

Organizational Behavior Transformation through Increasing Employee Motivation, Performance, and Engagement: A Sustainable Performance Mediation Approach at PT. XXX

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Abstract

In general, every company strives to achieve its goals and objectives in accordance with what has been determined. Even the progress or decline of a company is determined by the existence of its human resources. The purpose of this study is to analyze Organizational Behavior Transformation through Increasing Employee Motivation, Performance, and Engagement: A Sustainable Performance Mediation Approach at PT. XXX. This study is a quantitative study. Data were collected using an online questionnaire that assessed employee perceptions and experiences of motivation and work engagement. The sampling technique used in this study was purposive sampling with a sample of 220 respondents. The results of the study prove that Employee Performance has an effect on Organizational Behavior, Employee Performance has an effect on Sustainable Performance, Work Engagement has no effect on Organizational Behavior, Work Engagement has no effect on Sustainable Performance, Sustainable Performance has an effect on Organizational Behavior, Work motivation has an effect on Organizational Behavior, Work motivation has an effect on Sustainable Performance, Sustainable Performance has not been proven to mediate Employee performance on Organizational Behavior, Sustainable Performance has been proven to mediate Work Engagement on Organizational Behavior and Sustainable Performance has been proven to mediate Work motivation on Organizational Behavior.

Keywords: Organizational Behavior, Sustainable Performance, Work Engagement, Work motivation, Employee performance

DOI: 10.7176/EJBM/17-8-02

Publication date: September 30th 2025

1. Introduction

In general, every company tries to achieve its goals and objectives according to what has been determined. Employees are important assets in a company, both individually and in groups, and human resources are one of the main drivers of the smooth running of an organization's activities. Even the progress of a company is determined by the existence of its human resources.

Joyce and Slocum, (2012) stated that without capable people, organizations and management will fail to achieve their goals. According to Berisha Qehaja, A., & Kutllorci, E. (2015) argues that human resources are a source of competitive advantage that is able to face various challenges.

Motivation and performance in the workplace have been the subject of extensive research, yet a comprehensive understanding of their complexities remains elusive. While many organizations recognize the importance of motivation in driving employee performance, many still approach motivation through simplistic linear models that fail to capture its depth. Traditional methods, such as annual performance reviews with occasional praise or monetary bonuses, may have some impact, but are often insufficient to drive long-term employee engagement and sustained productivity. The relationship between motivation and performance is complex, requiring a more nuanced and strategic approach from organizations. In contrast, organizations, and especially managers who have invested in fostering environments that foster genuine engagement and trust, thereby increasing motivation in their teams, have recognized the importance of intrinsic rewards. Intrinsic motivation, which comes from within the individual, is driven by factors such as personal growth, job satisfaction, and a sense of purpose (Raza et al. 2015). Employees who find meaning in their work and feel a sense of autonomy are often more engaged and perform better than those who are motivated solely by external incentives. This is in line with Self-Determination Theory, which emphasizes the role of autonomy, competence, and relatedness in fostering motivation (Vansteenkiste 2018). In addition, it is also consistent with the philosophy of Management as a Liberal Art which highlights the importance of independent decision making.

In business organizations, human resource management (HRM) practices have become one of the tools used to align human resource management (HR) activities, such as selection, training, and rewards, with environmental requirements (Gayialis et al. 2022). HRM ensures performance and maintains the organization's long-term sustainability goals (Renwick et al. 2016; Kim et al. 2019). HRM practices ensure the use of traditional HR practices in recruitment, training, and performance management, with professional ones in achieving organizational goals. The basis of sustainability performance is that people in the company move in unison and are committed to carrying out their duties to uphold sustainability values. The change needed is the organization's shift towards a sustainability approach that requires commitment from management and all employees, not only those directly affected by new environmentally friendly practices and human resources, because these activities can encourage and maintain environmentally friendly behavior among all members of the organization (DuBois and Dubois 2012). Another factor that can influence performance is work engagement. Work engagement is important for companies because it functions as a guide to aligning the goals of an employee with the goals of the company. The existence of work engagement allows companies to see how employees feel about their work and determine whether they are motivated to do extra work and support the company (Sofiah & Kurniawan, 2019). Research by Qodariah (2019), Putra & Darmastuti (2021) and Krisnadiputra (2022) together stated that work engagement has a positive and significant relationship with employee performance. On the other hand, research conducted by Rasul Baharsyah & Nugrohoseno (2021) stated that work engagement has no effect on employee performance.

