

**The Effect of Public Service Motivation on
Employee Performance
with Organizational Citizenship Behavior and
Job Satisfaction
as its Intervening Variables**

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ABSTRACT

The present study aimed to examine the effect of Public Service Motivation (PSM) on employees' performance with Organizational Citizenship Behavior (OCB) and job satisfaction as its intervening variables. Respondents in this study were 139 Government employees of Sragen Regency who had been appointed as Civil Servants. We used a set of questionnaires as the method of collecting our data. We applied regression analysis and path analysis in this study. The results of this study indicated that the PSM partially had a positive and significant influence on OCB. PSM partially had a positive and significant effect on job satisfaction. PSM partially had a positive and significant effect on performance. OCB partially had a positive and significant effect on performance. Partial job satisfaction had a positive and significant effect on performance. There was a greater direct effect of PSM on performance mediated by OCB. There was a greater direct effect of PSM on performance mediated by job satisfaction. The results of this study can be used as a reference to improve employees' performance, i.e. by managing OCB, job satisfaction, and PSM.

Keywords: Public Service Motivation, Organizational Citizenship Behavior, Job Satisfaction, and Performance

1. INTRODUCTION

Today, global development and globalization are synonymous with shifting trends in various fields. These changes require organizations to be responsive and have the ability to adapt to the present changes. One problem that arises is the problem of public services. The community demands that all state apparatus be able to prepare a condition where state administration is able to support the smooth implementation of the duties and functions of the administration of government, along with their development and service, based on the principles of good governance. In addition, the improvement and capacity building of civil servants today is increasingly becoming the center of attention because of its strategic function in providing services to the public.

The need to create quality, efficient and professional civil servants is increasingly felt in line with the changes that occur as a result of development and the impact of external change, both at regional and global levels. The dominance of the position and role of employees in the provision of services to the community, of course requires that

every civil servant has a high ability to work, be skillful, have good capabilities and attitudes, have sufficient work motivation and are able to carry out their duties and authorities. All of these were badly intended so that employees can provide optimal service to the community (Zita, 2015).

Sragen Regency Government Agency needs an effort to improve the quality of its government officials' services so that they can serve better than they used to provide, namely by providing services in accordance with the demands and expectations of the community. Therefore, this study was conducted with the aims of finding out: (1) how far the influence of PSM on OCB, (2) how far the influence of PSM on government employees' job satisfaction, (3) how far the influence of PSM on government employees' performance, (4) how far the influence of OCB on government employee's performance, (5) how far the influence of job satisfaction on their performance, (6) which one is greater, whether the direct influence (PSM on employee performance) or the indirect influence (PSM on employee performance mediated by OCB), and (7) which one is greater: the direct influence (PSM on employee performance) or the indirect influence (PSM on employee's performance mediated by job satisfaction).

2. LITERATURE REVIEW

2.1. Performance

Based on the Government Regulation of the Republic of Indonesia article 4 No. 46 of 2011 concerning Civil Servants' Job Performance Assessment, there are some employees' performance indicators, namely:

- a. **Service Orientation.** Service orientation is the attitude and work behavior of civil servants in providing the best service to those who are served, among others, including the community, superiors, co-workers, related work units, and / or other agencies.
- b. **Integrity.** Integrity is the ability to act in accordance with values, norms and ethics of the organization.
- c. **Commitment.** Commitment is the willingness and ability to harmonize attitudes and actions of civil servants to realize organizational goals by prioritizing service interests rather than self, individual, and / or group interests.
- d. **Discipline.** Discipline is the ability of Civil Servants to comply with their obligations and avoid prohibitions as stipulated in the laws and regulations and / or official codes unless the same are strictly obeyed or if the same are violated, such individual shall be punished in accordance with the applicable laws and regulations.
- e. **Team Work.** Cooperation is the willingness and ability of civil servants to work with their co-workers, superiors, subordinates in their work units and other agencies in completing specified tasks and responsibilities, so as to achieve maximum usability and results.
- f. **Leadership.** Leadership is the ability and willingness of civil servants to motivate and influence their subordinates or other people related to the field of their duties in order to achieve their organizational goals.

