



## The Improvement of Employee Performance by Public Service Management of Hospital in Bukittinggi City

Aziza Bila<sup>1\*</sup>, Wahib Assyahri<sup>2</sup>, Diga Putri Oktaviane<sup>3</sup>

<sup>1, 2, 3</sup> Universitas Mohammad Natsir, Padang

\*e-mail: [azizanesia@gmail.com](mailto:azizanesia@gmail.com)

### Abstract

*Employee performance is a key factor in organisations and is still a serious concern today, as it is directly related to the success of the organisation. Employee performance must be responsible and professional, which is achieved by carrying out tasks seriously, providing services quickly, easily and cost-effectively and treating every customer fairly. One factor that is still little known but has a very strong influence on performance is Public Service Management (PSM). PSM is assumed to be a factor influencing performance because this theory states that employee behaviour is influenced by the socio-historical context, motivation and characteristics of the employees themselves and is not solely the result of job requirements. The behavioural factor of job satisfaction is assumed to be the bridge between PSM and employee performance. In general, this study aims to prove the existence of linkages between the dimensions described above. Specifically, this study determines the direct effect of PSM on employee performance and the indirect effect of the two dimensions through the behavioural dimensions of innovation and job satisfaction. This research was conducted using a quantitative approach for one year. The research data were collected through a questionnaire that had been validated and reliable beforehand. Data collection was carried out on research samples drawn by total sampling technique. The collected data will be analysed using SEM. The results of the study state that there is an indirect and indirect effect of PSM variables on performance.*

**Keywords:** *Public Service Motivation; Job Satisfaction; Innovative Behaviour; Performance*

*Received June 12, 2023*

*Revised November 7, 2023*

*Published November 20, 2023*



This is an open access article distributed under the Creative Commons 4.0 Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. ©2023 by author.

## Introduction

Public services in the health sector are very important for the community. This is because health is a basic need and must be fulfilled. Fulfilment of these needs, based on the principles of good governance, does not only rely on the government, but the private sector and the community itself must also participate in realising the fulfilment of these needs. This is to ensure the balance and harmony of the parties in order to realise excellent service in the health sector. However, it cannot be denied that service providers are the fulcrum in the provision of health services, so special attention must be given to employees.

What is very important in public organisations is finding ways to improve employee performance. In various human resource management literature, the most important thing to improve performance is to get a good understanding of employees about motivation, commitment and employee satisfaction. These are factors that are most directly related to employee performance, which will impact on organisational performance. To continuously develop the concept into a holistic and integrated study, the researcher also finds and integrates various literatures that affect performance, so that organisations can afford to invest in employees' affective, cognitive and psychomotor abilities. (Atatsi et al., 2019).

In this research, Public Service Motivation (PSM) is assumed to be a variable that has a direct bearing on employee performance. The reasons why PSM is used as a variable that affects employee performance are noteworthy. First, PSM is not a self-serving variable in describing organisational behaviour. Second, PSM is able to connect institutional and individual analyses.

---

Third, the methodology on this concept has good rigour in scale development. Fourth, the constructed developed are bureaucracy, publicness and public value (Vandenabeele et al., 2017). Moreover, PSM is also presumably to produce a high level of organisational identification, which enables employees to exhibit higher levels of performance because they perceive the fate and output of the organisation as their own (Miao et al., 2019). Based on these arguments, researchers determine PSM as a variable that affects performance.

In administration literacy, PSM is a concept that still needs to be researched in depth. This is due to the PSM concept itself being taken into account in solving employee performance problems. PSM has become an interesting topic, because in fact within the service unit, the motivation that must be possessed by employees is the motivation to serve rather than the motivation to complete work alone. PSM is the tendency of a person to respond to the main or unique motives in public organisations. The term motive is used to define psychological deficiency or integrity to eliminate some of the things that are considered to provide pressure (Neumann & Ritz, 2015; Ritz et al., 2016). PMS can also be defined as the individual's orientation to perform services to others, with the intention of doing good to others and society (Perry & Hondeghem, 2008). PSM is an attractive variable to study in solving performance because PSM not only encourage employees to do their work, but also participate in understanding the reasons for more effort of employees in performing their work (Jensen & Bro, 2018).

