveness, reduce error rates, and improve interdepartmental collaboration.

Given the high production pressures, fast-paced work dynamics, and the need for precision and a high level of commitment in the manufacturing industry, a focus on employee well-being and work motivation has become increasingly relevant. Therefore, this study is important so that the company can understand how these two factors can enhance OCB, which has a direct impact on the operational performance of PT HSI. This study is expected to provide new insights and strategic solutions to create a work environment that is more productive, healthy, and conducive to the growth of organizational citizenship behavior.

REVIEW OF LITERATURE

The concept of employee well-being is based on Diener's (1984) Theory of Subjective Well-Being, as described in (Tentama & Yuliantin, 2021), which explains that individual well-being is composed of life satisfaction, positive affect, and low negative affect. Meanwhile, in an organizational context, the Happiness at Work Theory (Fisher, 2010) in (Binaba et al., 2024) asserts that employee well-being is rooted in positive work experiences, a supportive work environment, and healthy interpersonal relationships.

Furthermore, Fisher (2010), through the Happiness at Work Theory, views employee well-being as a positive psychological state that arises from a fulfilling work experience, a supportive work environment, and the quality of interpersonal relationships in the workplace. Fisher emphasizes that employee well-being is influenced not only by individual

circumstances but also by how organizations create a fair, safe, and meaningful work environment (Binaba et al., 2024).

According to Diener (2009) in the journal, subjective well-being is an individual's subjective evaluation of their life, encompassing emotional responses and cognitive assessments of various aspects of life from a personal perspective.

Meanwhile, the " defines employee well-being as a subjective state of employees that encompasses a cognitive evaluation of life satisfaction and an affective evaluation in the form of a balance between positive and negative emotions in performing work roles. Employees with high levels of well-being tend to have a positive work attitude, emotional stability, and a willingness to contribute more to the organization.

Referring to (Wibowo et al., 2024), the measurement of employee well-being is based on the PERMA model applied by Mäkikangas et al. (2016), which includes the aspects of Positive Emotion, Engagement, Relationships, Meaning, and Achievement. (also states that these dimensions represent psychological well-being that contributes to positive behavior in the workplace, including a willingness to help coworkers and concern for the organization. Furthermore, (Purwito et al., n.d.) also emphasizes the importance of subjective well-being-comprising cognitive evaluation (life satisfaction) and affective evaluation (positive-negative emotions)-in predicting employees' positive work behaviors.

(Tentama & Yuliantin, 2021) found that subjective well-being has a significant effect on OCB, as employees who feel well-being tend to exhibit prosocial behavior within the organization. (Binaba et al., 2024) also found that psychological well-being has a positive effect on OCB, particularly on helping behavior and active participation. Similar findings were reported by (Wibowo et al., 2024), which stated that employee well-being can increase OCB, which ultimately improves employee performance in the real estate sector.

Work motivation is based on the Self-Determination Theory by Deci & Ryan (2000), which explains that human motivation is influenced by the basic needs for autonomy, competence, and relatedness. When these needs are met, individuals have a strong intrinsic motivation to perform at their best. This theory is reinforced by Expectancy Theory (Vroom, 1964), which states that motivation arises from an individual's expectations regarding outcomes and the value of those outcomes. This theory is particularly relevant in manufacturing work environments, where employees work within a structure of strict targets and procedures.

According to work motivation is a combination of internal drives and external influences that encourage a person to perform a task in order to achieve predetermined goals.

In the journal, work motivation is defined as a state capable of fostering drive within an individual, thereby encouraging work behaviors and actions that lead to the achievement of organizational goals.

Meanwhile, according to (Hidayah & Santoso, 2020) in the journal motivation is a driving force that fosters enthusiasm for work in individuals, so that they are willing to work effectively and devote all their energy and effort to achieving power and success.

According to (Widarko & Brotosuharto, 2022), work motivation consists of motivational indicators that cover extrinsic factors, such as salary, job security, work environment, status, procedures, quality of supervision, and the quality of interpersonal relationships. Meanwhile, intrinsic indicators include elements of achievement, recognition, appreciation, rewards, responsibility, employee skill development, and opportunities for

advancement. (emphasizes that these two forms of motivation encourage employees to demonstrate initiative, discipline, and compliance with rules. A study (Rasyid et al., 2024) found that work motivation has a significant influence on OCB in large companies in Surabaya, indicating that motivation can enhance employees' helpful behavior and cooperation.

