

EFFECT OF PUBLIC SERVICE MOTIVATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS AN INTERVENING VARIABLE IN THE LABOR AND TRANSMIGRATION OFFICE OF JAMBI PROVINCE

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Abstract

This research examines and analyzes public service motivation's influence on employee performance through organizational citizenship behavior. Quantitative methods and data collection techniques are used through observation, questionnaires, and documentation. Hypothesis testing was carried out using the Structural Equation Model (SEM) technique with the smartPLS program. The research results show that 1) public service motivation has a positive and significant effect on employee performance, 2) public service motivation has a positive and significant effect on organizational citizenship behavior, 3) organizational citizenship behavior has a positive and significant effect on employee performance, 4) Public service motivation has a positive and significant effect on employee performance with organizational citizenship behavior as an intervening variable.

Keywords: Employee Performance, Public Service Motivation, Organizational Citizenship Behavior

Introduction

The role of human resources in a company is not just important, it's integral. Human resources are not just assets, they are the heart and soul of an organization. They bring feelings, desires, knowledge, and encouragement to the table, making them the most valuable assets that must be recognized as the main key and even the determining factor for the success of an organization in achieving its vision, mission, and goals. Human resource development within the organization is a process of nurturing and enhancing these unique qualities to achieve the organization's goals. With the right human resources, an organization can truly thrive and succeed.

Performance includes a mental attitude and behavior that always believes that the work carried out today must be of higher quality than the implementation of past work and that the time to come is higher. An employee will feel his pride and satisfaction with the achievements made based on the performance he provides for the company. Good performance is a desirable situation in the world of work. An employee will get a good work performance if his performance is by quality and quantity standards.

In improving employee performance, management should know what their employees need. This is useful to give employees the impression that they are cared for by the company where they work and participate in achieving the company's goals. So, in fact, the company's goals will align with its employees' goals. An employee who has good performance can support the achievement of the goals and objectives set by the company. Employee performance results from work in quality and quantity, which is achieved by a person following the responsibilities assigned to him. Sutanto and Patty (2014) identify it as absenteeism or attendance, the ability to meet targets, and timeliness in completing tasks.

Mangkunegara (2017) states that performance is a result of work that can be measured through the quality and quantity of work produced for the duties and responsibilities of its employees. Hasibuan's (2011) performance is a result that a person achieves in carrying out his duties imposed on him, which is based on skills, experience, seriousness, and time. According to Afandi (2018), performance is the result of work that can be achieved by a person or group in a company by their respective authorities and responsibilities to achieve organizational goals legally, not against the law, and not against norms/ethics.

One of the motivations that must be possessed is motivation in the form of public service motivation (PSM) where public service motivation is defined as beliefs, values and attitudes that go beyond personal interests and organizational interests, which concern the interests of larger political entities and which motivate individuals to act accordingly (Kreitner 2015). Overall, public service motivation can be defined as the values, desires, and attitudes of individuals who provide public services through internal and external interactions with others, beyond personal and organizational interests, with the aim and willingness to do good for others and society (Choi, 2016).

Of the many definitions of public service motivation, Perry et al. (2016) say that public service motivation shows an employee's motivation to do good for others and shaping the welfare of society.

In the organizational behavior literature states that Organizational Citizenship behavior (OCB) is a valuable managerial tool for organizations, having a positive effect on individual, group, and organizational performance if managed properly (Chiaburu, Oh, Berry, Li, & Gardner, 2011). Organ (2018) OCB is free individual behavior that is not directly or explicitly recognized by the reward system and promotes the effective functioning of the organization. In other words, OCB is employee behavior that exceeds the required role that is not directly or explicitly recognized by the formal reward system. The success of an organization if its members not only do

their main tasks, but also want to do extra tasks, such as the willing to cooperate, help each other, provide input, play an active role, provide extra services, and want to use their working time effectively (Robbins & Judge, 2013).