Employee engagement and organizational learning as factors causing employee turnover were not specifically examined in this study (Nababan et al., 2023). Pawestry & Pradhanawati (2018). Although the implementation of HRM in companies has become more advanced, there are still many organizations and businesses that do not realize the importance of HRM in the sustainability of their operations. Some of the problems that are often faced in the implementation of HRM in companies include the lack of awareness and commitment of company leaders, the lack of skilled human resources in implementation, and the lack of support from the government or policies that do not support the implementation of professional HRM. This study can help solve problems related to the implementation of Human Resource Management practices in the workplace that directly contribute to employee engagement and sustainable organizational performance because the quality of company performance is the result of employee attitudes and behaviors that support company performance (Abu-Mahfouz et al., 2023). By exploring the impact of HRM on employee engagement and sustainable performance, this study can provide insights into how organizations can improve their sustainable performance by adopting appropriate HRM practices and help organizations plan and implement effective HRM programs that are in line with company needs, the impact of HRM practices on employee engagement and organizational commitment to professionalism, long-term business sustainability, and the role of organizational leaders in promoting HRM implementation and creating a culture that supports sustainable workplace management.

2. Literature Review and Hypothesis Formulation

2.1. Work motivation on organizational behavior

Work motivation is the foundation for an organization to develop, both government and private, because of the

desire to realize goals and efforts made together, systematically, and planned. Work motivation can be interpreted as a driver or encouragement that can generate enthusiasm and change individual behavior for the better (Steers and Sánchez-Runde, 2017). Work motivation includes efforts to encourage or motivate employees to work. Work motivation shows discipline in working so that employees are more diligent, careful, and active or enthusiastic in doing a job that is the employee's obligation. Kawiana, et al. (2018) states that increasing organizational behavior is influenced by two main factors, namely internal factors originating from the employee themselves, including job satisfaction, commitment, personality, employee morale, motivation and so on. Based on these arguments, the following hypothesis is developed:

H1: Work motivation has a positive and significant effect on organizational behavior

2.2. Employee performance has a positive effect on organizational behavior

Organizational behavior has a significant impact on employee performance. Positive organizational behavior, which includes factors such as leadership, teamwork, and communication, contributes to increased employee productivity, engagement, and overall job satisfaction, which ultimately results in better outcomes for the organization. Understanding and applying these principles can help managers and leaders create a more positive and effective work environment. According to Luthans, et al. (2015), organizational behavior research seeks to improve organizational effectiveness and advance knowledge about workplace behavior through careful investigation of individuals, work groups, processes, politics, and power dynamics within organizations. Richardsen, (2019) argues that the primary goal is to improve organizational effectiveness and enhance employee well-being. The success of any organization primarily depends on the activation of human resources or its elements and the enhancement of their performance. Based on these arguments, the following hypothesis is developed:

H2: Employee performance has a positive and significant effect on organizational behavior

2.3. Work engagement positively influences organizational behavior

Work engagement has a significant impact on organizational behavior, driving positive outcomes such as increased productivity, decreased turnover, and increased customer satisfaction. Engaged employees tend to be more proactive, innovative, and contribute to organizational success. Conversely, disengaged employees can have a negative impact on organizational performance (Bakker, 2017). Engagement has been described as consisting of a variety of psychological states (or at least correlates of states) such as involvement, attachment, mood job satisfaction, and organizational commitment (Gupta and Sharma, 2018). Positive affectivity is also highly correlated with engagement. Of course, the direction of causality and the "third variable" problem are pervasive in this research, as it is unclear whether these psychological states lead to engagement, whether engagement leads to these states, or whether these states covary with other variables overall (e.g., firm success). Based on these arguments, the following hypothesis is developed:

H3: Work engagement has a positive and significant effect on organizational behavior

2.4. Work Motivation towards Sustainable Performance

Motivation plays a critical role in organizational sustainability. When employees are motivated, they demonstrate higher levels of productivity, creativity, and commitment, all of which contribute to the organization's long-term success (Ned and Umesi, 2023) and sustainability. However, many organizations continue to rely on legacy methods that focus primarily on providing extrinsic rewards. Although financial incentives, such as salary increases and bonuses, can have a positive impact, research shows that their effects on motivation are often temporary (Landry et al. 2017). Once external rewards are removed, motivation levels tend to return to their previous levels, highlighting the limitations of this approach. Based on these arguments, the following hypothesis is developed:

H4: Work Motivation has a positive and significant effect on Sustainable Performance

2.5. Employee Performance on Sustainable Performance

HR division routines are generally not directly related to the company's sustainability performance, but the HR division is the main bridge so that the company's sustainability performance can run well. Malik et al (2021) emphasized the importance of organizations using GHRM to help develop green behavior and attitudes among employees, because sustainability performance cannot be realized without the active participation of HR. To ensure the role of HR as a bridge for GHRM, digital innovation needs to be implemented to support the company's sustainability performance. Digital innovation can improve GHRM efficiency, help companies better track employee behavior and environmental awareness, and correct and train them in a timely manner (Ma, Zhang, and Dong 2023). Based on these arguments, the following hypothesis is developed:

H5: Employee Performance has a positive and significant effect on Sustainable Performance

2.6. Work Engagement on Sustainable Performance

Engaged individuals tend to have high levels of energy and mental resilience and are willing to put in effort into their work even when faced with difficulties. Therefore, when engaged employees put in effort into their work, they gain more knowledge and skills that enable them to perform better and be successful at work. In the study, Thawil (2019) explained that one of the main indicators of employee performance in the workplace is the work engagement they have. In line with that, the test conducted by Kustya & Nugraheni (2020) showed that work engagement can improve employee performance. This indicates that the higher the work engagement applied, the higher the employee's performance. Research by Qodariah (2019), Putra & Darmastuti (2021) and Krisnadiputra (2022) together stated that work engagement on employee performance has a positive and significant relationship. Based on these arguments, the following hypothesis was developed:

H6: Work Engagement has a positive and significant effect on Sustainable Performance

2.7. Sustainable Performance on Organizational Behavior

The implementation of the sustainability concept is considered as the core of organizational strategy. The concept of Sustainable Organizational Performance (SOP) from considers the environmental (Mohd Zawawi and Abd Wahab, 2019), social, and economic aspects of performance, which is also in line with the Triple Bottom Line (TBL) concept. Economic performance is about everything related to financial performance, environmental performance is about reducing environmental damage and protecting against resource exploitation, and social performance is about the well-being of employees, customers, and stakeholders (Elkington, 1994; Pantelica et al., 2016). The implementation of SOP can measure, manage, and report the results of an organization's sustainable strategy. Incorporating sustainability principles in formulating organizational strategy requires measurement as a strategy to improve organizational performance (Alizadeh & Ahmadi, 2019; Kumar & Goswami, 2019). Based on these arguments, the following hypothesis is developed:

H7: Sustainable Performance has a positive and significant effect on Organizational Behavior

2.8. Sustainable Performance is proven to mediate the relationship between Work Motivation and Organizational Behavior

Research by Ingsih (2021) and Ekundayo (2018) shows that motivation is one of the main elements that influences employee performance, which directly and beneficially affects work. Lee et al. (2024) explain that job uncertainty and role ambiguity, which often arise due to toxic leadership, can also have a negative impact on employee motivation. When employees feel uncertain about the future of their work or are unclear about their role in the organization, their motivation levels tend to decrease. Work motivation and organizational behavior are two important concepts that are interrelated in the context of human resource management. Work motivation is an internal drive that drives a person to act and achieve certain goals in the workplace, while organizational behavior studies how individuals, groups, and organizational structures influence human behavior within the organization. Based on these arguments, the following hypothesis is developed:

H8: Sustainable Performance is proven to mediate the relationship between Work Motivation and Organizational Behavior.