2.2. Organizational Citizenship Behavior (OCB)

OCB is employee behavior that is outside the task (Kreitner and Kinicki, 2014). OCB is a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. OCB is shown by the behavior of performing tasks and their functions exceeding what has been described

in their work or self-awareness (Robbins and Judge, 2013). There are three factors that make employees do OCB (Greenberg, 2000):

- a. **Fair treatment.** It is the belief among their employees that they will be treated fairly by their organization and, more specifically, by their direct supervisor to the extent that employees believe their boss's decisions are made fairly.
- b. **Employees' perceptions about the extent of their work.** Their beliefs about which behaviors are needed and which are voluntary. In general, the more employees determine their work, the more likely they are to be involved in OCB. For example, suppose a professor is asked to take another professor's class when he is out of town. If the first professor believes helping another professor is part of his job, he is more likely to do it and vice versa.
- c. **Employees' attitudes towards their organization.** Such an attitude is generally known as organizational commitment. Not surprisingly, the stronger the employees who are committed to their organization, the more willing they are to "go the extra mile" if needed, thus bringing them to be involved in various forms of OCB.

OCB itself has a category of dimensions or forms which are divided into five parts, namely (Greenberg, 2000):

- 1) **Altruism.** Voluntary behavior to help fellow employees in assignments and problems, for example if other employees are sick so there will be a difficulty to work optimally so other healthy employees should help and assist him. This dimension category shows that the behavior includes helping fellow employees in tasks that are not supposed to be one's obligation.
- 2) **Conscientiousness.** Employee behavior where the employee does something beyond what is required by the company, for example completing work faster, arriving earlier than normal working hours, coming on holidays to clean production equipment so that it will be ready to be used in the next day.
- 3) **Sportsmanship.** Positive employee behavior where employees do something without complaining about the company's problems, for example, keep working diligently even though their salary is reduced due to company financial problems.
- 4) **Courtesy.** Employee behavior in carrying out the responsibility of maintaining good relations with fellow employees. For example, a foreman who informs other employees which is actually not the responsibility of such foreman or also for example a foreman who helps provide solutions to his employees.
- 5) **Civic virtue.** Employee knowledge of what is happening within the company. This indicates that employees actively participate in organizational relations. For example, following the development of the organization, recommending good things related to the progress of the organization.

2.3. Job Satisfaction

Job satisfaction is an affective or emotional response to various aspects of one's work. Job satisfaction is not the concept of unity. A person can be relatively satisfied with one aspect of his work and not satisfied with one or more of other aspects (Kreitner & Kinicki, 2001). There are five main models that lead to job satisfaction:

- a. **Need Fulfillment.** This model proposes that satisfaction is determined by the extent to which job characteristics allow an individual to meet his needs. Unfulfilled needs can affect satisfaction and turnover. It is generally accepted that fulfillment of needs correlates with job satisfaction.

- b. *Discrepancies*. This model proposes that satisfaction is the result of conformity of expectations. Conformity of expectation is the difference between what someone expects to receive the results of work (such as good salary and promotion opportunities) with what is really received. When expectations are greater than what is received, someone will feel dissatisfied. Instead, this model predicts that an individual will be satisfied when he achieves results above and beyond expectations. Suitability of expectations is significantly related to job satisfaction.
- c. *Value Attainment*. The idea underlying the achievement of value is the result of satisfaction from the perception that job allows in fulfilling the important values of an individual's job. Research consistently supports the prediction stating that value fulfillment is positively related to job satisfaction.
- d. *Equity*. In this model, satisfaction is a function of how justice to an individual is treated in the workplace. The results of satisfaction from one's perception of job results, related to the energy used, can be compared with input and other important results. Fairness in salary distribution and promotion significantly correlates with job satisfaction.
- e. *Dispositional / Genetic Components*. This model tries to explain the pattern in which some employees seem satisfied in various work situations and others always seem dissatisfied. Dispositional / genetic models are based on the belief that some part of job satisfaction is the function of personal trait and genetic factor. This model shows that stable individual differences are as important as the characteristics of the work environment. Genetic factor is also found to significantly predict life satisfaction, well-being and general job satisfaction.

2.4. Public Service Motivation (PSM)

PSM is the orientation of service for an individual, minus economic orientation which is useful for the community, orientation to help others, and enthusiasm for obtaining achievements that are intrinsic or service-oriented (Crewson, 1997). When compared with employees in the private sector, employees who work in the public sector focus more on intrinsic reward and work benefits when serving the community and the public interest.