PMS has become very important, because it is also attached to job satisfaction and performance (Cantarelli et al., 2016). It is also supported because of the existence of current conditions in the form of high demands for high employee performance in work, particularly providing services to the public, so an ability to increase motivation is an important method for public organisations to be able to reach organisational goals and also maintain employee job satisfaction (Scarpello & Campbell, 1983). PSM also gives positive effects in the public sector including pro-social behaviour, employee behaviour, job satisfaction, and decreases the intention of employees to retire from their jobs. Even in the Korean public sector, PSM has implication to improve organisational performance, employee behaviour and accountability in organisations (Lee et al., 2020).

In accordance with the development of technology, research is still centred on the demands of customer satisfaction. In fact, employees also have job satisfaction to perform optimally. The requirements in employee performance are more oriented towards the interests of achieving organizational goals rather than emphasising employee functions that should be oriented towards public needs. The result of employee dissatisfaction will result in a decrease in employee performance results (Ali & Farooqi, 2014). Job satisfaction is also an important factor in engaging and sustaining skilled employees. Current academic research also supports the existence of a positive relationship between employee satisfaction, customer satisfaction and organisational performance. Based on this, a concept is needed that can change the mindset of employees at work to create satisfaction for internal customers and have an impact on performance (Stamolampros et al., 2019).

Then in the development of science in public administration, employee performance is also described as an action performed by employees in fulfilling the job demands that have been assigned by managing the resources provided (Saleem et al., 2021). Therefore, in managing the resources given, innovation behaviour is required, so that the effectiveness and efficiency in achieving organisational goals can thus be maximised. Innovation behaviour is determined as an introduction to the adoption of new ideas that are deliberately implemented by employees in their organisation (Yang et al., 2016). In this study, innovation behaviour is a moderating variable. The reason for selecting this variable is because innovation behaviour in an organisation is very important, especially in organisational development. PSM as an independent variable, is expected to have a significant influence on employee performance when innovation behaviour is used.

This article will elaborate on the employee performance variable as a study topic and take the PSM variable as the variable that influences it. Therefore, we are interested in seeing the

---

effect of PSM on employee performance in public organisations, which in turn uses job satisfaction and innovation behaviour as moderation variables.

## Literature Review and Hypothesis Formulation

In general, employee performance is the meaning of the results achieved or achievements made at work. Performance refers to the execution of a plan and guides the results to be achieved. To achieve the goals that have been set, this individual performance will be closely related to organisational policies, practices and even organisational design (J., 2014). The importance of the company's role in employee performance is currently a matter of concern. Because when employees perceive that the management or leadership of the institution supports their work efforts, the possibility of improving performance is significantly higher (Diamantidis & Chatzoglou, 2019). Although these measures differ in terms of how thorough and precise they are, they are often conceptualised in terms of affective or cognitive job satisfaction and so on (I. Dugguh & Dennis, 2014).

performance is considered to be the impact of human behaviour, so it is often used as the dependent variable. To describe performance, there are two perspectives, namely performance based on end results and performance based on behaviour. Performance based on this goal considers that performance is based on end results only. This requirement uses the concept of management by objectives. Meanwhile, performance measurement based on behaviour is carried out by looking at how it is done to achieve goals (Mangkunegara & Waris, 2015). In this research, employee performance was assumed to be a variable influenced by PSM directly and indirectly. The indicators used in measuring employee performance are work quantity, work quality, responsibility and performance of duties (Mangkunegara, 2016).

PSM is a new concept that has been developed in the human resource management sector. In terms of theory, PSM is initially conceptualised as an individual attribute, which is socialised as a social identity in various institutions. In the process, institutional values are internalised into individual identity to create public service motivation (Vandenabeele et al., 2014). The term service motivation is used with no existing definition. However, with the development of knowledge, service motivation is meant to refer to three rewards, namely the opportunity to realise organisational goals, the opportunity to make a real contribution and identification with using the organisation's mission (Bozeman & Su, 2015). PSM is defined as an individual's tendency to respond to something that is based on something that is unique to the public organisation (Perry & Hondeghem, 2008). PSM is also construed as the tendency of individuals to respond to motives that are based on public interests (Wright et al., 2013). PSM is also defined as a belief based on values and attitudes that exceed personal and organisational interests. It will certainly be reflected in employee performance. In this concept, it also means that employees with a high level of organisational identification place a high value on organisational membership and that the organisation becomes part of the employee's self-concept (Miao et al., 2019).

