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AJIM (Airlangga Journal of Innovation Management)
Journal homepage: <https://e-journal.unair.ac.id/AJIM>

Optimizing Employee Performance: The Role of Public Service Motivation and Organizational Citizenship Behavior

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ARTICLE INFO

Paper Type:

Research Paper/ Conceptual Paper/ Review Paper

Keywords:

Public Service Motivation, Organizational Citizenship Behavior, Employee Performance

Article History

Received: 15 November 2024
Revised: 28 November 2024
Accepted: 10 December 2024
Available online: 11 December 2024

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ABSTRACT

Human resource management is a central factor in any organization. Regardless of its form or objectives, an organization is established based on various visions for human interests, and its mission is managed and executed by people. Thus, human resource management focuses on issues related to the workforce. This study examines the impact of Public Service Motivation (PSM) and Organizational Citizenship Behavior (OCB) on employee performance. The respondents of this study were 100 employees from PT Leetex Garment Indonesia. Purposive sampling was used in this study, along with quantitative analysis through multiple regression analysis. The results revealed that PSM and OCB significantly and positively influenced employee performance, with PSM having a t-value of 12.331 and OCB having a t-value of 9.929, surpassing the critical t-value of 1.985. Additionally, the combined effect of PSM and OCB on employee performance was significant, with an F-value of 88.136 and a probability level of 0.000, less than the alpha level of 0.05. This suggests the need for further research into other factors affecting employee performance that were not covered in this study. This finding indicates the usefulness of PSM and OCB in increasing organizational productivity. However, this study also highlights the potential for further investigation into other elements that may influence employee performance, such as leadership style, organizational culture, or managerial support. For practitioners, particularly at PT Leetex Garment Indonesia, these findings might serve as the foundation for developing more effective human resource management strategies.

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Cite this article as: Amelia, E., Pasca, YD., Abriyani, L., Hasanah, AS., Pratiwi, VA., Aprilia, T., Sari, GK. (2024). Optimizing Employee Performance: The Role of Public Service Motivation and Organizational Citizenship Behavior. *Airlangga Journal of Innovation Management*, 5(4), 651-665. <https://doi.org/10.20473/ajim.v5i4.63768>

Introduction

In the current era of rapid technological advancement, competition among business organizations has become increasingly intense (Mafruchati et al., 2024). As a result, leaders and employees must be responsive to changes and developments to remain competitive (Yhonanda Harsono, 2023). Enhancing organizational efficiency and effectiveness has become a top priority in addressing these challenges. Successful organizations need employees who do more than their normal job, these behaviors benefit the larger organization by supporting and advocating for the company, working to improve its operations, and being fiercely loyal to one's work (Ghifara et al., 2022). For example, voice entails speaking up and making positive recommendations for change. Good citizenship responds to bad rules or practices by trying to change them constructively rather than passively complaining about them (Zulaikha et al., n.d.). Virtue citizenship means participating in company activities on a deeper level than usual by attending volunteer meetings and events, reading and following the organization's newsletter, and paying attention to financial news affecting the company. Boosterism refers to the positive representation of an organization in public, away from the office and work (Colquitt et al., 2013). Citizen behavior refers to employee activities that help the organization achieve its goals and objectives, other activities where employees engage in doing the opposite (Colquitt et al., 2013).

Employee performance is a key factor contributing to organizational success. It refers to the quality and quantity of work achieved by an individual in carrying out their duties following the responsibilities assigned to them (Rambulangi et al., 2024). Improved employee performance can drive progress for government agencies to survive in an unstable and competitive government environment. Therefore, efforts to improve employee performance are one of the most serious management challenges, because the success of achieving goals and the survival of a government agency depends on the quality of human resource performance within it (Yudha et al., 2024). The clearer the role of employee performance in an organization, the more essential it becomes for the organization to develop effective strategies to improve employee performance (Wahyuni et al., 2023).