Public service motivation or PSM as an individual's tendency to provide responses to the motives that are general and unique to public institutions, which include: (Perry & Wise, 1990).

1. Attraction to public policy making. This first dimension is very closely related to the motivation to achieve success that wants an individual to gain inner / personal satisfaction.
2. Commitment to public interest and civic duty. This second dimension is closely related to the motive or desire to serve the public interest which can be in the form of individual interests in certain public programs or services due to the presence or conviction of sincere and compassion for social interests.
3. Feelings of sympathy or compassion. This third dimension is characterized by a desire to help others. This means that this motive includes the importance of the interests of others (altruism), attitudes to feel the feelings of others (empathy), moral conviction, and other pro-social desires. This dimension is indicated by the attitude of employees who remain patient in serving the community. Having the ability to feel the emotional state of others, feel sympathetic and try to solve problems, and take the perspective of others.

4. The attitude of self-sacrifice. While this fourth dimension is closely related to the attitude of loving the country (patriotism), responsibility to duty, and loyalty to the country. Employees will wholeheartedly work. Even sometimes they have to sacrifice their personal interests for the interests of the country and for the sake of their duties.

2.5. Correlations Between Variables & Formulation of Hypotheses

2.5.1. Effect of PSM on OCB

Community participation has a positive correlation on OCB (Ardadi et al., 2014). In many ways OCB can be seen as a manifestation of the behavior of PSM, in a very similar way that organizational loyalty is a manifestation of behavioral commitment to the organization (Whiting et al., 2008). Based on the description above, the following hypothesis can be formulated:

H1 : There is a positive and significant influence of PSM on OCB

2.5.2. Effect of Community Participation on Job Satisfaction

PSM is significantly positively correlated to job satisfaction. This can be interpreted as a rational choice for the public sector to better serve public service personnel in their career choices and professional preparation, resulting in the increase of their job satisfaction (Xiaogang, 2015). Based on the description above, the following hypothesis can be formulated:

H2 : There is a positive and significant influence of PSM on Job satisfaction

2.5.3. Effect of PSM on Performance

PSM is significantly positively correlated to performance (Nicola, 2015). Individuals with greater public service motivation tend to perform better in public sector work. Public sector work, characterized by attributes such as high task significance and providing public services (Perry & Wise, 1990).

H3 : There is a positive and significant influence of PSM on performance

2.5.4. Effect of OCB on Performance

OCB is significantly positively correlated to performance (Mery et al., 2016). Voluntary social participation and employee citizenship behavior in organizations can help employees to form social networks and improve their social relationships, this in turn will positively influence their performance in the workplace (Eeman, et al, 2016). Based on the description above, the following hypothesis can be formulated:

H4 : There is a positive and significant influence of OCB on performance

2.5.5. Effect of Job Satisfaction on Performance

Job satisfaction is significantly positively correlated to performance (Weihui et al., 2013). Employee satisfaction does not automatically increase productivity, although employee dissatisfaction tends to reduce productivity, it is often hard to follow-up and it may produce lower quality than satisfied employees (Ivancevich, 2008). Based on the description above, the following hypothesis can be formulated:

H5 : There is a positive and significant influence of job satisfaction on performance

2.5.6. Direct and Indirect Effects Between PSM on Performance Mediated by OCB

PSM has a positive correlation with employee performance mediated by OCB as its intervening variable (Ahmed, 2015). Potential employees who want to serve the public must be identified and provided with appropriate incentives and institutional contexts that can increase their motivation to serve others. Thus, recruitment of employees based on their motives to serve the public is very necessary (Bright, 2007). Based on the description above, the following hypothesis can be formulated:

H6 : Which one is greater, whether the direct influence (PSM on performance) or the indirect influence (PSM on performance mediated by OCB)

2.5.7. Direct and Indirect Effects of PSM on Performance Mediated by Job Satisfaction

PSM has a positive correlation with employee performance mediated by job satisfaction as its intervening variable (Trisni, 2016). In providing services to the community, employees with high level of job satisfaction will have positive, creative and innovative feelings in providing services to the community without needing to be monitored, thus such employees will achieve levels of performance results that exceed the prescribed standards (Xiaohua, 2008). Based on the description above, the following hypothesis can be formulated:

H7 : Which one is greater, whether the direct influence (PSM on performance) or the indirect influence (PSM on performance mediated by job satisfaction)

3. RESEARCH METHOD

3.1. Research Approach. The research approach used in this study was quantitative research method.

3.2. Variable Identification. In this research, the independent variable of this study is PSM (X1), the dependent variable is performance (Y), and the Intervening Variables are OCB (Z1) and job satisfaction (Z2).