The PSM is change orientated. An employee who has high PSM prefers to support changes that occur in the organisation, especially for what is assumed to benefit the public. This is because PSM practitioners are more important to simple changes in the organisation than to their own preferences (Liu et al., 2018). The PSM indicators used in this research are appeal in making public policy, commitment to the public interest, compassion and self-sacrifice. In this research, the PSM is assumed to be a variable that has a positive contribution to employee performance. This concept appears as a concept to fulfill employee needs in the form of job satisfaction, self-actualisation, self-achievement and others (Syamsir, 2020).

---

In the organisation of services, one manifestation of success in the organisation is innovation. Innovation is necessarily carried out on actions taken by employees and will have an impact on performance. Across the various levels of innovation, innovation behaviour is considered as the basic foundation for organisational innovation (Li & C, 2016). Even today, the expectation on positive innovation behaviour is more prominent in service organisations, especially basic services. Changing customer conditions demand innovation by employees in dealing with these customers. Therefore, organisations today are expected to motivate employees to be creative and innovative, so that employees can utilise these capabilities to improve their performance (Melhem, Shaker Bani; Zeffane, Rachid; Albaity, 2017). In addition to generating ideas, innovation activities can be carried out by looking for new ideas in the work environment. The search for ideas is the basis for the search for innovation and the search for knowledge sources (Lukes & Stephan, 2017). In this research, innovation behaviour is assumed to be a moderating variable between PSM variables and employee performance. The indicators used in measuring innovation behaviour are idea exploration, idea generation, idea championing and idea implementation (Hou et al., 2018).

As for the last variable in this study is job satisfaction. Job satisfaction is an important factor in an organisation, because employees who are satisfied in their jobs will have implications for their tendency to maintain organisational stability, be productive at work and strive to achieve organisational goals by providing the best performance (Koo et al., 2019). Job satisfaction is a form of a positive emotion that employees feel as a form of recognition for their successful work. Job satisfaction can be assessed both based on general working conditions and at the individual level, which is based on the job itself, including appreciation for work, communication, working conditions, promotion opportunities, recognition, and monitoring level (Seran et al., 2021). Indeed, job satisfaction is very important in organisations, as it contains a set of employee perceptions that will influence employee attitudes and behaviours at work. With the establishment of satisfaction, employee commitment to the organisation will also be developed (Hendri, 2019). The relationship between salary and performance, provides an assumption that job satisfaction has an effect on employee performance (Haryono et al., 2019). Therefore, in this study, job satisfaction was assumed to be a moderating variable between PSM and employee performance.

According to the information above, the hypotheses in this research are as follows:

H1 : There is direct effect of PSM variable on performance

H2 : There is indirect effect of PSM variable on performance

## Method

This research uses quantitative methods, with a survey approach. Survey research design is a series of research procedures carried out by researchers by providing surveys to samples or entire populations that can describe attitudes, opinions, perceptual beliefs, behaviour, or population characteristics (Creswell & Hirose, 2019) Quantitative Research The research was conducted at one of the hospitals in Bukittinggi City. The research population is all employees of the hospital. The number of research samples was 412 by making the entire population the research sample. The sample technique used is total sampling. The research data collection was carried out using a questionnaire as a research instrument, which was tested for validity and reliability first. The data that has been collected, coding and data processing are carried out. The data analysis technique used is PLS SEM. The reason for using this analysis is the many scientific fields that use this analytical technique, including the field of human resource management (J. F. H. Hair et al., 2018). Also, PLS SEM is a composite-based method that

facilitates explanatory and predictive analysis in the path model (J. F. Hair, 2021) The framework of this study can be seen in the figure below.