The public sector has an important role in meeting the needs of society and creating social welfare (Mahardhani, 2023)(A. kusuma Wardhana et al., 2023). However, the success of public organizations is highly dependent on the performance of the individuals who work in them (Wahyuni et al., 2023)(Fauziana et al., 2022). *Public Service Motivation* (PSM) is a relevant concept to understand the unique motivations of individuals in the public sector. Perry and Wise in (Komalasari et al., 2009) propose the theory of *Public Service Motivation*, defining it as an individual responding to core motives unique to public institutions and organizations. This motivation helps explain why certain individuals are highly committed to serving society, even when working under pressure or with limited resources. theory is based on the view that the public sector can attract and motivate individuals. PSM consists of three motives: rational, normative, and affective motives. PSM refers to an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations (Mann, 2006)(Zakik et al., 2022).

Employees with high levels of PSM are likely to engage in behaviors that benefit the organization and its members, such as organizational citizenship behaviors (Mendo et al., 2023)(Muhaimin et al., 2023). Thus, PSM is not only important as a motivation theory but also as a tool to improve the effectiveness of public organizations. However, while this theory offers a strong foundation, previous research has often produced mixed findings regarding the influence of PSM on employee performance. This suggests the need for further exploration of how PSM influences individual behavior and performance across different organizational contexts.

Research on PSM and employee performance has produced varying findings. Such as research by (Heru Yogo Pratomo, 2014) investigated the impact of *Public Service Motivation, Individual Job Satisfaction, and Organizational Citizenship of Behavior on Performance* in the Padang City Government environment. The study indicated that PSM did not affect the performance of employees' productivity in the Padang City Government. Meanwhile, (Ingraham, 2005) at the state-owned enterprise of PT PLN (Persero), Jember Area showed that PSM had no significant effect on employee performance. Research by (Cerase & Farinella, 2009) showed that PSM is an important factor that can influence employee performance. These differences indicated that organizational context and workplace dynamics can affect the effectiveness of PSM.

Organizational Citizenship Behavior (OCB) refers to employees' discretionary activities that go beyond official job requirements and contribute to the organization's overall effectiveness (Hermawan et al., 2024). Examples include assisting co-workers, taking initiative, and promoting organizational policies. Numerous studies indicate that OCB improves employee performance by creating a cooperative and harmonious work atmosphere (Podsakoff et al., 2000). Despite substantial research, the mechanisms underlying the relationship between OCB and employee performance are not yet fully understood. Some studies emphasize intrinsic motivation as a driver of OCB (Bolino & Grant, 2016), while others focus on contextual factors such as organizational culture and leadership style (Podsakoff et al., 2000). These differing perspectives raise the question of whether OCB consistently impacts employee performance across diverse organizational settings. Additionally, there is limited information regarding the potential downsides of OCB.

According to (Bolino & Grant, 2016), excessive involvement in OCB can lead to employee burnout or role conflict, ultimately reducing performance. There, this study also seeks to identify the limitations associated with OCB and its impact on employee performance. In addition, several different results were obtained in research on OCB and employee performance. Research by (Wildan et al., 2017) showed that OCB in Pamekasan affected the performance of district government employees. Although the results are different from (Heru Yogo Pratomo, 2014) indicate that organizational citizenship does not affect the performance of employees working in the Padang city government. These conflicting results indicate the complexity of the relationship between OCB and employee performance, warranting further exploration in different organizational contexts.

The phenomena on employee performance, PSM, and OCB are also observed at PT Leetex Garment Indonesia Majalengka Regency. Based on interviews with Ms. Elis, the HRD manager of PT Leetex Garment Indonesia, and several other employees, it was revealed that PT Leetex Garment Indonesia employs 8011 workers 85% of whom are women. The company prioritizes both profitability and social responsibility, offering programs aimed at employee welfare, such as the P.A.C.E (Personal Advancement and Career Enhancement) program, GBV (Gender Based Violence) program, LGI Foundation, and WEALTH (Women Well Being and Health) program. These initiatives include activities like career development classes for women and blood donation drives organized by the LGI Foundation. Such programs foster empathy among employees and demonstrate the company's commitment to community service.