3.3. Operational Definition of Variables and Indicators. **Performance**, is a condition that must be known and confirmed to certain parties to find out the level of achievement of an institution, associated with the vision carried out by an organization or company and the positive and negative impacts of an operating policy, with the following indicators: service orientation, integrity, commitment, discipline and cooperation. **OCB**, is an employee contribution which is more than his / her formal job description, with the indicators of altruism, conscientiousness and courtesy. **Job Satisfaction**, is the extent to which individuals feel positively or negatively towards various kinds of factors or dimensions or tasks in their work, with the following indicators: salary, the work itself, co-workers, superiors, and promotions. **PSM**, is the tendency of an individual to give a general and unique motive in response to a public institution, with the following indicators: attraction to public policy making, commitment to public interest and civic duty, feelings of sympathy or compassion, and the attitude of self-sacrifice.

3.4. Types of Data and Data Collection Method. The data needed in this study are primary and secondary. This study uses a set of questionnaires for data collection. The scale used in measuring each answer on the questionnaire in this study used a Likert scale with four levels, by eliminating the middle answer (neutral) for the following reasons: (Azwar, 1997): it had multiple interpretations, neutral answers did not give firmness to respondents' answers in agreeing or disagreeing, and respondents tended to choose neutral answers.

- 3.5. Research Instrument Test Results. Validity Test.** The validity test in this study was calculated for each item from the PSM variable, job satisfaction, and performance, as many as 29 questions. The results show that everything is declared valid, where $t_{\text{calculation}} > t_{\text{table}}$ at a significance level of 5%. Likewise, for the 12 questions of employee performance (Y) variable, all are also declared valid. **Reliability Test.** The reliability test in this study was carried out by calculating the value of Cronbach's Alpha instrument from each variable tested. The results showed that all items of PSM, OCB, Job Satisfaction, and Performance questions had Cronbach's Alpha coefficient > 0.60 so that they were declared reliable.
- 3.6. Research Population and Respondents**
The population of this study was all Civil Servants in each division in the Sragen Regency Government. This population was distributed in several work units in regional division organizations that provide public services with 139 employees. This study used all members of the population as samples. The sampling technique was called as a census.
- 3.7. Classical Assumption Test Results.** The results of the multicollinearity test using the VIF method, indicated that the VIF value is < 10 , meaning that all independent variables did not occur multicollinearity, so it did not bias the interpretation of the results of the regression analysis. Whereas, the results of heteroscedasticity test using Spearman rank showed that the probability value was > 0.05 . This meant that the model estimated was free from heteroscedasticity.
- 3.8. Data Analysis Method.** The results of this study were analyzed using descriptive and inferential analysis (linear regression and path analysis).

4. DATA ANALYSIS

The research data was obtained through questionnaires distributed to employees of the Regional Government of Sragen Regency as many as 139 respondents and those who returned and could be processed were 139 questionnaires (100%).

4.1. Respondent Description

Table 1. Recapitulation of the Most Dominant Respondent Data

No.	Characteristics	Dominant	Frequency	%
1	Sex	Male	74	53.2
2	Age	> 40 years	77	55.4
3	Work Period (Tenure)	> 10 years	77	55.4
4	Education Level	Under Graduate (S1)	83	59.7

Source: Primary data, Processed in 2018.

Table 1 shows that the majority of employees of the Government of Sragen Regency are male. Viewed from Law No. 43 of 1999 as Government Officials or Civil Servants there is no difference in gender roles between male and female nurses as well as their duties as stated in the laws and regulations or the code of ethics of Civil Servants that does not distinguish the duties of employees based on gender. But in fact, more men worked within the scope of Sragen Regency Government. One of the reasons underlying that there are more male employees working in the Regency, which

outnumbered the number of female employees was that because women are considered less potential when returning to work after their maternity leave (Silvita, 2014).