Several studies have shown that public service motivation affects employee performance. Research conducted by Saskya Nissya Putri (2017) says that the influence of public service motivation and organizational citizenship behavior on employee performance positively affects employee performance. Negara & Febrianti (2019) show that public service motivation,

Organizational Citizenship Behavior has a significant effect on employee performance. Research by Palma, Crisci, & Mangia (2020) proves that public service motivation significantly affects performance.

Literature Review

Employee Performance

To overcome complex problems, management can make improvements, one of which is through HR development. Improvement aims to strengthen itself and increase the resilience of HR and organizations in the face of competition. The success of an organization in improving its organizational performance is highly dependent on the quality of the human resources concerned in working or working, so the organization needs to have capable and high-performing employees. As strategic resources, employees are the organization's backbone, so carrying out their duties will affect their performance. According to Priansa (2018), performance is the level of success of employees in completing their work.

According to Hartatik, Indah (2014), performance is the ability or work performance achieved by personnel or a group of people in an organization to carry out their functions, duties, and responsibilities in carrying out organizational operations. According to Sinambela (2019), employee performance is interpreted as the ability of employees to perform a certain skill. The indicators used to measure public service motivation are quantity of work, quality of work, efficiency in carrying out tasks, leadership, initiative, and creativity.

Public Service Motivation

Public service motivation is the study of how a person becomes motivated to provide excellent public services to the community. Previously, many have recognized and studied the concept of motivation in general, namely related to basic psychological needs, according to self-determination theory, which are innate needs of all humans that facilitate and form autonomous motivation when a person feels satisfied (Potipiroon & Ford, 2017).

Vandenabeele (2017) states that public service motivation can also be defined as beliefs, values and attitudes that go beyond self-interest and organizational interests, which concern the interests of larger political entities and which motivate individuals to act accordingly.

Perry et al (2016) say that public service motivation shows an employee's motivation by doing good for others and shaping the welfare of society. The indicators used to measure public service motivation are attraction to public policy, commitment to the public interest, compassion and self-sacrifice.

Organizational Citizenship Behavior

According to Mohamed (2016) that OCB is a type of behavior that can be defined as behavior that is not determined by the description in the job contract, not behavior that can be trained but behavior that is desirable because it has a positive effect on the organization and work.

Sule and Priansa (2018) state that OCB is behavior based on personal willingness that is carried out outside of formal work and is not directly or in a specific way related to the appreciation system.

Organ (2015) defines OCB as individual behavior that is not discretionary, not directly or explicitly recognized by the formal reward system, and overall promotes the effective functioning of the organization. The indicators used to measure OCB are altruism, conscientiousness, sportsmanship, civic virtue and courtesy.

Methods

Population is a generalization area consisting of objects or subjects with certain qualities and characteristics set by researchers to study and then draw conclusions (Ghozali, 2018). Based on the above understanding, the population in this study was the Jambi Province Manpower and Transmigration Office's 136 ASN employees.

The research sample is part of the population's number and characteristics (Ghozali, 2018). The appropriate sample member used in a study depends on the desired error rate. The greater the sample size of the population under study, the smaller the chance of error and vice versa. In this study, researchers narrowed the population by calculating the sample size using the Slovin technique. The sample range that can be taken from the Slovin technique is between 10 - 20% of the research population. The total population in this study was 136 people, so the percentage of leeway used was 10%, and the calculation results can be rounded up to achieve suitability so that it becomes 58 respondents.

The technique used in this study is to use a questionnaire method. According to Ghozali (2018), a questionnaire is a data collection technique that gives respondents a set of written questions to answer. Collecting data by providing questions to be filled in by respondents to obtain the information needed and support research. In this study, the authors used previous research, journals, data from agencies and other

written data that served as reference materials, and sources and information from the internet that could support the research.

Data processing in this study uses smart PLS-SEM software (Partial Least Square - Structural Equation Modeling). PLS has the ability to explain the relationship between variables and the ability to perform analyses in one test. This study uses Partial Least Square because this research is a latent variable that can be measured based on its indicators so that it can be analyzed with clear and detailed calculations. The PLS analysis used in this study uses Smart PLS (v.3.3.9).