PT Leetex Garment Indonesia conducts charitable activities as a way of instilling employees' empathy for the community and the charitable activities carried out are things that make the company and its employees feel good. This shows that most employees of PT Leetex Garment Indonesia have a motivation to serve the community (Public Service Motivation). Employees of PT Leetex Garment Indonesia also always help other employees' work where each employee is instilled with a sense of helping each other and

providing benefits to other employees, always working on time and being present before working hours, respecting and paying attention to the work of colleagues with responsibility for work in their fields. These behaviors reflect a workplace culture that values cooperation and mutual support, aligning with the principles of OCB.

However, despite these positive attributes, a decline in employee performance has been observed at PT Leetex Garment Indonesia. This decline is attributed to workplace stress, reduced motivation, and a lack of interaction among employees. Monotonous activities and boredom at work have led to unmet targets, decreased motivation, and employee depression. This situation highlights the need for further examination of factors such as PSM and OCB. This research contributes to both theory and practice by enhancing the understanding of how PSM and OCB impact employee performance, particularly in the context of PT Leetex Garment Indonesia. It offers valuable insights for organizations on how fostering positive workplace behaviors can improve employee motivation, reduce stress, and increase collaboration, ultimately boosting overall productivity.

Literature Review

Public Service Motivation

Public service motivation (PSM) is a general altruistic motivation to serve a community, country, or population. (Crewson, 1997) defined PSM theory as an individual service orientation that prioritizes helping others over financial gain. Perry and Wise in (Komalasari et al., 2009) defined PSM as individuals' willingness to respond to unique themes in public institutions and organizations, implying that persons with high PSM are encouraged to work in the public sector. According to research, PSM and employee performance are positively related. PSM enhances performance in three ways: altruistic orientation, organizational value congruence, and affective commitment.

The study by (Loestefani et al., 2022) found that employees with higher levels of PSM show better performance in achieving public goals because they have an intrinsic motivation to provide social benefits rather than simply seeking personal gain. In addition, they tend to have higher levels of work engagement, which contributes to better productivity and service quality in public organizations (Silvia de simone Gianfranco Cicotto Roberta Pinna Luca Giustiniano, 2006) (Lu & Chen, 2022). However, it is important to note that the influence of PSM on performance is often mediated by factors such as organizational support, perceived social benefits, and a supportive work environment. Therefore, creating conditions that allow PSM to flourish can strengthen employee performance in the public sector (Lu & Chen, 2022). PSM is favorably associated with overall job performance, including both in-role and extra-role performance (Bland et al., 2023). Health workers with high PSM demonstrate superior task performance and job satisfaction, implying that motivation directly improves their effectiveness (Tu et al., 2024).

H1: Public Service Motivation has a significant impact on employee performance

Organizational Citizenship Behavior

According to (Saputra & Fajri, 2020) Organizational Citizenship Behavior is a free individual attitude that is not exclusively or explicitly recognized in the incentive system, to boost the organization's effective functioning. Where members of organizational citizenship engage in tasks and advantages that exceed what is described in their work or their knowledge. Furthermore, (María Zayas-Ortiz, 2014) defines organizational citizenship Behavior as a positive social attitude demonstrated by employees by contributing

to the organization and its work environment in ways that go beyond the requirements of their role or position at work. This behavior can be attributed to extra-role behavior and good citizenship as social beings that prioritize public interests over personal interests, allowing employees to give better performance to government organizations. OCB promotes a supportive working culture, which encourages employee collaboration. This collaborative environment boosts efficiency and helps organizations achieve their objectives. Employees who demonstrate traits like generosity and conscientiousness frequently contribute to higher individual and team productivity (Scott, 2024).

H2: Organizational Citizenship Behavior has a significant impact on employee performance

Employee Performance

Performance refers to what employees do and do not do (Qosim et al., 2023) (Santoso & Kusuma, 2023). According to (Alhosseiny, 2023), performance is a description of the amount of achievement of an activity or policy event in attaining the organization's targets, goals, vision, and mission as described in its strategic planning. According to (Cai, 2023), performance refers to the degree to which an employee completes the duties that comprise his or her employment. Employee performance demonstrates how successfully they meet the criteria of their jobs. Performance is often mistaken as an effort that represents the energy expended, but it is actually measured in terms of what will occur.