In terms of age, most employees in Sragen Regency Government were of productive age. Productive age is one which is included in the age group between 15 - 64 years (Tjiptoherijanto, 2001). Age had a correlation with work performance, the older a person is, the less likely a turnover is done by that person. Older workers also had a lower absentee level, older workers also tended to be faster to handle their jobs, they reported better relationships with their coworkers, and more committed to the organization that employed them (Robbins and Judge, 2015).

Table 1 also shows that the majority of employees in the Sragen Regency Government had undergraduate degree of education. Education is seen as an investment whose rewards can be felt now and a few years later in the form of increased employment. The higher a person's competency, the higher the person's selling value, which means that the financial gain that can be obtained will be higher. High competencies can be achieved if employees carry out self-development both in terms of education and experience that are often referred to as learning (Irham, 2016).

Most of the employees in the Sragen Regency Government had a work service period (tenure) of more than 10 years. The longer the working period, of course, the experience they had is also more mature. Working period is also positively related to job satisfaction, years of service become predictors of job satisfaction that were more consistent and stable compared to age (Robbins and Judge, 2015).

4.2. Description of Research Variables

Table 2. Recapitulation of Descriptive Analysis of the Research Variables

No.	Variable	Average	Category
1	<i>PSM</i>	3.63	Very High
2	<i>OCB</i>	3.56	Very High
3	Job Satisfaction	3.66	Very Satisfied
4	Performance	3.53	Very High

Source: Primary Data, processed in 2018

Table 2 shows that PSM variable had an average value of 3.63 (very high). The highest value in the PSM variable was 3.71 which indicated that the respondents were interested in matters relating to the work environment. While the lowest value for the PSM variable was amounting to 3.58 which indicated that the respondents worked sincerely and prioritized social interests.

The data shows that the respondents were interested in matters related to public policy making, to be able to serve the community to the fullest, PSM often used as a synonym for government services also in all workers in the public sector. Public Service Motivation provides an analytical framework for determining the nature of public sector incentives and evaluative mechanisms through behaviors that provide services and can be examined (Jacobson, 2011).

Out of the 139 respondents, who were given the assessment of OCB variable, the results' average was 3.56 (very high). The highest value in OCB variable was 3.71 which indicated that respondents made innovative suggestions to improve their work units. While the lowest value for the OCB variable was 3.40 which indicated that the respondents were able to provide information to other employees who were actually not their responsibility. This shows that respondents helped each other (between employees) and could help provide solutions to other employees. In many ways, OCB can be seen

as a manifestation of PSM behavior, where loyalty is a manifestation of behavioral commitment to the organization. Thus, PSM as work motivation will have an impact on employee OCB in the workplace which was shown in the form of altruism behavior, loyalty to the organization, or loyalty and service to the Nation and State (Whiting et al., 2008).

Table 2 also shows that most respondents rated job satisfaction variable with an average of 3.62 (very satisfied). The highest value was obtained from the item that the respondents received salaries that were in accordance with the work done and were satisfied with the opportunities for promotions. While the lowest value for the variable job satisfaction was 3.55 which indicated that the respondents felt comfortable with the people around them. It can be concluded that the salary that the respondents received was in accordance with the job and the respondent believed that if the respondents did a good job then they would get the opportunities for promotions, and the respondents were satisfied with the available promotion opportunities. Job satisfaction was a response from an individual to work conditions which become a perception formed by the differences in the goals of working conditions and the differences in the interpretation of the working conditions (Camp, 1993).

Performance variable was perceived by employees with an average of 3.53 (very high). The highest value on employees' performance variable was 3.67 which indicated that the respondents were able to give direction to the subordinates / new employees according to their respective duties in order to achieve organizational goals. Whereas, the lowest value for the variable of employees' performance was 3.40 which indicated that the respondents worked optimally. It can be concluded that respondents provided the best services to the community and provided direction to new subordinates / employees according to their respective duties in order to achieve organizational goals. Important measurement of employees' performance was carried out by public service agencies. By knowing their weaknesses and strengths, barriers and impulses, or various success factors for the performance of employees and institutions, the way to professionalism is opened, which is to correct any mistake they have made so far (Keban, 2004: 109).