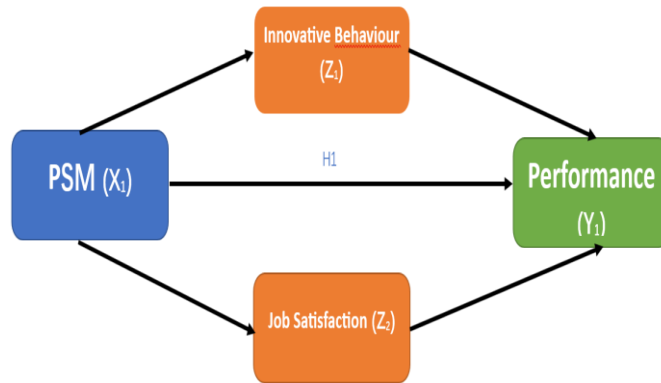


Figure 1. Research framework  
Researcher Data, 2023

### Result and Discussion

According to the data processing of the research conducted, the researchers at the early stage conducted validity and reliability tests beforehand. Below are the results of the validity test of this study.

Table 1. Outer Loading for Validiy Test

	IB	JS	P	PSM
IB1	0,711			
IB2	0,776			
IB3	0,756			
IB4	0,768			
JS1		0,782		
JS2		0,743		
JS3		0,667		
JS4		0,627		
JS5		0,795		
JS6		0,677		
P1			0,729	
P2			0,781	
P3			0,767	
P4			0,753	
PSM 1				0,722
PSM 2				0,791
PSM 3				0,734
PSM 4				0,814

Data Processing Results, 2023

According to the data table above, the value of each indicator item in each variable has a value greater than 0.5. The validity value is good which exceeds the value of 0.7. The table above states that there are three indicators of job satisfaction that have a value of 0.6. Even so,

this indicator was still in the eligible category, so that it could continue to be developed and used in this research (J. F. Hair et al., 2022). Therefore, it can be stated that all indicators in this study are valid.

The validity test carried out next is the discriminative validity test. The discriminant validity tests are used to state that an indicator is able and correct measure for its construct and the indicator becomes unique and distinctive compared to other constructs. The discriminant validity test can be seen through the Fornell-Larcker Criterion test. The table below contains the results of the discriminatory validity test.

Tabel 2. Discriminant Validity test

	IB	JS	P	PSM
IB	<b>0,753</b>			
JS	0,661	<b>0,718</b>		
P	0,635	0,672	<b>0,758</b>	
PSM	0,695	0,664	0,550	<b>0,766</b>

Data Processing Results, 2023

At the table above, the value of each variable construct can be considered to have a significant value rather than its correlation with other variables. This can indicate that discriminant validity in the constructs of this research is correct.

In the next steps, the construct reliability is carried out. This test is conducted to measure the reliability of latent variable constructs. The test results can be seen through Construct Reliability and Validity. The table can be seen in the table below.

Tabel 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
IB	<b>0,745</b>	0,746	0,840	0,567
JS	<b>0,810</b>	0,822	0,864	0,515
P	<b>0,754</b>	0,759	0,844	0,574
PSM	<b>0,765</b>	0,770	0,850	0,587

Data Processing Results, 2023

According to the data at the top, the Cronbach's Alpha value of the four variables above has a value of more than 0.6. It is interpreted that all variables have reliable constructs. It is also confirmed by the composite reliability value which has a value of more than 0.7. In general, all the constructs in this research have reliable values.

This last requirement that is required to fulfil in SEM PLS data processing is the multicollinearity test. This test is to determine the availability of bias in the research data by looking at the VIF value. The best data is that there is no multicollinearity. The table below attached the VIF value of each research indicator.