Result and Discussion

Characteristics of Respondents

The characteristics of respondents in this study totaled 58 respondents. Of the respondents, 51.72% were female, while 48.28% were male. It can be concluded that the participation of women in the respondent population is slightly higher than that of men. The majority of respondents are 36-45 years old, with a total of 39.66%. Followed by the 26-35 age group with 27.59%, the 46-50 age group with 18.97%, and respondents with more than 50 years of age with 13.79%. This shows that the majority of respondents are in the productive age range. Most respondents have an undergraduate education level, reaching 65.52% of the total respondents. Meanwhile, respondents with S2 education were 24.14%, S3 as much as 5.17%, and high school / equivalent education level as much as 5.17%. In relation to work experience, the number of respondents was relatively evenly distributed. A total of 32.76% have 1-5 years and 5-10 years of work experience, respectively. Respondents with 10-20 years of work experience accounted for 18.97%, while respondents with more than 20 years of work experience amounted to 15.52%.

It can be concluded that there is variation in the length of work experience among the respondents. The education level of respondents generally tends to be high.

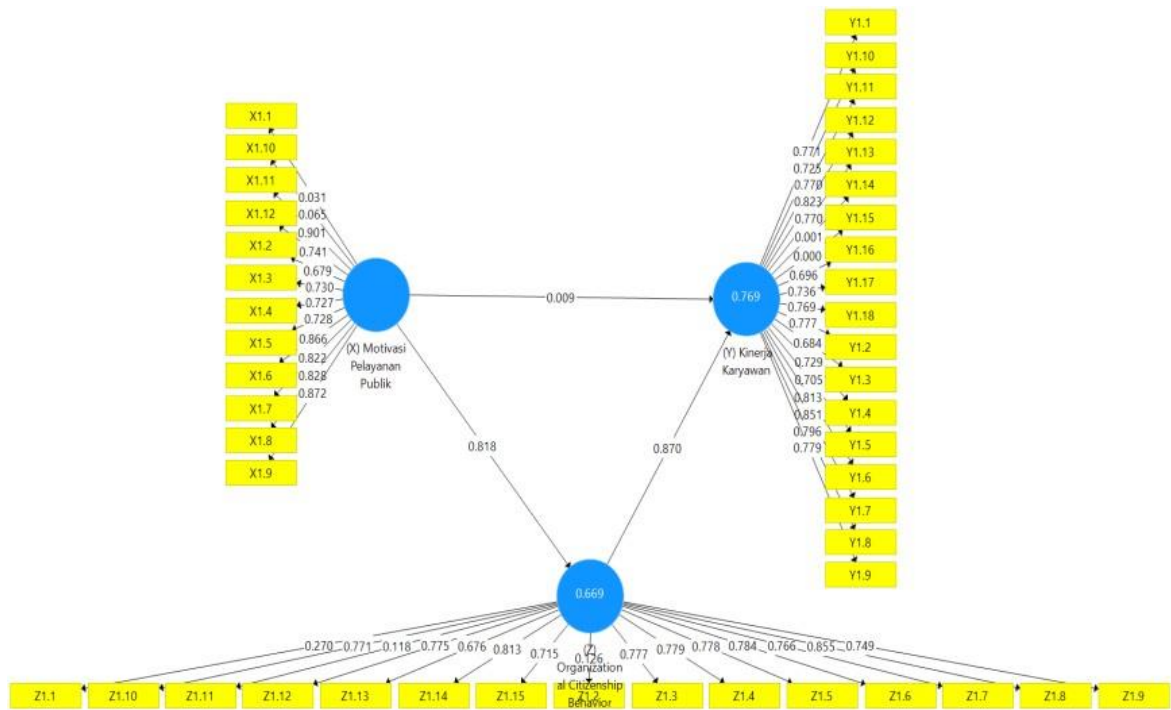
Outer Model Testing

The measurement model's convergence validity can be seen from the correlation between indicator scores and variable scores. According to Sugiyono (2019), the AVE value must be greater than 0.5, or if the initial stage of developing a measurement scale is still considered sufficient, the loading factor value of 0.5 - 0.6 is still considered sufficient. The calculation process is carried out using the PLS algorithm from the SmartPLS 3 application.