4.3. Figure of Path Coefficients

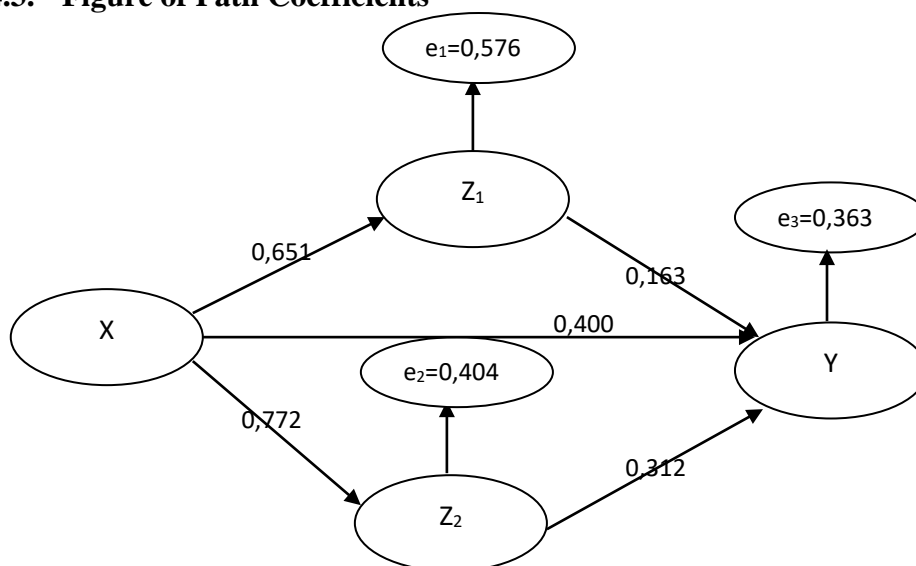


Figure 2. Figure of Path Coefficients

4.4. Recapitulation of Hypotheses Test Results

Table 3. Recapitulation of Hypotheses Test Result

Hypothesis	Hypothesis Statement	Result
H1	There is a positive and significant influence between PSM and OCB	Proven
H2	There is a positive and significant influence between PSM and Job satisfaction	Proven
H3	There is a positive and significant influence between PSM and performance	Proven
H4	There is a positive and significant influence between OCB and performance	Proven
H5	There is a positive and significant influence between job satisfaction and performance	Proven
H6	Which one is greater, whether the direct influence (PSM on performance) or the indirect influence (PSM on performance mediated by OCB).	Proven
H7	Which one is greater, whether the direct influence (PSM on performance) or the indirect influence (PSM on performance mediated by job satisfaction)	Proven

Source: Primary Data, Processed in 2018.

4.5. Discussion

4.5.1. Effect of PSM on OCB of the Employees of Sragen Regency Government

The results of this study indicated that PSM variable had a significant and positive influence on OCB. The results of this study are in line with previous studies stating that PSM had a positive correlation with OCB. PSM as work motivation will have an impact on employees' OCB in the workplace that can be realized in the form of altruism behavior, loyalty to the organization, or loyalty and service to the nation and state (Ardadi, et al., 2014).

The results of this study were also in line with previous research with the same respondents, namely the Government employees of Sragen Regency, stated that PSM had a positive and significant effect on OCB mediated by job satisfaction. The altruism dimension of organizational citizen behavior means that employees who are satisfied with their work will have an increased desire to help co-workers who have problems in their work. The compliance dimension shows that the more satisfied the employees in their work, the greater the level of extra roles they play in their work outside the expected minimum performance (Sinto & Joko, 2011).

PSM and OCB of local government employees were still relatively high, as seen from the average score given by employees to questions about Community Participation and OCB. Someone with high OCB will have a sense of cooperation, ready to help, want to give advice, participate actively, provide extra services to service users, and want to use his / her working time effectively.