Organizational Citizenship Behavior Organ (1988), as cited in (Filsafati, 2016), defines OCB as discretionary individual behavior that is not directly and explicitly rewarded by the formal reward system and that, overall, promotes the effectiveness of organizational functions. This theory emphasizes that Organizational Citizenship Behavior arises as a result of social exchange mechanisms (Social Exchange Theory) when employees feel they are treated positively by the organization.

Robbins (2008) in the journal explains that organizational citizenship behavior (OCB) is voluntary employee behavior that goes beyond formal job requirements but plays a crucial role in supporting an organization's operational effectiveness. (state that OCB is an extra-role contribution reflected through employees' care, willingness, and commitment to the organization. The dimensions of OCB according to Organ (1988) include: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. According to Organ (1988), as cited in Podsakoff (2000) and referenced in Abda's journal (abda alif, 2015), Organizational Citizenship Behavior (OCB) is measured through several indicators, namely: helping others with their work, performing beyond standards, working without complaining, behaving in accordance with rules, and caring about the organization.

A study shows that organizational commitment and job satisfaction have a significant effect on OCB, illustrating the importance of internal organizational conditions in driving employees' extra-organizational behavior. These findings are consistent with", which confirms that employee well-being and the quality of work relationships also drive an increase in OCB as a mediator of employee performance.

RESEARCH METHOD

This study employs a quantitative approach using a descriptive-verificative method. The descriptive method was used to describe the state of employee well-being, work motivation, and Organizational Citizenship Behavior (OCB) among employees at PT Hui Shun Indonesia (HSI), while the verifiable method was used to empirically test the influence of employee well-being (X1) and work motivation (X2) on OCB (Y).

This study was conducted at PT Hui Shun Indonesia, located on Jln. Tegal Blok Karang Anyar, Mundu Pesisir Village, Mundu Subdistrict, Cirebon Regency, West Java. The population for this study consisted of all 150 employees of PT Hui Shun Indonesia, based on 2025 HRD data; therefore, a saturated sample was used.

The data sources used consisted of primary and secondary data. Primary data was obtained directly from respondents through questionnaires distributed by the HRD and employees. Secondary data was obtained from company documents, such as the organizational structure, number of employees, and HRD reports, as well as literature in the form of books and scientific journals relevant to the study.

Data collection methods included a literature review, questionnaires, and documentation. The literature review was used to establish the theoretical foundation and

research methodology; questionnaires were used to measure respondents' perceptions of the research variables using a Likert scale; and documentation was used to supplement the research data.

Data analysis was performed using statistical tests, including validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2). Data processing was conducted using the Statistical Package for the Social Sciences 22 (SPSS 22) software.

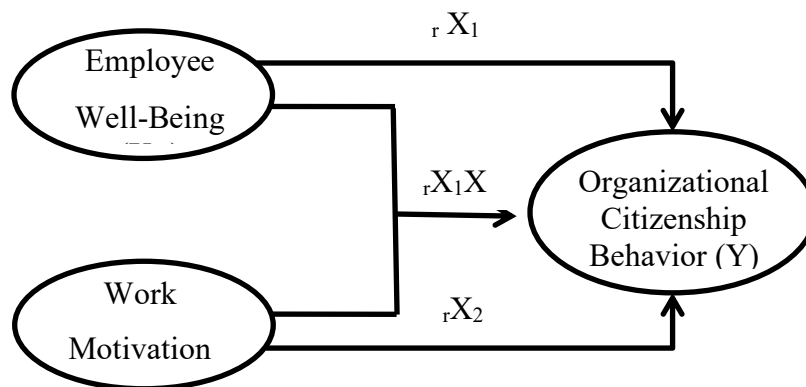
Research Hypothesis

This study aims to analyze the influence of employee well-being and work motivation on Organizational Citizenship Behavior (OCB) among employees at PT Hui Shun Indonesia. Based on a literature review and previous research, the hypotheses proposed in this study are as follows:

- H1: Employee well-being has a positive effect on organizational citizenship behavior.
- H2: Work motivation has a positive effect on organizational citizenship behavior.
- H3: Employee well-being and work motivation simultaneously have a positive effect on organizational citizenship behavior.