Tabel 4. Outer VIF Value

	VIF
IB1	1,339
IB2	1,517
IB3	1,448
IB4	1,507

	VIF
JS1	1,947
JS2	1,541
JS3	1,405
JS4	1,369
JS5	2,020
JS6	1,440
P1	1,426
P2	1,444
P3	1,417
P4	1,472
PSM 1	1,390
PSM 2	1,536
PSM 3	1,428
PSM 4	1,629

Data Processing Results, 2023

Three criteria exist to explain multicollinearity. If the VIF value is greater than 5, then multicollinearity is confirmed. If the VIF value is between 3-5, then there is a multicollinearity problem, but it is not critical. And finally if the value is less than 3, then there is no multicollinearity. Based on the table above, it can be seen that the value of muktikolonieritas in each variable indicator has a value smaller than 3. It implies that in each indicator variable this is not the case of multicollinearity.

The explanation of the results of the data processing results above is a form of fulfilling the requirements before the SEM PLS is carried out. The next step is to analyse the variables. As for what will be described is about the effect between variables directly, the effect between variables indirectly and the total effect. First, researchers will explain the level of signification or probability of influence among variables directly, which can be seen in the table below.

Tabel 5. Direct effect between Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
IB -> P	0,321	0,319	0,065	4,970	<b>0,000</b>
JS -> P	0,433	0,435	0,047	9,306	<b>0,000</b>
PSM -> IB	0,695	0,696	0,026	26,554	<b>0,000</b>
PSM -> JS	0,664	0,668	0,028	23,698	<b>0,000</b>
PSM -> P	0,039	0,040	0,051	0,770	<b>0,441</b>

Data Processing Results, 2023

From the above data, it is clear that the value of each P Value of the relationship between variables has a value of 0.00 except for the relationship between PSM and performance. This suggests that there is a direct influence of PSM on job satisfaction, PSM on innovative behaviour, job satisfaction on performance and innovative behaviour on performance. While there are variables that do not have an indirect relationship, namely PSM to performance. This is indicated by the magnitude of the P values of 0.441.

Furthermore, in the table above we can also see how much influence the independent variable has on the dependent variable. The lowest influence is PSM on performance. The parameter coefficient is 0.040. It states that only 4% of the influence of PSM on performance. Furthermore, the influence of PSM on job satisfaction has a parameter coefficient of 0.668. This shows that the influence of PSM on job satisfaction is 66.8%. The effect of PSM on innovation behaviour has a parameter coefficient of 0.696. This stated that PSM will increase innovation behaviour by 69.6%. Next is the effect of job satisfaction on performance, which has a parameter coefficient of 0.435. This means that job satisfaction will increase performance by 43.5%. Finally, the relationship between innovative behaviour and performance has a parameter coefficient of 0.319. This means that performance is influenced by innovative behaviour by 31.9%.

The next step will explain the indirect effect between variables. There are two models of indirect effects in this study. This can be found in the table below.

Tabel 6. Indirect effect between Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
PSM -> IB -> P	0,223	0,222	0,047	4,707	<b>0,000</b>
PSM -> JS -> P	0,288	0,291	0,034	8,578	<b>0,000</b>

Data Processing Results, 2023

According to the data above, it can be seen that the P Values of each variable are 0.00. It means that each model has an indirect influence. In the first path, PSM has an influence on performance through innovative behaviour with a parameter coefficient value of 0.222. This can be interpreted that PSM will improve performance if it increases innovative behaviour. In the next path, PSM has an influence on performance through job satisfaction with a parameter coefficient value of 0.291. This can be interpreted that PSM will increase performance when accompanied by an increase in job satisfaction.

Previously, the total effect found from the results of data processing will be explained in the form of direct or indirect effects. The data processing results can be viewed in the table below.

Table 7. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
IB -> P	0,321	0,319	0,065	4,970	<b>0,000</b>
JS -> P	0,433	0,435	0,047	9,306	<b>0,000</b>
PSM -> IB	0,695	0,696	0,026	26,554	<b>0,000</b>
PSM -> JS	0,664	0,668	0,028	23,698	<b>0,000</b>
PSM -> P	0,550	0,553	0,033	16,571	<b>0,000</b>

Data Processing Results, 2023

This research found that in general, directly or indirectly, every independent variable has an influence on the independent variable. The influence of PSM on performance has a P Values of 0.00. The coefficient of PSM parameter on performance is 0.553. This means that the total influence of PSM variables on performance either directly or through innovative behaviour and job satisfaction variables is 55.3%.