Table 1. Outer Loading

Variabel	Demensi	Indikator	Outer Loading	Keterangan
Public service motivation (X)	Interest in public service	X1	0.701	Valid
		X2	0.704	Valid
		X3	0.736	Valid
	Commitment to the public interest	X4	0.742	Valid
		X5	0.730	Valid
		X6	0.857	Valid
	Sense of empathy	X7	0.795	Valid
		X8	0.805	Valid
		X9	0.858	Valid
	Self-sacrifice	X10	0.713	Valid
		X11	0.893	Valid
		X12	0.728	Valid
Employee Performance (Y)	Quality of work	Y1	0.769	Valid
		Y2	0.786	Valid
		Y3	0.711	Valid
	Quantity of work	Y4	0.736	Valid
		Y5	0.717	Valid
		Y6	0.817	Valid
	Efficiency in carrying out tasks	Y7	0.836	Valid
		Y8	0.781	Valid
		Y9	0.762	Valid
	Leadership	Y10	0.728	Valid
		Y11	0.771	Valid

Source: PLS-Algorithm 3



Source: PLS-Algorithm 3

Figure 1. Outer Model

The recommended Convergent Validity value is > 0.7 . If the research model has been studied extensively, the value is developed at 0.5 (Musyaffi et al., 2022). In this study, a value of > 0.7 was used.

Discriminant validity is the core cross-loading factor that aims to determine the discriminant that exists in a construct. By comparing the results of the numbers obtained, the loading value of the intended construct and the loading value of other constructs are greater. The cross-loading value of each construct in this study is as follows:

Table 2. Cross Loading

	(Y) Performance	(X) Service Motivation Public	(Z) Organizational Citizenship Behavior
X1	0.541	0.701	0.572
X10	0.620	0.713	0.594
X11	0.665	0.893	0.741
X12	0.490	0.728	0.584
X2	0.478	0.704	0.474
X3	0.492	0.736	0.547
X4	0.547	0.742	0.589
X5	0.510	0.730	0.568
X6	0.593	0.857	0.713
X7	0.579	0.795	0.631
X8	0.589	0.805	0.642
X9	0.636	0.858	0.698
Y1	0.769	0.679	0.736
Y10	0.728	0.413	0.646
Y11	0.771	0.663	0.707
Y12	0.805	0.543	0.688
Y13	0.761	0.649	0.711
Y14	0.727	0.476	0.599
Y15	0.705	0.395	0.632
Y16	0.720	0.537	0.592
Y17	0.723	0.659	0.677

Y18	0.767	0.602	0.811
Y2	0.786	0.671	0.704
Y3	0.711	0.543	0.606
Y4	0.736	0.620	0.660
Y5	0.717	0.457	0.588
Y6	0.817	0.571	0.669
Y7	0.836	0.564	0.719
Y8	0.781	0.420	0.660
Y9	0.762	0.399	0.626
Z1	0.659	0.451	0.708
Z10	0.649	0.635	0.750
Z11	0.696	0.517	0.709
Z12	0.643	0.614	0.746
Z13	0.625	0.462	0.712
Z14	0.723	0.566	0.842
Z15	0.627	0.494	0.752
Z2	0.668	0.488	0.704
Z3	0.682	0.625	0.770
Z4	0.699	0.633	0.753
Z5	0.717	0.627	0.777
Z6	0.667	0.633	0.780
Z7	0.665	0.893	0.741
Z8	0.719	0.652	0.838
Z9	0.624	0.642	0.758

Source: PLS-Algorithm 3

The table above explains that the largest cross-loading value on the variable it forms is compared to the cross-loading value in other variables. The results obtained indicate that the indicators used in the study have good discriminant validity values in compiling their own variables.