Research Model

This research model illustrates the relationship between the independent variables-employee well-being (X_1) and work motivation (X_2) and the dependent variable-organizational citizenship behavior (Y).



The research model illustrates that employee well-being and work motivation have a direct relationship with organizational citizenship behavior. In addition, there is also an interaction between the two independent variables (X_1 and X_2) that influences the dependent variable. This indicates that both variables-not only individually but also collectively-play a role in shaping organizational citizenship behavior. This study employs a quantitative approach using a survey method, in which data were collected via a questionnaire using a Likert scale. The data analysis technique used was multiple linear regression to test the influence of each independent variable on the dependent variable.

The results of this study are expected to provide organizations with deeper insights into how to enhance employees' organizational citizenship behavior by focusing on employee well-being and work motivation as key influencing factors.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 150 employees of PT Hui Shun Indonesia. To identify the respondents, they were categorized based on status, length of service, and educational level.

Respondent Characteristics by Status

The following table presents the responses of PT Hui Shun Indonesia employees who participated in the survey based on their status:

Table 1.
Respondent Characteristics by Status

No.	Status	Number of Respondents	Percentage (%)
1	Merried	42	28,80%
2	Single	108	71,20%
Total		150	100,00%

Source: Questionnaire Results Compiled in 2025

Based on the statistics mentioned above, the majority of respondents are the focus of this study. It was found that 42 respondents were married, or 28.80% of all respondents, and 108 respondents were unmarried (single), or 371.20% of all respondents. Therefore, the majority of respondents in this study were unmarried (single), accounting for 71.20%.

Respondent Characteristics Based on Length of Employment

Table 2.
Respondent Characteristics Based on Length of Employment

No	Number of Respondents	Total	Percentage (%)
1	<1	22	14,67%
2	1	41	27,33%
3	2	36	24,00%
4	3	37	24,67%
5	>3	14	9,33%
Total		150	100,00%

Source: Questionnaire Results Compiled in 2025

The data in the table above illustrates the characteristics of respondents based on length of service. Of the total 150 respondents, 22 (14.67%) had been employed for less than one year. Respondents with 1-5 years of service numbered 41 (27.33%), while those who had been employed for 6-10 years totaled 36 (24.00%). Furthermore, 37 respondents (24.67%) had been employed for more than 10 years, and the remaining 14 respondents (9.33%) fell into the "other" category.

Respondent Characteristics by Education Level

Table 3.
Respondent Characteristics by Educational Level

No.	Status	Number of Respondents	Percentage (%)
1	Bachelor's Degree	6	4,00%
2	High School/Vocational High School	142	94,67%
3	Junior High School	2	1,33%
Jumlah		150	100%

Source: Questionnaire Results Compiled in 2025

The data in the table above shows the characteristics of respondents based on their highest level of education. Of the total 150 respondents, 6 (4.00%) held a bachelor's degree. The majority of respondents were high school/vocational school graduates, totaling 142 (94.67%). Meanwhile, 2 respondents (1.33%) had completed junior high school.

Validity Test

The validity test was conducted by comparing the $r_{\text{calculated}}$ value with the r_{table} value at a 5% significance level with a degree of freedom (df) = n-2, where n is the sample size.

Criteria:

If $r_{\text{calculated}} \geq r_{\text{table}}$, then the question is considered valid (suitable for use in research).

If $r_{\text{calculated}} \leq r_{\text{table}}$, then the question is considered invalid (not suitable for use in the study).

Using a sample size of 150 respondents, the value of r_{table} can be obtained. The calculation is $df = 150 - 2 = 148$. Therefore, with $df = 148$, r_{table} for a significance level of 0.05 is 0.1348.

Validity Test for the Employee Well-Being Variable (X1)

Table 5.
Results of the Validity Measurement for Employee Well-Being (X1)

Item No	$r_{\text{calculated}}$	r_{table}	Remarks
X1_1	.746	0.134	Valid
X1_2	.634	0.134	Valid
X1_3	.738	0.134	Valid
X1_4	.666	0.134	Valid
X1_5	.652	0.134	Valid
X1_6	.677	0.134	Valid

Source: SPSS Version 22 for Windows Output

Based on the calculation results, for each statement, the value $r_{\text{calculated}} > r_{\text{table}}$, so all statements for the Employee Well-Being variable (X1) are valid. Therefore, it can be

concluded that all statements in the Employee Well-Being (X1) instrument are valid for use in the data analysis process.