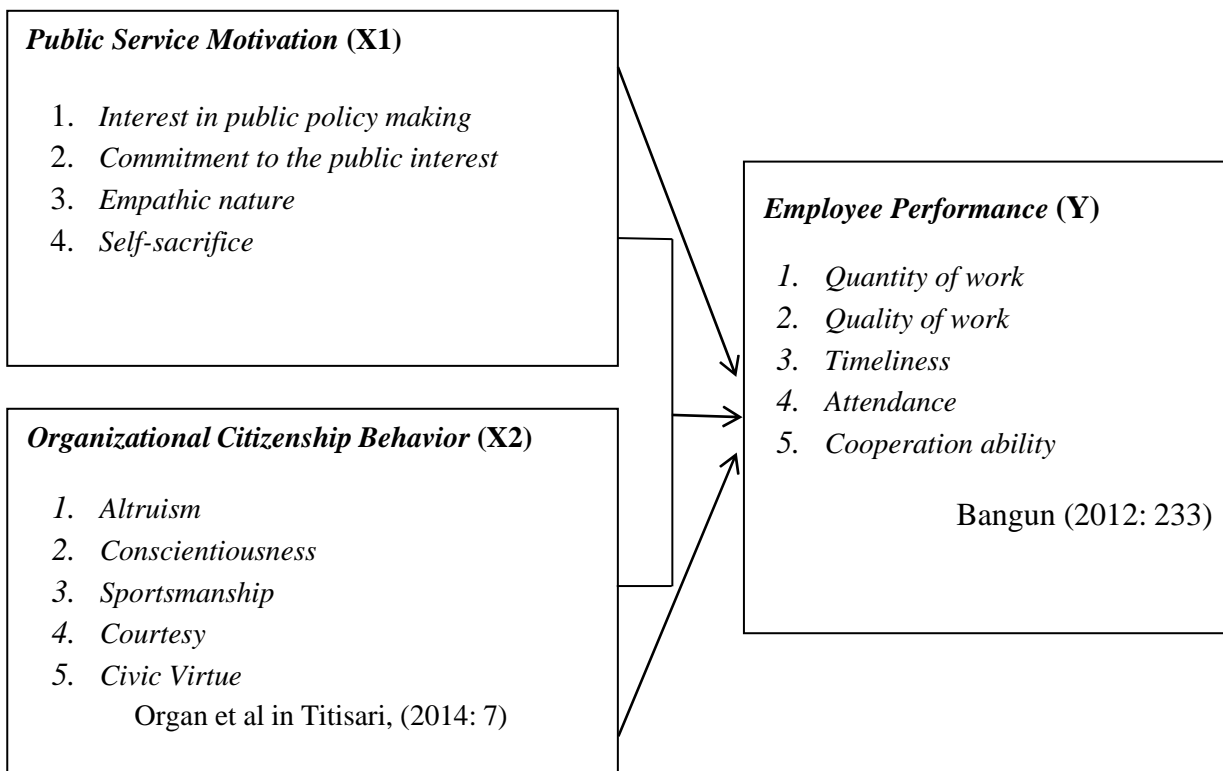


Figure 2.1 Analysis Model

Source: Author (2024)

Methodology

This form of research is a quantitative analysis using multiple regression. The factors considered are Public Service Motivation and Organizational Citizenship Behavior on Employee Performance at PT. Leetex Garment Indonesia. The sample size was 100 respondents. The sampling method was non-probability sampling combined with purposive sampling. The research instrument was a questionnaire with a Likert scale of 1 to 5. The data was analyzed using IBM SPSS 25, and the analytical approach included data validity and reliability tests, normality tests or Kolmogorov-Smirnov non-parametric statistical tests (KS), hypothesis testing with the F test, and partial connection testing with the T-test. Multiple regression analysis is utilized in this study to describe and evaluate the relationship between multiple independent variables and the dependent variable.