2.9. Sustainable Performance is proven to mediate the relationship between Employee Performance and Organizational Behavior

Sustainable organizational performance refers to the ability of an organization to achieve its financial goals while having a positive impact on the environment, employees, and society. This relates to the balance of economic, social, and environmental considerations to ensure long-term success and meet the needs of current and future generations (Elsawy and Youssef, 2023). Organizational behavior plays an important role in achieving sustainable performance by influencing the way employees think, feel, and act in the organization. The organization will be sustainable if it takes a mentoring and coaching approach to achieve organizational goals (Woo, 2017). Employee performance with organizational sustainability is something that is desired by every organization or company. Employee trust is something that is part of the organization so that employees can achieve maximum performance. Based on these arguments, the following hypothesis is developed:

H9: Sustainable Performance is proven to mediate the relationship between Employee Performance and Organizational Behavior

2.10. Sustainable Performance is proven to mediate the relationship between Work Engagement and Organizational Behavior

Organizational performance is one of the important elements that determine the success of a company in achieving its long-term goals and vision. In this era of globalization and increasingly fierce competition, companies are required to focus not only on profits but also on sustainability and social responsibility (Crane et al. 2019). One

approach that is starting to get attention is employee involvement in environmentally friendly practices, often referred to as green behavior. Research shows that organizations that implement green behavior. Employee involvement in green activities not only has a positive impact on individual performance but also on overall organizational performance. According to research conducted by Kibambila & Ismail, (2021), employees who feel involved in sustainability initiatives are more likely to engage in behaviors that support the organization's environmental goals. This suggests that when employees feel they have a role in protecting the environment, they are more motivated to work harder and more efficiently. Based on these arguments, the following hypothesis is developed:

H10: Sustainable Performance is proven to mediate the relationship between Work Engagement and Organizational Behavior

3. Research Methods

This research is a quantitative study. Data were collected using an online questionnaire that assessed employee perceptions and experiences of motivation, and work engagement. The sampling technique used in this study was purposive sampling. The sample consisted of 300 respondents, of which 220 were deemed valid for inclusion in the sample. Invalid responses were excluded from the sample due to incompleteness or because they were completed within an unrealistic time frame.

All constructs in the proposed model are based on reflective multi-item scales. The instrument used for this study consists of measures for the research constructs as described in this section. Since the interest of this article lies in measuring the common influence between these constructs, the composite subscales that form the basis of these constructs are used. In this study, using statistical analysis as an investigative tool, Smart-PLS is used to provide descriptive and inferential statistics. According to Hair et al. (2019), Smart-PLS is a nonparametric multivariate approach used to estimate path models with latent variables. Smart-PLS is a powerful statistical tool because it can be applied to all data scales, does not require many assumptions, and confirms relationships without a strong theoretical basis (Hair et al., 2019). In Smart-PLS, the analysis includes simultaneous assessment of the measurement model and the structural model. The model measurements are assessed to determine internal consistency reliability (composite reliability), convergent validity (factor loadings and mean variance), and discriminant validity. The use of Smart-PLS provides more robust structural model estimates compared to other approaches, especially when assumptions are violated. Another advantage is that the sample size does not have to be large.