Validity Test for the Work Motivation Variable (X2)

Table 6.
Validity Measurement Results for Employee Motivation (X2)

Item No	$r_{\text{calculated}}$	r_{table}	Remarks
X2_1	.636	0.134	Valid
X2_2	.724	0.134	Valid
X2_3	.755	0.134	Valid
X2_4	.804	0.134	Valid
X2_5	.832	0.134	Valid
X2_6	.801	0.134	Valid
X2_7	.685	0.134	Valid
X2_8	.551	0.134	Valid
X2_9	.687	0.134	Valid
X2_10	.765	0.134	Valid
X2_11	.620	0.134	Valid
X2_12	.385	0.134	Valid
X2_13	.620	0.134	Valid
X2_14	.786	0.134	Valid

Source: SPSS Version 22 for Windows Output Results

Based on the calculation results for each statement the value of $r_{\text{calculated}} > r_{\text{table}}$ so all statements for the Work Motivation (X2) variable are valid. Therefore, the Work Motivation (X2) variable is valid for use in the data analysis process.

Validity Test for the Organizational Citizenship Behavior (Y) Variable

Table 7.
Validity Measurement Results for Organizational Citizenship Behavior (Y)

No. Butir	r_{hitung}	r_{tabel}	Keterangan
Y_1	.701	0.134	Valid
Y_2	.512	0.134	Valid
Y_3	.677	0.134	Valid
Y_4	.740	0.134	Valid
Y_5	.561	0.134	Valid

Y_6	.688	0.134	Valid
Y_7	.669	0.134	Valid
Y_8	.720	0.134	Valid
Y_9	.728	0.134	Valid
Y_10	.668	0.134	Valid

Source: SPSS Version 22 for Windows Output Results

Based on the calculation results for each statement the value of $r_{\text{calculated}} > r_{\text{table}}$, so all statements for the Organizational Citizenship Behavior (Y) variable are valid. Therefore, it can be concluded that all statements in the Organizational Citizenship Behavior (Y) variable instrument are valid for use in the data analysis process.

Reliability Test

The reliability test is intended to determine the consistency of the measurement instrument in its use. In other words, the measurement instrument produces consistent results when used repeatedly at different times.

Umar (2014:168) states that: "A reliability test is useful for determining whether an instrument-in this case, a questionnaire-can be used more than once, at least by the same respondents."

A reliability test can be conducted collectively on all questionnaire items. If the alpha value > 0.70 , the questionnaire is considered reliable. A questionnaire is said to be reliable if a person's responses to the statements are consistent or stable over time, provided that Cronbach's alpha > 0.70

Reliability Test for the Employee Well-Being Variable (X1)

The results of the reliability calculation for the Employee Well-Being variable using SPSS version 22 for Windows are as follows:

Table 8.

Results of the Reliability Test for the Employee Well-Being Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.770	6

Source: SPSS Version 22 for Windows Output

Based on the above calculations, Cronbach's Alpha is > 0.70 , specifically $0.770 > 0.70$. Therefore, the Employee Well-Being variable (X1) can be considered reliable.

Reliability Test for the Work Motivation Variable (X2)

The results of the reliability calculation for the Work Motivation variable using SPSS version 22 for Windows are as follows:

Table 9.

Results of the Reliability Test for the Work Motivation Variable (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.915	14

Source: SPSS Version 22 for Windows Output

Based on the above calculations, Cronbach's Alpha is greater than 0.70 ($0.915 > 0.70$). Therefore, the Work Motivation variable (X2) can be considered reliable.

Reliability Test for the Organizational Citizenship Behavior (Y) Variable

The results of the reliability analysis for the Organizational Citizenship Behavior variable using SPSS version 24 for Windows are as follows:

Table 10. Results of the Reliability Test for the Organizational Citizenship Behavior Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.856	10

Source: SPSS Version 22 for Windows Output

Based on the above calculations, the Cronbach's Alpha value is >0.70 , specifically $0.856 > 0.70$. Therefore, the Organizational Citizenship Behavior (Y) variable can be considered reliable.