This study used multiple regression to test how Public Service Motivation (X1) and Organization Citizenship of Behavior (X2) affect Employee Performance at PT. Leetex Garment Indonesia (Y) in the context of the study "To identify the relationship between Public Service Motivation (X1) and Organization Citizenship of Behavior (X2) affect Employee Performance at PT. Leetex Garment Indonesia." This article serves as a reference for creating the questionnaire (Perry, 1996). "Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity." This article establishes a framework for evaluating PSM using a questionnaire that incorporates a commitment to the public interest, compassion, and a feeling of duty. Example question: "I am motivated by the opportunity to serve the public interest." "Making a positive contribution to society is my priority."

Results And Discussion

Results

PT. Leetex Garment Indonesia

Leetex Garment Indonesia Ltd, is located at Blok Pajagan RT 01 / RW 01 Sinarjati Village, Kasokandel Subdistrict, Majalengka Regency 45453 West Java Province, Indonesia is a company engaged in the garment business with products that are more specialized in knitting sweaters by following the market flow or trend. Established in 2001, PT Leetex Garment Indonesia has developed into one of the leading garment companies in Indonesia. All products produced are export commodities with Japan, China, the United States, and European countries as the main markets. In its development, Leetex Garment Indonesia Ltd, has a vision to be at the forefront of its field and has made many changes and developments to achieve a more advanced level. The efforts that have been made include the construction of new locations to increase production capacity, employee learning programs to achieve reform and better quality, and increased attention to the welfare and safety of its employees.

PT Leetex Garment Indonesia is a company that in its activities produces finished goods in the form of sweaters for men and women from children to adults, whose models follow trends or markets that are in vogue by consumers. Even besides sweaters, it also produces animal clothes such as dog clothes. To foster buyer confidence in product quality and the quality of human resources, the company participates in all international audit activities desired by buyers such as WRAP, Global Security Verification (gsv), Organic Exchange, BSCI, and Sadex. This is an effort from the company towards global competition.

Test Results

Validity testing determines whether a questionnaire-based measurement tool can truly perform its role. As mentioned in the study process, a statistical methodology is employed to determine if a measuring instrument is valid or not, specifically the correlation coefficient of the statement item score to the total score. If the statement item's correlation coefficient with the total score of the other items is more than 0.195,

it is judged legitimate (Febriyanti et al., 2022). The validity test results below are based on the processing results obtained using product moment correlation (validity index) (A. K. Wardhana & Ratnasari, 2022). Based on the data from the questionnaire of variable Public Service Motivation, which has been validated using 8 items, the following table shows the results of the validation of the instrument Public Service Motivation:

Table 1. Validity Test Results in Public Service Motivation

No item	Item	r-Count	r-Table (a = 0,05)	Decision
1	PSM 1	0,744	0,195	Valid
2	PSM 2	0,802	0,195	Valid
3	PSM 3	0,761	0,195	Valid
4	PSM 4	0,829	0,195	Valid
5	PSM 5	0,697	0,195	Valid
6	PSM 6	0,807	0,195	Valid
7	PSM 7	0,684	0,195	Valid
8	PSM 8	0,684	0,195	Valid

Source: Data processed in 2024 with SPSS statistics 25

Based on the results of the data validation instrument, it can be concluded that all of the aforementioned statement items can be completed and submitted for further analysis because they have high quality in the study. Based on the results of data instrument validation, it can be concluded that all question items that have been submitted are following the predetermined indicators for each variable, both variable X and variable Y. This shows that all question items are of good quality and are suitable for further analysis in this study.

Table 2. Validity Test Results Organization Citizenship Behavior

No	Item	r-Count	r-Table (a= 0,05)	Decision
1	OCB 1	0,809	0,195	Valid
2	OCB 2	0,798	0,195	Valid
3	OCB 3	0,571	0,195	Valid
4	OCB 4	0,620	0,195	Valid
5	OCB 5	0,720	0,195	Valid
6	OCB 6	0,779	0,195	Valid
7	OCB 7	0,579	0,105	Valid

Source: Data processed in 2024 with SPSS statistics 25

It is evident from the preceding table that the statement items' r-Count is higher than the table's value of 0.195. The test's findings demonstrate the validity and suitability of the statement questions for the Organization's Citizenship Behavior variable as research measuring tools that may be applied to additional studies. The basis for making validity test decisions is based on the r count and r table values. To be categorized as valid, the value of r Count must be greater than the value of r Table, indicating that the question items tested significantly match the variable being measured. The results of this test indicate that the question items for the Organizational Citizenship Behavior (OCB) variable are proven to be valid and suitable as a measuring tool in this study, and can be applied in further studies.