4. Results and Discussion

Respondents from the distribution of questionnaires obtained 220 qualified respondents in Jakarta. A total of 220 respondents whose profiles are described in Table 1. Of the 220 respondents who participated in this survey, most were male respondents (121: 55%), aged 25 - 34 years (82: 37.3%), who lived in West Jakarta (78: 35.4%), with a College's Degree education (74: 33.6%) and had a monthly salary of Rp. 3,500,001 - Rp. 5,000,0000 / month (90: 41%). For more details can be explained as follows:

Table 1. Respondent Profile

| Demographic Profile | | Sample (n) | Percentage |
|----------------------------|---------------------------------------|------------|------------|
| Gender | Female | 99 | 45% |
| | Male | 121 | 55% |
| Age (years old) | 17 – 24 | 78 | 35,4% |
| | 25 – 34 | 82 | 37,3% |
| | 35 – 44 | 46 | 20,1% |
| | 45 – 55 | 14 | 6,4% |
| Life | North Jakarta | 42 | 19% |
| | West Jakarta | 78 | 35,4% |
| | East Jakarta | 49 | 22,3% |
| | South Jakarta | 51 | 23,2% |
| Education | Senior High School | 55 | 25% |
| | College's Degree | 74 | 33,6% |
| | Bachelor's Degree | 58 | 26,4% |
| | Master's Degree | 33 | 15% |
| Income | < Rp. 3.500.000 /month | 25 | 11,4% |
| | Rp. 3.500.001 – Rp. 5.000.0000 /month | 90 | 41% |
| | Rp. 5.000.001 – Rp. 7.500.000 /month | 65 | 29,5% |
| | > Rp. 7.500.000 /month | 40 | 18,2% |

In this study, the outer model output test, 23 indicators meet the outer loading requirements. From the 23 reflective indicators in the research survey, two indicators, SP2, and OB4, were removed from the test variables. The results of the outer model test in Table 2 show that all reliable indicators in the research model are in accordance with the required outer loading values.

Table 2. Construct Reliability and Validity

| Variable & Indicators | | | Outer Loading | CA | CR | AVE |
|--------------------------------------------------------|---|--------------------------------------------------------------|---------------|-------|-------|-------|
| Work Motivation | | | | | | |
| MK1 | : | I feel motivated to work because I want to achieve | 0.712 | 0.816 | 0.872 | 0.578 |
| MK2 | : | I get satisfaction from my daily work | 0.733 | | | |
| MK3 | : | I feel that my work provides opportunities for development | 0.722 | | | |
| MK4 | : | I feel appreciated for my work results | 0.789 | | | |
| MK5 | : | I am motivated by the clarity of goals and work challenges | 0.839 | | | |
| Employee Performance Robbins & Judge (2022) | | | | | | |
| KK1 | : | I am able to complete work on time | 0.872 | 0.860 | 0.899 | 0.642 |
| KK2 | : | I demonstrate high quality work | 0.716 | | | |
| KK3 | : | I work efficiently without many errors | 0.729 | | | |
| KK4 | : | I can work well in a team | 0.877 | | | |
| KK5 | : | I am able to complete tasks under pressure | 0.800 | | | |
| Work Engagement | | | | | | |
| WC1 | : | I feel energized when I work | 0.850 | 0.880 | 0.912 | 0.675 |
| WC2 | : | I take pride in my work | 0.820 | | | |
| WC3 | : | My work absorbs all my attention | 0.815 | | | |
| WC4 | : | I feel excited to start the work day | 0.804 | | | |
| WC5 | : | I feel energized when I work | 0.817 | | | |
| Sustainable Performance | | | | | | |
| SP1 | : | I strive to maintain consistent work efficiency | 0.770 | 0.865 | 0.909 | 0.715 |
| SP3 | : | I engage in work practices that support sustainability | 0.883 | | | |
| SP4 | : | I support innovation to improve long-term performance | 0.792 | | | |
| SP5 | : | I maintain productivity without sacrificing quality | 0.929 | | | |
| Organizational Behaviour Robbins & Judge (2022) | | | | | | |
| OB1 | : | I demonstrate adherence to organizational values and culture | 0.858 | 0.847 | 0.897 | 0.685 |
| OB2 | : | I am committed to organizational goals | 0.843 | | | |
| OB3 | : | I demonstrate ethical behavior at work | 0.792 | | | |
| OB5 | : | I am proactive in improving the work environment | 0.816 | | | |
| | : | | | | | |