---

This Research conducted by researchers is inclined to a new model, because it tries to place PSM as an independent variable. However, the results of the research also indicated that differences existed when explaining the direct and indirect effects in the research. The variable of service quality and innovative behaviour as moderating variables is one of the novelty in this research. The relation of PSM to behaviour, satisfaction and organisational performance has been extensively researched. But for PSM on employee performance, which is also part of this literature, there is still not much (Palma et al., 2021). Therefore, the researcher is interested in examining this research more deeply.

Based on the research results above, It can be viewed that in totality PSM has an effect on employee performance. But partially, PSM does not have a direct relationship to employee performance. This also stated by previous researchers who stated that to complement the PSM model, it should involve mediators or moderators as individual, contextual and work-related factors (Ritz et al., 2016). This research has also been conducted, so this research supports the previous findings.

Innovation is very important because it enhances employee performance which then also improves organisational performance. In fact, previous research also stated that to be able to solve difficult problems in an organisation (including individual performance problems), building innovative behaviour is something that needs to be considered (Cho & Song, 2021). In our research, innovative behavior is one of the variables that has a direct influence on employee performance. Thus, innovative behaviour should be a moderating variable of PSM on employee performance. On the other side, turning the innovative behaviour variable into a moderating variable is a novelty in our research. Based on the research conducted and the results that have been obtained, several forms of innovative behaviour such as having high enthusiasm at work, the ability to always make updates at work and readiness to make changes are things that will have an impact on the quality of work, the implementation of the work itself and the responsibilities carried out by each employee (Tajeddini & Martin, 2020).

The next moderating variable in this research is job satisfaction. In this study, job satisfaction also has a positive effect on employee performance. However, the main thing in giving the biggest impact as illustrated in this study is the indicator of promotion, salary and the job itself. Even though the supervisor indicator is not the main thing in increasing employee performance, other studies state that satisfaction with the supervisor is the cause of high employee performance (Roberts & David, 2020). Responsibility is one of the strongest indicators of employee performance. The existence of high job satisfaction from an employee, will be translated by employees with the fulfilment of responsibilities in work and carrying out the role as best as possible (Lin & Huang, 2020). The results of the study in general can also explain that if the employee's job satisfaction level is high, then the employee will perform well and do the best (Hendri, 2019).

PSM as a result of being a new variable in public administration science, attempts to explain how employees perform in delivering public services. However, in addition to explaining how public services are provided, PSM has also become one of the variables that has several unique components in creating value, especially with regard to the public. Therefore, PSM must always be improved, especially in the private sector. So that profit orientation can be emphasised and service orientation as a personal goal rather than just a task from the institution. Although based on the research conducted by the researchers, many other factors can be affected by PSM. So PSM as a new motivational concept in public administration is not just a supporting variable, but the main variable, because PSM is an obligation in public organisations, especially service organisations even though the organisation is governed by the government or private sector.

## Conclusion

This research states that in improving employee performance, PSM is one of the factors that can be relied upon. However, at this stage, PSM must be increased by using other variables, namely innovative behaviour and job satisfaction variables. In other words, increasing employee performance directly cannot be implemented, but it will be realised when adding moderating variables in it. PSM as a variable is still under development. This research was conducted in order to reinforce the position of PSM in administrative science as a science that can indirectly define the existence of public involvement in employee performance. There are many factors that affect performance, but very few can involve community involvement in it, especially in the service sector. Therefore, this study tries to explain this, although it is still only in the private locus. According to the hypothesis that has been stated, it can be concluded that PSM does not have a direct influence on employee performance, but it has an influence if it involves innovative behaviour and job satisfaction in improving employee performance.

## Acknowledgment

Thank you to all parties involved in this research. The PDP Grant research team and Mohammad Natsir University Bukittinggi public administration students who have also helped as field assistants in this research. Then you also thank the West Sumatra Islamic Hospital Foundation for facilitating researchers in data collection. Furthermore, we also thank the Ministry of Education, culture, research and technology for providing research grants to researchers, so that researchers can carry out research and publish the research.