Table 3. Validity Test Results Employee Performance

No	Item	r-Count	r-Table (a=0,05)	Decision
1	IP 1	0,819	0,195	Valid
2	IP 2	0,798	0,195	Valid
3	IP 3	0,808	0,195	Valid
4	IP 4	0,818	0,195	Valid
5	IP 5	0,813	0,195	Valid
6	IP 6	0,688	0,195	Valid
7	IP 7	0,609	0,195	Valid
8	IP 8	0,692	0,195	Valid
9	IP 9	0,780	0,195	Valid
10	IP 10	0,756	0,195	Valid

Source: Data processed in 2024 with SPSS statistics 25

Based on the table above, it can be seen that the r-Count of the statement items is greater than rTable 0.195 so that it can be included in further testing greater than rTable 0.195 so that it can be included in further testing. The basis for making this validity test decision is based on the comparison between the value of r Count and r Table. Based on the table above, it can be seen that the calculated r value of the statement items is greater than the r table value of 0.195. Thus, the statement items meet the validity criteria and are acceptable to continue to the next testing stage. This shows that the items have a significant enough match to be used in further research.

a. Reliability Test

Aside from being valid, measuring equipment must also be reliable. A measuring instrument is reliable if it produces almost same results when used frequently. To determine if a measuring device is dependable or not, a statistical approach is utilized, namely the dependability coefficient.

Table 4. Reliability Test

No	Variable	Cronbach's Alpha	r-Count	Result
1	<i>Public Service Motivation</i>	0,885	0,600	Reliable
2	<i>Organization Citizenship Behavior</i>	0,817	0,600	Reliable
3	<i>Employee Performance</i>	0,907	0,600	Reliable

Source: Data processed in 2024 with SPSS statistics 25

The table above shows that the questionnaire's dependability rating is higher than the critical value of 0.600. The results of this test show that all of the statement items used were reliable, implying that the questionnaire used to measure the variables produced consistent findings. The basis for making this reliability test decision is based on the reliability coefficient which must exceed the specified value limit, which is 0.600. In this case, if the reliability coefficient value is greater than 0.600, the research instrument is considered reliable or can be trusted to produce consistent data. Based on the table above, it can be seen that the reliability coefficient value for the questionnaire used is higher than the critical value of 0.600. The results of this test indicate that all statement items used in this study have good reliability, which means that the questionnaire used to measure the variables in this study can produce consistent and reliable findings.

b. Normality Test

According to Ghozali (2016: 160), the normality test determines if confounding or residual variables in the regression approach follow a normal distribution. In this study, the Kolmogorov-Smirnov test was used to determine data normality for each variable.

Table .5 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.09892852
Most Extreme Differences	Absolute	.125
	Positive	.125
	Negative	-.061
Test Statistic		.125
Asymp. Sig. (2-tailed)		.001 ^c
Exact Sig. (2-tailed)		.080
Point Probability		.000
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed in 2024 with SPSS statistics 25

The table above shows that the Kolmogorov-Smirnov value is greater than $\alpha = 0.05$, at 0.80, indicating that the residual data is normally distributed and suitable for use.

c. Multiple Regression Coefficient Analysis

Multiple linear regression analysis seeks to determine the impact of two or more independent variables (X) on the dependent variable (Y). The results of multiple linear regression calculations using the SPSS program in this investigation are as follows:

Table 6. Multiple Linear Regression Results

		Coefficients ^a				
		Unstandardized Coefficients	Std. Error	Standardized Beta	t	Sig.
Model		B				
1	(Constant)	9.838	2.324		4.233	.000
	Public Service Motivation	.662	.101	.578	6.590	.000

Organization Citizenship Behavior	.360	.113	.279	3.179	.002
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a. Dependent Variable: Performance