Normality Test

The normality test aims to determine whether the dependent variable, independent variable, or both are normally distributed, approximately normally distributed, or not. A good regression model should be normally distributed or approximately normally distributed.

Table 11.
Results of the Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		150
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	315.749.494
Most Extreme Differences	Absolute	.047
	Positive	.035
	Negative	-.047
Test Statistic		.047
Asymp. Sig. (2-tailed)		.200 ^{c, d}

Source: SPSS Version 22 for Windows Output

From the table above, it can be concluded that the Asymp. Sig. value of 0.200 is greater than the significance level of 0.05 ($0.200 > 0.05$). Thus, it can be concluded that the observed data values are normally distributed, and testing of other classical assumptions may proceed. For further clarification, a p-plot showing a near-normal distribution is included below.

Multicollinearity Test

The multicollinearity test aims to determine whether there is multicollinearity among the independent variables. A good regression model should not exhibit correlation among the independent variables. If the independent variables are correlated with one another, then

these variables are not orthogonal. Orthogonal variables are independent variables with a correlation coefficient of zero.

Table 12. Results of the Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	20.400	2.156		9.463	.000		
Employee Well Being	.715	.130	.533	5.509	.000	.408	2.449
Work Motivation	.083	.051	.158	1.633	.105	.408	2.449

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Version 22 for Windows Output Results

The criteria applied in this test are as follows: if the Variance Inflation Factor (VIF) > 10 and the tolerance value < 0.1, multicollinearity is present; whereas if the VIF < 10 and the tolerance value > 0.1, multicollinearity is absent. Based on the SPSS version 22 for Windows output results above, it is evident that the VIF values for all independent variables, Employee Well-Being and Work Motivation, are $2.449 < 10$, and the tolerance value is $0.4083 > 0.1$. This indicates that there is no multicollinearity in this regression.

Multiple Regression Analysis

Multiple regression analysis was conducted to determine the combined effect of several independent variables on the dependent variable, which in this study are Employee Well-Being (X_1), Work Motivation (X_2), and Organizational Citizenship Behavior (Y). The following are the results of the multiple regression analysis using SPSS version 22 for Windows:

**Table 13.
Results of Multiple Regression Analysis**

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	3.805	1.236		3.078	.002
Employee Well-Being	.032	.074	.055	.433	.666
Work Motivation	-.037	.029	-.160	1.252	.212

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Version 22 for Windows Output Results

From the table above, the following multiple regression equation can be formulated:

$$Y = 3.805 + 0.032 X_1 + 0.037 X_2$$

Based on the multiple linear regression equation, it can be seen that:

1. The constant term is 3.805. This means that if Employee Well-Being (X_1) and Work Motivation (X_2) are both 0, then employee performance (Y) is 3.805.
2. From the equation above there is a positive coefficient for variable X_1 meaning that if Employee Well-being increases, then Organizational Citizenship Behavior increases and a positive coefficient for variable X_2 meaning that if Work Motivation increases, then Organizational Citizenship Behavior increases. Collectively, if both Employee Well-being and Work Motivation increase, then Organizational Citizenship Behavior increases.

Coefficient of Determination

Based on the results of calculations using SPSS 22 for Windows, the following output was obtained:

Table 14.
Coefficient of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.438	.431	3.179

a. Predictors: (Constant), Work Motivation, Employee Well Being

b. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Version 22 for Windows Output Results

The table above shows an Adjusted R-Square value of 0.431, meaning that the combined influence of organizational commitment and work discipline on employee performance is 43.1%, while the remaining 56.9% of Organizational Citizenship Behavior is influenced by factors outside the scope of this study

Hypothesis Testing

t-Test (Partial)

A (partial) t-test is conducted to determine whether the effect of each independent variable on the dependent variable is significant. The significance of each independent variable is determined by comparing the $t_{\text{calculated}}$ value with the t_{critical} value. If the $t_{\text{calculated}}$ value is $> t_{\text{critical}}$ value Or the $-t_{\text{calculated}}$ value $< -t_{\text{critical}}$ value, it means the variable is sufficiently significant to explain the dependent variable. If the $t_{\text{calculated}}$ value $< t_{\text{critical}}$ value or the $-t_{\text{calculated}}$ value is $> -t_{\text{critical}}$ value, it means the variable is not significant in explaining the dependent variable.

The Effect of Employee Well-Being (X1) on Organizational Citizenship Behavior (Y)

Table 15.