Table 2. shows that all indicators have external loadings > 0.708 as required, with Cronbach's alpha and composite reliability greater than 0.7 indicating that the internal consistency of the construct is reliable. AVE measures the convergent validity check, where all values have $AVE \geq 0.50$, indicating that all constructs explain at least 50 percent of the item variance and therefore establish validity (Hair et al., 2019). To test discriminant validity, the Heterotrait-Monotrait Ratio (HT/MT) was used because this method is known to have a more precise value (Hair et al., 2019). See Henseller et al., (2014) the recommended threshold value is 0.85 to establish each construct indicator as conceptually distinct. Table 3 (HT/MT Ratio) shows that all HT/MT values are well below the threshold of 0.85 for all variables. Thus, it can be concluded that all indicators used in this research model have adequate differentiating power to measure their respective constructs.

Table 3. Discriminant Validity : HT/MT Ratio

| Var | EP | WE | OB | SP | WM |
|-----|-------|-------|-------|-------|-------|
| EP | 0.802 | | | | |
| WE | 0.741 | 0.822 | | | |
| OB | 0.732 | 0.742 | 0.828 | | |
| SP | 0.681 | 0.674 | 0.771 | 0.846 | |
| WM | 0.765 | 0.840 | 0.786 | 0.744 | 0.760 |

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, $n = 90$

It can be concluded that all indicators in this research model have been well discriminated and can measure their respective constructs. Each indicator can measure its construct accurately and specifically. There are four parameters for testing the reliability and validity of the outer model above, namely reliability indicators (outer loading), construct reliability (Cronbach's alpha and composite reliability), construct validity (average variance extracted), and discriminant validity (Heterotrait-Monotrait ratio).

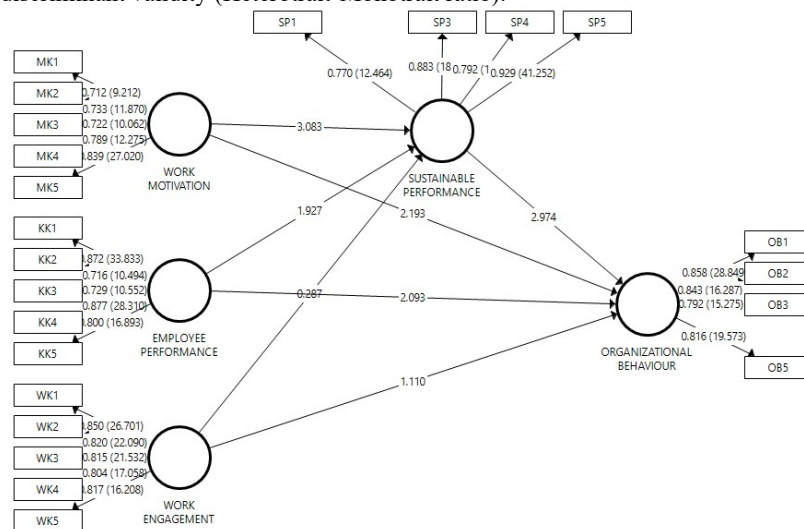


Figure 1. PLS bootstrap results

Since goodness of fit is not used in PLS-SEM as suggested by Hair et al., (2019) this study conducted R^2 to measure the predictive accuracy and cross redundancy value Q^2 to measure the predictive relevance of the testing model. As a rule of thumb, R^2 values of 0.75, 0.50, and 0.25 can be considered substantial, moderate, and weak (Hair et al. 2019). Organizational Behavior has $R^2 = 0.719$ and $Q^2 = 0.332$, and Sustainable Performance ($R^2 = 0.584$; $Q^2 = 0.246$). Both Organizational Behavior and Sustainable Performance have substantial predictive accuracy (Hair et al., 2019).