Source: Data processed in 2024 with SPSS statistics 25

$$Y = 9,838 + 0,662X1 + 0,360X2$$

- [1] The multiple linear regression equation above leads to the following conclusion: The constant number α is 9.838, indicating that if the independent variable ($X1$ or $X2$) does not change, the dependent variable (Y) will remain at 9.838
- [2] The regression coefficient of the Public Service Motivation variable ($X1$) is 0.662, which is positive, meaning that if the Public Service Motivation variable increases by one value, performance will increase by 0.662.
- [3] The regression coefficient of the Organization Citizenship Behavior variable ($X1$) is 0.360, which is positive, implying that if the Organization Citizenship Behavior variable increases by one value, performance will rise by 0.360.

Table 7. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.638	3.697

a. Predictors: (Constant), Organization Citizenship Behavior, Public Service Motivation

Source: Data processed in 2024 with SPSS statistics 25

Table 7 shows a R square coefficient value (R^2) of 0.645, or 64.5%. As a result, the Public Service Motivation and Organization Citizenship Behavior factors have a 0.645 (64.5%) influence on performance. The remaining 35.5% is influenced by factors not addressed in this study. In addition to the Public Service Motivation (PSM) and Organizational Citizenship Behavior (OCB) components highlighted in this study, several other elements can influence employee performance that are not addressed in this study. Leadership style, job satisfaction, organizational culture, social support, facilities and resources, and organizational communication are among the aspects to consider.

Table 8. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2408.970	2	1204.485	88.136	.000 ^b
	Residual	1325.620	97	13.666		
	Total	3734.590	99			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organization Citizenship Behavior, Public Service Motivation

Source: data processed in 2024 with SPSS statistics 25

Table 8 shows that the F table value can be obtained in the following way: $F_{table} = F(n-k)$, where n is the number of respondents (100), and k is the number of X factors (up to two), namely Public Service Motivation and Organization Citizenship Behavior. Then, $F_{table} = F(100-2)$; $F_{table} = F(98)$. The significance level is 0.000, with a threshold of <0.05 . The estimated F value is 88.136, and the F table value is 3.09, with a threshold of $F_{count} > F_{table}$. Based on Table 4.53's significance value of $0.000 < 0.05$ and F count value of $88.136 > 3.09$, it is inferred that H_0 is rejected and H_a is approved. This supports the hypothesis that Public Service Motivation and Organization Citizenship Behavior have a favorable and significant effect on employee performance at PT Leetex Garment Indonesia Majalengka Regency.

Even though this study provides important information about the impact of Public Service Motivation (PSM) and Organizational Citizenship Behavior (OCB) on employee performance, several limitations must be addressed. One of the most important aspects of this research is the sample that was used only at PT Leetex Garment Indonesia in Majalengka Regency, which can help generalize the findings to other organizations with similar characteristics. Aside from that, the study only looks at two main factors, PSM and OCB, but several other factors can affect performance, such as leadership style, job performance, and organizational culture, which are not examined in this study.

Discussion

The Influence of Public Service Motivation on Employee Performance

The data analysis shows that Public Service Motivation has a positive impact on employee performance, thus Hypothesis 1 is accepted. Public Service Motivation (PSM) has a substantial impact on employee performance, especially in firms with public-oriented missions. The key idea is that personnel with high PSM are inherently motivated to serve the public good, which leads them to excel in their professions. Employees with high PSM value the well-being of others and organizational goals above personal gain. This internal drive increases their involvement and commitment, resulting in better task completion rates and overall performance quality (Perry & Wise, 1990). When employees' PSM is aligned with their organization's public service goal, they report higher job happiness and productivity. This connection promotes a sense of purpose, which increases their motivation to work hard and accomplish well (Kim, 2005).

According to research by (Zaki et al., 2024a), employees in occupations that stress autonomy, social impact, and meaningfulness are more likely to perform better as a result of their PSM (Vandenabeele 2009). PSM is generally linked with the public sector, although it also has a favorable impact on employee performance in non-profit and hybrid businesses. Employees with good PSM are more adaptive, imaginative, and willing to go above and beyond their conventional job tasks to achieve company goals (Ryandono et al., 2022)(Wijayanti et al., 2020). PSM has a positive correlation with overall job performance, both in-role and extra-role performance (Tang et al., 2024).