Results of the t-Test for the Effect of Employee Well-Being on Organizational Citizenship Behavior

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	20.400	2.156		9.463	.000		
Employee Well Being	.715	.130	.533	5.509	.000	.408	2.449
Work Motivation	.083	.051	.158	1.633	.105	.408	2.449

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Version 22 for Windows Output Results

Based on the table above, the calculated value $t_{calc} > t_{critical}$, specifically $5.509 > 0.134$. Since both t_{calc} and t_{table} are positive, H_0 is rejected and H_a is accepted. Furthermore, based on the p-value (sig.t) of $0.000 < 0.05$, the result is significant. This indicates a positive and significant relationship between Employee Well-Being and Organizational Citizenship Behavior. As for the Work Motivation variable, the $t_{calculated}$ value $> t_{critical}$ value, specifically $1.633 > 0.134$. Therefore, H_0 is rejected and H_a is accepted. Furthermore, based on the p-value (sig.t) of $0.105 < 0.05$, this indicates no significant effect. Thus, there is no positive and significant relationship between work motivation and Organizational Citizenship Behavior.

F-Test (Simultaneous)

The overall hypothesis test is determined by comparing the $F_{calculated}$ value to the $F_{critical}$ value. If the $F_{calculated}$ value $> F_{critical}$ value, the overall research hypothesis is accepted (significant). If the $F_{calculated}$ value is $< F_{critical}$ value, the research hypothesis is rejected (not significant).

Table 16.

Test of the Effects of Employee Well-Being (X1) and Work Motivation (X2) on Organizational Citizenship Behavior (Y)

Anova^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1159.144	2	579.572	57.353	.000 ^b
Residual	1485.496	147	10.105		
Total	2644.640	149			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Work Motivation, Employee Well-Being

Source: SPSS Version 22 for Windows Output Results

From the table below, we can obtain the $F_{calculated}$ value, which is 57.353. Assumptions: Significance level of 0.05 with degrees of freedom (df_1) for the numerator = number of variables - 1, or $3 - 1 = 2$, and degrees of freedom (df_2) for the denominator = number of cases number of variables = $150 - 3 = 147$. Based on these criteria, the F_{table} value is 3.06.

According to the table above, it can be seen that the $t_{\text{calculated}}$ value of 57.353 is greater than the t_{table} value of 3.06. Therefore, H_0 is rejected and H_a is accepted. This means there is a significant combined effect of the variables Employee Well-Being and Work Motivation on Organizational Citizenship Behavior.

The Effect of Employee Well-Being (X1) on Organizational Citizenship Behavior (Y) at PT Hui Shun Indonesia.

Based on the results of the study, using the Statistical Package for the Social Sciences (SPSS) version 22 for Windows, the $t_{\text{calculated}}$ value was 5.509, while the t_{table} value with a degree of freedom (df) = $150 - 2 = 148$ at a significance level of 0.05 (two-tailed test) is 0.134. Thus, since $5.509 > 0.134$, it can be concluded that $t_{\text{calculated}} > t_{\text{table}}$, meaning that Employee Well-Being has a positive and significant effect on Organizational Citizenship Behavior at PT Hui Shun Indonesia. This means that employee well-being within the organization influences an increase in employees' voluntary work behavior, and conversely, if employee well-being is not adequately addressed, there will be a decline in work behavior.

Based on the frequency distribution results from the questionnaire on the Employee Well-being variable (X1), the overall mean score was 4.25, which falls into the "good" category. The highest mean score was found in statement X1_6 with a mean score of 4.40, indicating that the majority of PT Hui Shun Indonesia employees experience working conditions that support their psychological well-being. Meanwhile, the lowest average score was found in statement X1_4 with a score of 4.00, indicating that there is still a small proportion of employees who do not yet fully experience optimal emotional engagement in their work.

The results of the partial test (t-test) show that employee well-being has a positive and significant effect on organizational citizenship behavior, as indicated by a t-value of 5.509 greater than the critical t-value of 0.134 and a significance level of $0.000 < 0.05$. This indicates that the higher the level of employee well-being, the greater the tendency for employees to exhibit OCB behaviors, such as helping coworkers, complying with rules, and going beyond the formal demands of their jobs.