Reliability and validity tests for each construct must be carried out to ensure the research uses reliable and valid indicators and constructs. The Cronbach's Alpha, Composite Reliability and Average Variance Extracted values for each construct in this study are as follows:

Table 3. Cronbach's Alpha, Composite Reliability dan Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	Reliability s (>0.7)	Composite Reliability	Reliability (>0.7)	Average Variance Extracted (AVE)	Validity (≥ 0.5)
Motivation public service (X)	0.938	Reliable	0.947	Reliable	0.600	Valid
Employee Performance (Y)	0.956	Reliable	0.960	Reliable	0.574	Valid
Organizational citizenship behavior (Z)	0.947	Reliable	0.953	Reliable	0.573	Valid

Sumber: PLS-Algorithm 3

Discussion

The Effect of Public Service Motivation on Employee Performance at the Jambi Province Manpower and Transmigration Office

The results of this study indicate that public service motivation has a positive influence on employee performance, the results of this study are in line with the results of research conducted by Zhu & Wu, (2016) in their research revealing that public service motivation has a positive and significant effect on employee

performance. It is stated that motivation provides an impetus for humans to act and do so that they can perform well for the public. Moreover, some previous researchers have found that public service motivation affects employee performance. Thus, this study has strengthened the theory regarding the relationship between public service motivation and employee performance.

Public service motivation creates a paradigm in which employees deeply understand the organization's public service-focused purpose, which encourages them to see their work as more than just a set of routine tasks. This leads to a feeling of ownership of the organization's mission, increasing the sense of responsibility for the success of the services provided to the community. Furthermore, public service motivation is important in shaping employees' professional identity and morality. When employees feel emotionally connected to the values of service and are aware of the positive impact of their work on society, this motivates them to put maximum effort into achieving high-performance standards.

The Effect of Public Service Motivation on Organizational Citizenship Behavior at the Jambi Province Manpower and Transmigration Office

The results of this study indicate that public service motivation has a positive influence on OCB, the results of this study are not in line with the results of research conducted by Haryati (2019); the results of this study indicate that public service motivation does not affect OCB, meaning that employees who have good behavior, are willing to try, work hard and do not give up easily do not characterize OCB behavior, so high work motivation does not affect the emergence of OCB behavior in an organization/company.

The finding of a positive relationship between public service motivation and Organizational Citizenship Behavior (OCB) at the Jambi Province Manpower and Transmigration Office indicates that a high level of motivation in providing services to the community is actively related to increasing employee organizational citizenship behavior. The higher the public service motivation, the greater the tendency for employees to not only fulfill their formal duties but also contribute voluntarily in activities that support the effectiveness and sustainability of the organization. High public service motivation balances formal responsibilities and voluntary actions, builds a positive work atmosphere, and, ultimately, positively impacts organizational productivity and effectiveness. Thus, enhancing public service motivation in the Department can be considered an important strategy for maintaining high levels of OCB and reinforcing employees' positive contributions to achieving overall organizational goals.

The Effect of Organizational Citizenship Behavior on Employee Performance at the Jambi Province Manpower and Transmigration Office

Based on the study's results, it was found that Organizational Citizenship Behavior (OCB) on employee performance at the Jambi Province Manpower and Transmigration Office had a positive and significant effect, so hypothesis 3 could be accepted. Increasing OCB can improve performance at the Manpower and Transmigration Office in Jambi province. OCB refers to voluntary behavior that exceeds the demands of formal duties, such as helping colleagues, sharing knowledge, and supporting overall organizational goals. When team members or employees exhibit high OCB, they will take more initiative, collaborate effectively, and contribute proactively to common goals. Positive and supportive interpersonal relationships develop in an environment that promotes OCB, creating a harmonious and productive work climate. As a result, employees feel more motivated and engaged in their work, improving overall performance. Thus, increased levels of OCB not only improve workplace relationships but also positively impact productivity and overall organizational performance. This study can be proven by looking at the respondents' assessment of several dimensions of OCB itself, which consists of 5 dimensions with 3 dimensions obtaining high category ratings, namely altruism (helping behavior), conscientiousness (awareness attitude), and sportsmanship (sportsmanship attitude).