The Influence of Organizational Citizenship Behavior on Employee Performance

The data analysis shows that Organizational Citizenship Behavior has a positive impact on employee performance, thus Hypothesis 2 is accepted. Organizational Citizenship Behavior (OCB), defined as voluntary actions that go beyond official job obligations, improves employee performance in a variety of ways. OCB promotes a cooperative and peaceful work environment, which boosts both individual and collective productivity and directly contributes to organizational success. Employees who participate in OCB frequently assist colleagues with tasks, provide resources, and offer moral support. This collaborative conduct fosters a healthy work environment, minimizing conflict and enhancing overall team performance (Juliansyah et al., 2021)(A. K. Wardhana, 2021b). OCB displays a strong sense of loyalty and affinity with the organization's goals. Employees with OCB frequently report higher job satisfaction, which leads to increased motivation and better performance outcomes (Podsakoff et al., 2000)(A. K. Wardhana, 2021a).

Employees who demonstrate OCB are more likely to take the initiative in problem resolution and process improvement, resulting in enhanced efficiency and innovation. Turnipseed and Rassuli (2005) found

that proactive activity improves both individual and organizational performance. OCB enhances organizational outcomes by lowering turnover intentions, increasing customer satisfaction, and fostering team cohesion. These elements all contribute to improved employee performance (Bolino & Grant, 2016). OCB acts as an intermediary between numerous circumstances and employee performance. For example, employee competency has a considerable impact on performance through OCB, showing that skilled individuals who demonstrate OCB are more effective (Zaki et al., 2024b) (Togatorop & Indrawan, 2024).

Conclusion

Based on the findings of this research, the researcher comes to the following conclusions: Public Service Motivation, Organizational Citizenship Behavior, and Employee Performance at PT Leetex Garment Indonesia Majalengka Regency has met acceptable standards. Public Service Motivation and Organizational citizenship behavior influences employee performance. The findings of this study show that PT Leetex Garment Indonesia in Majalengka Regency has a strong foundation for developing productive and harmonious work environments. Public Service Motivation in this company has reached an acceptable standard, reflecting employee values that are in line with organizational goals. Organizational Citizenship Behavior is also at a good level, indicating that when employees consistently contribute outside of their formal roles, it helps to create a collaborative and supportive work environment. In general, employee performance at this company meets high standards, with consistent job performance and significant contributions to the company's goals.

It is hoped that the findings of this study will be utilized as a reference for future academics studying the elements that influence employee performance, to expand the research to include variables other than those found in this study. Future research can broaden the sample by adding different types of organizations and industrial sectors, increasing the generalizability of the findings. Furthermore, additional research can look at other elements that influence employee performance, such as work satisfaction, leadership style, and organizational culture, to provide a more complete picture of the variables that affect performance. Future research should mix quantitative and qualitative methodologies, such as conducting in-depth interviews or focus group discussions, to delve further into variables that quantitative surveys may miss. As a result, the study's findings can help researchers gain a better understanding of the factors that influence employee performance.

Author's Contribution

We would like to express our gratitude to everyone at the Institute Technology of Budi Utomo for the opportunity that has been provided. Then, I'd like to express my gratitude to everyone who helped me organize and carry out this research. The author declares that there are no conflicts of interest with the research or its publication. All parties involved in this research contributed only to the study's academic goal, with no financial or personal interests that could influence the outcomes or interpretation of the findings. I would like to thank everyone at the Institute of Technology Budi Utomo for this great opportunity. Their assistance has been critical in the accomplishment of this research.

Acknowledgments

The authors would like to offer their heartfelt appreciation to their loving family. The authors thank the editorial team of AJIM Universitas Airlangga for their assistance with study methodologies, data, and text improvements.

Declaration of Competing Interest

We would want to express my profound gratitude to everyone who assisted me in organizing and carrying out this study, contributing their time, knowledge, and direction to ensure its success.

Fundings

This study did not get any funding.

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