Table 5. Significant and Coefficient

| Hypothesis | Standardized Coefficient | T-statistics | P-values | Result |
|---------------------|--------------------------|--------------|----------|--------------------------|
| H1: EP -> OB | 0.093 | 2.035 | 0.042 | Hypothesis Supported |
| H2: EP -> SP | 0.134 | 1.979 | 0.050 | Hypothesis Supported |
| H3: WE -> OB | 0.133 | 1.114 | 0.266 | Hypothesis Not Supported |
| H4: WE -> SP | 0.181 | 0.287 | 0.774 | Hypothesis Not Supported |
| H5: SP -> OB | 0.119 | 3.005 | 0.003 | Hypothesis Supported |
| H6: WM -> OB | 0.112 | 2.201 | 0.028 | Hypothesis Supported |
| H7: WM -> SP | 0.162 | 3.087 | 0.002 | Hypothesis Supported |
| H8: EP -> SP -> OB | 0.059 | 1.587 | 0.113 | Hypothesis Not Supported |
| H9: WE -> SP -> OB | 0.065 | 2.285 | 0.045 | Hypothesis Supported |
| H10: WM -> SP -> OB | 0.093 | 1.984 | 0.050 | Hypothesis Supported |

This can be seen in Table 4, out of 10 hypotheses proposed, 7 hypotheses are supported with T-statistics > 1.645, P-value < 0.05, with a positive direction as seen in the standardized coefficient and 3 hypotheses are not supported with T-statistics found < 1.645 and P-value > 0.05.

Discussion

Based on the test results, it shows that the impact of Employee Performance on Organizational Behavior ($\beta = 0.093$, $p < 0.05$) is positive and significant, therefore, our results support H1. Many research studies (Sa'adah and Rijanti, 2022; Suleman et al., 2022) have looked at job performance behavior and the factors that influence it. Short-term assessments of employee behavior or traits related to work are commonly used in assessments. However, these summary assessments only reflect a small part of the actual results of these behaviors or traits at the institutional level. Another early research study is Luthans et al. (2015), which shows evidence of great research activity. However, this study needs to contribute more to understanding the factors that improve employee behavior.

The test results show that the impact of Employee Performance on Sustainable Performance ($\beta = 0.134$, $p < 0.05$) is positive and significant, therefore, our results support H2. High-performing employees result in increased productivity, innovation, and business sustainability amidst intense competition. Overall, employee performance is important for the sustainability and long-term growth of family businesses (Ryan and Burchell, 2023). Good performance can help family businesses overcome various challenges, from improving operational efficiency to managing intergenerational transitions.

The test results show that the impact of Work Engagement on Organizational Behavior ($\beta = 0.133$, $p > 0.05$) is positive and insignificant, therefore, our results do not support H3. Survey data suggests that management must focus on customers, communicate effectively, and make employee well-being a high priority to produce engaged employees (Kim and Kim, 2021) because they have built "trust". Organizational variables that may be related to engagement include human resources, policies, values, culture, technology, etc. (Heslina and Syahrini, 2021) that drive perceptions of procedural justice (i.e., how fair employees perceive the process surrounding the outcome).

The test results show that the impact of Work Engagement on Sustainable Performance ($\beta = 0.181$, $p > 0.05$) is positive and insignificant, therefore, our results do not support H4. Companies need to pay attention to work engagement referring to one of the main assumptions of the JD-R theory (Bakker et al., 2023) is that personal resources (e.g., self-efficacy, optimism) and job resources (e.g., supportive supervision, autonomy) drive work engagement and ultimately produce desired work outcomes (e.g., task performance) by triggering workers' intrinsic and extrinsic drives. For example, when workers experience development opportunities at work, they tend to be internally motivated because these job resources fulfill the basic need for competence by enhancing their growth and learning (Rigby and Ryan, 2018).