## References

- Ali, S., & Farooqi, Y. A. (2014). sobia ali 2014. *Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division)*, 5(8), 23–30. <https://www.researchgate.net/publication/324647967>
- Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: a systematic literature review. *Journal of Advances in Management Research*, 16(3), 329–351. <https://doi.org/10.1108/JAMR-06-2018-0052>
- Bozeman, B., & Su, X. (2015). Public Service Motivation Concepts and Theory: A Critique. *Public Administration Review*, 75(5), 700–710. <https://doi.org/10.1111/puar.12248>
- Cantarelli, P., Belardinelli, P., & Bellé, N. (2016). A meta-analysis of job satisfaction correlates in the public administration literature. *Review of Public Personnel Administration*, 36, 115–144.
- Cho, Y. J., & Song, H. J. (2021). How to Facilitate Innovative Behavior and Organizational Citizenship Behavior: Evidence From Public Employees in Korea. *Public Personnel Management*, 50(4), 509–537. <https://doi.org/10.1177/0091026020977571>
- Creswell, J. W., & Hirose, M. (2019). Mixed methods and survey research in family medicine and community health. *Family Medicine and Community Health*, 7(2), 1–6. <https://doi.org/10.1136/fmch-2018-000086>
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>

- 
- Hair, J. F. (2021). Next-generation prediction metrics for composite-based PLS-SEM. *Industrial Management and Data Systems*, 121(1), 5–11. <https://doi.org/10.1108/IMDS-08-2020-0505>
- Hair, J. F. H., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2018). The Results of PLS-SEM Article information. *European Business Review*, 31(1), 2–24.
- Hair, J. F., Hult, G. T., Ringle, C., Sarstedt, M., Danks, N., & Ray, S. (2022). Review of Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. In *Structural Equation Modeling: A Multidisciplinary Journal* (Vol. 30, Issue 1). <https://doi.org/10.1080/10705511.2022.2108813>
- Haryono, S., Ambarwati, Y. I., & Md Saad, M. S. (2019). Do organizational climate and organizational justice enhance job performance through job satisfaction? A study of Indonesian employees. *Academy of Strategic Management Journal*, 18(1), 1–6.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>
- Hou, X., Li, W., & Yuan, Q. (2018). Frontline disruptive leadership and new generation employees' innovative behaviour in China: the moderating role of emotional intelligence. *Asia Pacific Business Review*, 24(4), 459–471. <https://doi.org/10.1080/13602381.2018.1451126>
- I. Dugguh, S., & Dennis, A. (2014). Job satisfaction theories: Traceability to employee performance in organizations. *IOSR Journal of Business and Management*, 16(5), 11–18. <https://doi.org/10.9790/487x-16511118>
- J., A. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Jensen, U. T., & Bro, L. L. (2018). How Transformational Leadership Supports Intrinsic Motivation and Public Service Motivation: The Mediating Role of Basic Need Satisfaction. *American Review of Public Administration*, 48(6), 535–549. <https://doi.org/10.1177/0275074017699470>
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2019). Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry. *Journal of Quality Assurance in Hospitality and Tourism*, 21(4), 371–401. <https://doi.org/10.1080/1528008X.2019.1663572>
- Lee, H. J., Oh, H. G., & Park, S. M. (2020). Do Trust and Culture Matter for Public Service Motivation Development? Evidence From Public Sector Employees in Korea. *Public Personnel Management*, 49(2), 290–323. <https://doi.org/10.1177/0091026019869738>
- Li, M., & C, H. C. H. (2016). A review of employee innovative behavior in services. *International Journal of Contemporary Hospitality Management Iss International Journal of Contemporary Hospitality Management*, 28(12), 1–39. <http://dx.doi.org/10.1108/IJCHM-04-2015-0214>
- Lin, C. Y., & Huang, C. K. (2020). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction.
-