4.5.2. Effect of PSM on Employees' Job Satisfaction of Sragen Regency Government

The results of this research showed that PSM variable had a significant and positive effect on job satisfaction. The results of the study showed that Sragen Regency Government employees had a high PSM on their job satisfaction, meaning that they believe that they had the ability that can be used in completing the tasks and jobs given. The results of this study are in line with previous research which stated that employees with high PSM level would have their own satisfaction in work because indirectly they have supported and been involved in changes or bureaucratic reforms of the government (Ardadi et al., 2014). Job satisfaction can be obtained when an employee feels that his / her job gives him / her a sense of growth and his / her self-actualization tends to achieve satisfactory results and thus will achieve satisfaction from his / her work. An employee who has a high PSM level will tend to be satisfied with his / her work and perform well, this is in line with previous research which also involved government sector's employees as respondents of the research, the study stated that PSM had a significant effect on job satisfaction (Dian, 2013). By making core employee values as the motivation in work, employees have their own satisfaction in work because they indirectly support and engage in changes or bureaucratic reforms of the government, especially those that occur at National Statistics Agency (BPS) as the pioneer of reliable statistical data distribution for all.

4.5.3. Effect of PSM on Employees' Performance of Sragen Regency Government

The results of this study showed that PSM variable had a positive and significant effect on employees' performance. The results in this study indicated that Sragen Regency Government employees had a high PSM on job performance, this can be seen from the employees' responses to the questions given related to PSM, they provided a high enough value on each question. The results of this study were supported by previous research stating that PSM had a positive and significant influence on performance. The provision of services to the public by the public sector is very much determined by the state apparatus as the service providers. There is intrinsic motivation found in employees who work in the public sector. Where, these employees are more concerned with providing public services than individual expectations for economic benefits (Dian, 2013).

The results of this study were also supported by previous research stating that PSM had a positive and significant influence on performance. The results of this study indicated that the PSM personalities possessed by the employees were quite high. Based on the analysis, the average employees filled out a statement in the questionnaire and valued of 3.71 on a scale of 4, indicating that PSM in Government employees of Sragen Regency was quite high. The motivation of providing positive public services will of course give birth to workers or employees who are more competent and highly dedicated to their duties and obligations, and it can also improve their job performance (Liza et al., 2016).

4.5.4. Effect of OCB on Employees' Performance of Sragen Regency Government

The results of this study indicated that OCB variable had a positive and significant effect on employees' performance. The results of this study are in line with the previous study which stated that OCB had a positive and significant influence on performance (Antonio and Flavio, 2016). The results of this study are also supported by previous research which showed that OCB had an important role in improving employees' performance. OCB had a dominant effect in influencing employees' performance. This can be done through seminars or trainings that can increase OCB (Mery et al., 2016).

The results of this study are in line with previous research which stated that OCB variable contributed to employees' performance. If OCB of the employees increased, employees' performance would also increase (Eeman, 2016). Someone who has a high OCB will have a high sense of responsibility for the company. The organization will succeed if the employee is not only working on the main task but also wants to do extra tasks, such as cooperating, providing assistance, giving advice, actively participating, providing extra services to service users, and having the intention to use their working time effectively.

4.5.5. Effect of Job Satisfaction on Employees' Performance of Sragen Regency Government

The results of this study indicated that job satisfaction variable had a positive and significant effect on employees' performance. The results of this study are in line with the previous study stating that job satisfaction had a positive and significant effect on performance. The provision of sufficiently good facilities, attitudes of superiors to subordinates, health and safety of employees' work, honorariums and bonuses and several other reasons simultaneously had a positive influence on employees' performance (Irham, 2016). The results of this study are also supported by the previous research which showed that job satisfaction had an important role in improving employee performance. Job satisfaction is a factor that is believed to motivate employee morale so that employees can provide the best results for the company (Mukaffi, 2016).

Someone who has job satisfaction likely has an important meaning for his / her self-actualization. Employees who do not have job satisfaction will not reach psychological maturity. Employees who have good job satisfaction usually have better record of attendance, work turnover and work performance than employees who do not have job satisfaction. Job satisfaction has a very important meaning to provide a conducive situation within the company environment. Regarding job satisfaction, company must also pay attention to how to maintain and manage employees' motivation in working so that they are always high and focus on company goals (Trisni, 2016). Job satisfaction has a positive and significant influence on employee/organizational commitment to support organizational goals and strategies (Suhartini, 2017).