This research is in line with the concept of OCB itself, which is the voluntary behavior of individuals (in this case, employees) that is not directly related to rewards but contributes to organizational effectiveness. In other words, OCB is an employee's behavior not because of the demands of his duties but rather because of his volunteerism (Lee, et al (2013). The results of this study are also supported by previous research conducted by (Lestari et al., 2018), which shows that OCB has a significant positive effect on employee performance.

The effect of public service motivation on employee performance with organizational citizenship behavior as an intervening variable at the Jambi Province Manpower and Transmigration Office.

Based on the results of the study, it is found that the effect of public service motivation on employee performance through organizational citizenship behavior has a positive and significant effect, so that the 4th hypothesis can be accepted. This shows that OCB is able to mediate public service motivation on employee performance. These results prove that the higher the public service motivation of an employee, the higher the level of OCB so that performance becomes even better.

The effect of public service motivation on employee performance with OCB as an intervening variable at the Jambi Province Manpower and Transmigration Office illustrates that public service motivation not only directly affects employee performance, but also through OCB mediation. Work motivation is an internal drive that encourages employees to achieve their best performance. When employees feel motivated, employees not only do a better job, but also feel happy and satisfied with what they do. In addition, motivation also triggers

the initiative from within to do additional work that may not be included in formal tasks. However, the employee will do it because he feels motivated to make the maximum contribution to the success of the Jambi Province Manpower and Transmigration Office. The results of this study are supported by previous research conducted by (Debbie & Edalmen, 2020), which suggests that the effect of public service motivation on employee performance through OCB has a positive and significant effect, meaning that work motivation encourages employees to achieve optimal performance, which in turn increases satisfaction in carrying out their duties and triggers the initiative to carry out additional responsibilities outside the scope of the company's formal duties. Then, the research conducted by these results was conducted by Widyastuti and Palupiningdyah (2015) found that work motivation has a positive and significant effect on employee performance with OCB as mediation.

Conclusion

This study was conducted to empirically prove the effect of public service motivation and organizational citizenship behavior (OCB) on employee performance at the Jambi Province Manpower and Transmigration Office. The analysis uses the SMART PLS application. The following conclusions can be drawn from the analysis and discussion that has been presented are: The survey results show that the overall performance of employees of the Jambi Province Manpower and Transmigration Office is rated high. On the other hand, respondents showed a commitment to the public service and high self-sacrifice, although awareness of responsibility to the country and empathetic attitudes need to be improved. In addition, in employee behavior, there is complexity where some aspects can be improved while others require special attention. Public service motivation has a significant positive influence on employee performance. It encourages employees to see their work as an important contribution to the success of public service, strengthening professional identity, work engagement, and intrinsic motivation. This forms a strong foundation for improving individual and organizational performance in public service. Public service motivation affects organizational citizenship behavior. High public service motivation results in positive employee contributions to formal and voluntary tasks, create a positive work atmosphere and increases overall organizational productivity and effectiveness. Therefore, increasing public service motivation in the agency is an important strategy to maintain high levels of OCB and support achieving organizational goals.

Organizational citizenship behavior affects employee performance. Organizational Citizenship Behavior (OCB) positively influences employee performance at the Jambi Province Manpower and Transmigration Office. Voluntary and extra-role behaviors shown by employees, such as helping colleagues, providing support to superiors, and participating in organizational initiatives, not only create a harmonious work environment but also increase work productivity and efficiency. Public service motivation variables affect employee performance through organizational citizenship behavior is accepted. A high level of motivation in providing public services encourages employees to demonstrate voluntary behavior and contribute more than their formal duties, improving their performance. OCB acts as an intermediary, linking public service motivation with employee performance. Therefore, a management strategy that focuses on increasing public service motivation and building OCB can be an effective approach in improving employee performance in the agency, creating a productive and optimal service-oriented work environment.

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