These findings are consistent with the study by Romaji et al. (2024), which states that subjective well-being has a significant influence on positive work behaviors, including Organizational Citizenship Behavior. Another study by the (Damayanti, 2023) also confirms that employee well-being plays a crucial role in fostering organizational citizenship behavior by enhancing positive attitudes and emotional attachment to the organization. Thus, the results of this study reinforce the view that employee well-being is an important psychological foundation for the development of OCB among employees at PT Hui Shun Indonesia.

The Effect of Work Motivation (X2) on Organizational Citizenship Behavior (Y) at PT Hui Shun Indonesia

Based on the frequency distribution of the Work Motivation variable (X2), the mean score was 3.894, which falls into the "good" category. The highest mean score was found in statement X2_12 with a score of 4.44, indicating that most employees have a strong drive to perform well due to intrinsic satisfaction. However, the lowest mean score was found in statement X2_1 with a score of 3.29, suggesting that there are still employees who are not fully motivated to enjoy their work.

The t-test results show that work motivation does not have a significant partial effect on organizational citizenship behavior, as indicated by the $t_{\text{calculated}}$ value of 1.633, which is greater than the t_{critical} value of 0.134, but the significance level of 0.105 is greater than 0.05. This indicates that although work motivation has a positive relationship with OCB, its effect is not statistically strong enough to directly increase OCB.

The results of this study are consistent with the findings of (Raharjo et al., 2023), which state that work motivation does not always have a direct effect on OCB if it is not supported by other psychological factors such as job well-being and a conducive work environment. Furthermore, (Dilla et al., 2023) also reveals that the influence of work motivation on OCB may be insignificant if employees are more influenced by emotional factors and well-being conditions than by motivational drives alone. Thus, the results of this study indicate that work motivation at PT Hui Shun Indonesia has not yet become a dominant factor in driving individual OCB.

The Effect of Employee Well-Being (X1) and Work Motivation (X2) at PT Hui Shun Indonesia

Based on the results of the simultaneous test (F-test), the $F_{\text{calculated}}$ value was 57.353 which is greater than the F_{critical} value of 3.06, with a significance level of $0.000 < 0.05$. This indicates that employee well-being and work motivation together have a significant effect on organizational citizenship behavior among employees at PT Hui Shun Indonesia.

The adjusted R-squared value of 0.431 indicates that 43.1% of the variation in Organizational Citizenship Behavior can be explained by employee well-being and work motivation, while the remaining 56.9% is influenced by other variables not examined in this study, such as leadership, organizational culture, and job satisfaction.

These findings are consistent with the study (Wenda et al., 2022), which states that psychological well-being and motivational factors simultaneously contribute to strong organizational citizenship behavior. The study (Dewi et al., 2023) also confirms that a combination of working conditions that support employee well-being and motivation can increase employees' voluntary contributions to the organization. Thus, it can be concluded that improving Organizational Citizenship Behavior at PT Hui Shun Indonesia can be achieved through the integrated management of employee well-being and work motivation.

CONCLUSION

Based on the results of the analysis and discussion conducted regarding the influence of employee well-being and work motivation on organizational citizenship behavior (OCB) among employees of PT Hui Shun Indonesia (HSI), the following conclusions can be drawn:

Employee well-being has a positive and significant effect on Organizational Citizenship Behavior. The results of the study show that employee well-being-as reflected in positive emotions, work engagement, good social relationships, a sense of meaning in work, and perceived work achievements-can encourage employees to exhibit extra-role work behavior. Employees who feel psychologically well-adjusted tend to demonstrate discipline, care for their coworkers, and a commitment to safeguarding the organization's interests.

Work motivation does not have a significant partial effect on Organizational Citizenship Behavior. This finding suggests that the work motivation of PT HSI employees is more focused on completing core tasks and achieving formal work targets than on voluntary behavior outside their job roles. The routine and output-oriented nature of

manufacturing work is believed to be the reason why work motivation has not yet fully driven the emergence of OCB at the individual level.

Employee well-being and work motivation simultaneously have a significant effect on organizational citizenship behavior (OCB). Although work motivation does not show a significant effect when considered in isolation, together with employee well-being, these two variables are able to explain the variation in employees' OCB. This indicates that a combination of positive psychological conditions and work motivation continues to play a role in shaping organizational citizenship behavior, with employee well-being being the most dominant factor.

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