4.5.6. The Direct Influence of PSM on Employees' Performance Mediated by OCB in Sragen Regency Government had Greater Effect than the Indirect Influence

Based on the results of the path analysis calculation, it was found out that the direct influence of PSM variable on employees' performance mediated by OCB and job satisfaction is greater. This means that OCB variable and job satisfaction were not effective to be intervening variables in the correlation between PSM and employees' performance. The results of the Linear Regression analysis showed that the direct PSM regression coefficient of 0.400 was obtained where the regression coefficient of the indirect influence was $0.651 \times 0.163 = 0.106$. Because the indirect coefficient was smaller than the direct coefficient, then H_0 was failed to reject or H_a was rejected, so it can be concluded that the actual effect was directly in other words PSM affected Employees' Performance and was not mediated by OCB.

Potential employees who want to serve public must be identified and provided with appropriate incentives and proper institutional contexts that can increase their motivation to serve others. Thus, the recruitment of employees which was based on their motives to serve the public was very necessary (Bright, 2007).

In the previous study the level of OCB in government organization was not greater than that of public service motivation. Associated with gender aspect, there were differences in the influence of motivational aspect on organizational performance. It can be understood because the number of local government employees is quite large and there is a clear division of tasks between them, so that each employee will only do work that is within his / her main tasks and functions. This condition raises the low level of OCB owned by local government employees.

4.5.7. The Direct Influence of PSM on Employees' Performance Mediated by Job Satisfaction in Sragen Regency Government had Greater Effect than the Indirect Influence

The results of this study indicated that in accordance with the results of the previous study which stated that PSM had a direct effect on Employees' Performance and was not mediated by OCB (Ahmed et al., 2015). The results of this study are also in line with the previous research which stated that PSM directly affected employee performance (Liza, 2016).

The results of the Linear Regression analysis showed that the direct PSM regression coefficient of 0.400 was obtained where the regression coefficient of the indirect influence was $0.772 \times 0.312 = 0.241$. Because the indirect coefficient was smaller than the direct coefficient, then H_0 was failed to reject or H_a was rejected, so it could be concluded that the actual effect was directly felt or in other words PSM had an effect on Employees' Performance and was not mediated by Job Satisfaction.

The results of this study are in accordance with the results of the previous study which stated that PSM had a direct effect on Employees' Performance and was not mediated by Job Satisfaction (Ardadi, et al., 2014). PSM had a positive correlation with performance (Trisni, 2016). In providing services to the community, employees with high levels of job satisfaction will have positive, creative, and innovative feelings in providing services to the community without needing to be monitored, thus those employees will achieve a level of performance beyond the prescribed standards (Xiaohua, 2008). There is intrinsic motivation found in employees who work in the public sector, namely PSM. Where, these employees are more concerned with providing public services than showing individual expectations for economic benefits. An employee who has a high PSM level will tend to be satisfied with his / her work and perform well.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusions

The results of this study included 7 issues, namely: first, PSM partially had a positive and significant influence on OCB. Second, PSM partially had a positive and significant influence on job satisfaction. Third, PSM partially had a positive and significant influence on performance. Fourth, OCB partially had a positive and significant influence on performance. Fifth, job satisfaction partially had a positive and significant influence on performance. Sixth, there was a greater direct effect of PSM on performance not mediated by OCB. Seventh, there was a greater direct effect of PSM on performance not mediated by job satisfaction

5.2. Suggestions

5.2.1. For Employees Personally

Employees must further improve: first, their ability and attraction in designing public policy, supporting and engaging in changes or reforms of the government bureaucracy; second, have high competence and high dedication to their duties and obligations to service users; and third, adopt positive, creative feelings and be innovative in providing services to the community.

5.2.2. For Employees' Supervisors and Local Government Parties

The heads of department / supervisors must: first, be the examples of their subordinates, can work collaboratively, have the intention to help, give advice, participate and engage actively with their employees; second, always motivate employees to support and engage in changes or bureaucratic reforms dealing with public policy making; and third, can provide mutual understanding and carry out continuous monitoring to employees by providing them with public service motivation.

5.2.3. For Further or Upcoming Researches

Future researches are expected to be able to explain the factors that affect employees' performance mediated by other variables which are not found in this study. For example: work environment, leadership, compensation, and organizational culture variables. In addition, further researches are expected to be able to explain the factors that can affect OCB or job satisfaction mediated by other variables which are not found in this study such as: compensation, leadership, work environment, organizational culture, and placement variables.

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