The test results show that the impact of Sustainable Performance on Organizational Behavior ($\beta = 0.119$, $p < 0.05$) is positive and significant, therefore, our results support H5. Sustainable performance in an organization, which includes economic, social, and environmental aspects, significantly influences organizational behavior. Focusing on sustainability can lead to increased employee engagement, innovation, and a stronger organizational culture, ultimately leading to a more effective and efficient workplace. Implementing SOPs can measure, manage, and report the results of an organization's sustainability strategy. Incorporating sustainability principles into formulating organizational strategy requires measurement as a strategy to improve organizational performance (Caiado et al. 2019).

The test results show that the impact of Work motivation on Organizational Behavior ($\beta = 0.112$, $p < 0.05$) is positive and significant, therefore, our results support H6. This Work Motivation in Organizational Behavior provides an update of the critical analysis of the scientific literature on this topic, and provides a highly integrated discussion of leading theories, including their historical roots and developments over the years (Gagné et al. 2018). Strong emphasis is placed on the idea that workplace behavior is determined by a mix of factors, many of which are not discussed in texts on work motivation.

The test results show that the impact of Work motivation on Sustainable Performance ($\beta = 0.162$, $p < 0.05$) is positive and significant, therefore, our results support H7. To achieve the expected employee performance, a structured and effective instruction is needed regarding organizational goals so that all employees involved can easily understand and implement them (Sinuraya et al., 2023). This proves that the variables that influence sustainable employee performance include work motivation, work environment, training, and job satisfaction.

The test results show that Sustainable Performance mediates Employee performance on Organizational Behavior

($\beta = 0.059$, $p > 0.05$) is positive and insignificant, therefore, our results do not support H8. Organizational sustainability can occur with management carried out by employees as expected, so that organizational sustainability in business is emphasized in the 21st century economy (Amjad et al., 2021), there is a statement that states that commitment to organizational sustainability helps develop employee respect for environmental issues and motivation to face challenges that can be easily predicted (Chandra Das & Singh, 2016).

The test results show that Sustainable Performance mediates Work Engagement on Organizational Behavior ($\beta = 0.065$, $p < 0.05$) is positive and significant, therefore, our results support H9. Engaged employees are also very fit and confident in terms of their personal lives (Bakker et al, 2016). They provide a lot of added value to their superiors. However, it's not just their bosses; engaged individuals are more likely to change jobs if they don't feel challenged enough and/or create their own positive feedback by being positive and acting within their capabilities. Engaged individuals are able to face their fears and take the necessary steps to achieve their ultimate goals.

The test results show that Sustainable Performance mediates Work motivation on Organizational Behavior ($\beta = 0.093$, $p < 0.05$) is positive and significant, Therefore, our results support H10. This proves that employee motivation is traditionally viewed in the management control literature through an economic perspective that assumes employees work for instrumental reasons such as monetary rewards or executive bonuses (Pfister & Lukka, 2019; Van der Hauwaert et al., 2022). However, such incentives encourage short-term, self-interested behavioral changes (Hartmann et al., 2021) which, in the context of sustainability, are ineffective.

5. Conclusion

Based on the test results, it is concluded that Employee Performance has an effect on Organizational Behavior, Employee Performance has an effect on Sustainable Performance, Work Engagement has no effect on Organizational Behavior, Work Engagement has no effect on Sustainable Performance, Sustainable Performance has an effect on Organizational Behavior, Work motivation has an effect on Organizational Behavior, Work motivation has an effect on Sustainable Performance, Sustainable Performance has not been proven to mediate Employee performance on Organizational Behavior, Sustainable Performance has been proven to mediate Work Engagement on Organizational Behavior and Sustainable Performance has been proven to mediate Work motivation on Organizational Behavior.

This study has weaknesses including difficulties due to limited samples due to research time and in generalizing research results to a wider population, because samples are selected based on specific purposes and not randomly. In addition, this technique is susceptible to researcher bias and it is difficult to ensure adequate sample representation of the population.

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