- 
- International Journal of Manpower*, 42(3), 409–423. <https://doi.org/10.1108/IJM-08-2018-0281>
- Liu, B., Perry, J. L., Tan, X., & Zhou, X. (2018). A Cross-Level Holistic Model Of Public Service Motivation. *International Public Management Journal*, 21(5), 703–728. <https://doi.org/10.1080/10967494.2017.1370046>
- Lukes, M., & Stephan, U. (2017). Measuring employee innovation: A review of existing scales and the development of the innovative behavior and innovation support inventories across cultures. *International Journal of Entrepreneurial Behaviour and Research*, 23(1), 136–158. <https://doi.org/10.1108/IJEER-11-2015-0262>
- Mangkunegara, A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
- Mangkunegara, A. P., & Waris, A. (2015). Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida). *Procedia - Social and Behavioral Sciences*, 211, 1240–1251. <https://doi.org/10.1016/j.sbspro.2015.11.165>
- Melhem, Shaker Bani;Zeffane, Rachid; Albaity, M. (2017). Determinants of Employees' Innovative Behavior Submitted: *Marketing Intelligence & Planning*, 8(5), 12–14.
- Miao, Q., Eva, N., Newman, A., & Schwarz, G. (2019). Public service motivation and performance: The role of organizational identification. *Public Money and Management*, 39(2), 77–85. <https://doi.org/10.1080/09540962.2018.1556004>
- Neumann, O., & Ritz, A. (2015). Public service motivation and rational choice modelling. *Public Money and Management*, 35(5), 365–370. <https://doi.org/10.1080/09540962.2015.1061179>
- Palma, R., Crisci, A., & Mangia, G. (2021). Public service motivation- individual performance relationship: Does user orientation matter? *Socio-Economic Planning Sciences*, 73(November 2019), 100818. <https://doi.org/10.1016/j.seps.2020.100818>
- Perry, J. L., & Hondeghem, A. (2008). *Motivation in public management: The call of public service*. Oxford University Press.
- Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public Service Motivation: A Systematic Literature Review and Outlook. *Public Administration Review*, 76(3), 414–426. <https://doi.org/10.1111/puar.12505>
- Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155. <https://doi.org/10.1016/j.paid.2019.109702>
- Saleem, F., Malik, M. I., & Qureshi, S. S. (2021). Work Stress Hampering Employee Performance During COVID-19: Is Safety Culture Needed? *Frontiers in Psychology*, 12(August), 1–13. <https://doi.org/10.3389/fpsyg.2021.655839>
- Scarpello, V., & Campbell, J. P. (1983). *Job Satisfaction: Are All The Parts there?*
- Seran, G. L., Subiyanto, D., & Kurniawan, I. S. (2021). Effect of Organizational Commitment, Compensation and Job Satisfaction on Employee Performance Through Organizational Citizenship Behavior In Bank BPD DIY Employees Senopati Branch Office. *Bina Bangsa International Journal of Business and Management*, 1(1), 39–50. <https://doi.org/10.46306/bbijbm.v1i1.4>
-

- 
- Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees' Online reviews. *Tourism Management*, 75, 130–147. <https://doi.org/10.1016/j.tourman.2019.04.030>
- Syamsir. (2020). Competence, Job Satisfaction, Work Motivation, and Job Performance of the Village (“Nagari”) Masters in Managing E-Village Finance. *International Journal of Advanced Science and Technology*, 29(08), 1337–1350.
- Tajeddini, K., & Martin, E. (2020). The importance of human-related factors on service innovation and performance. *International Journal of Hospitality Management*, 85. <https://doi.org/10.1016/j.ijhm.2019.102431>
- Vandenabeele, W., Brewer, G. A., & Ritz, A. (2014). Past, present, and future of public service motivation research. *Public Administration*, 92(4), 779–789. <https://doi.org/10.1111/padm.12136>
- Vandenabeele, W., Ritz, A., & Neumann, O. (2017). Public service motivation: State of the art and conceptual cleanup. *The Palgrave Handbook of Public Administration and Management in Europe*, 261–278. [https://doi.org/10.1057/978-1-137-55269-3\\_13](https://doi.org/10.1057/978-1-137-55269-3_13)
- Wright, B. E., Christensen, R. K., & Pandey, S. K. (2013). Measuring Public Service Motivation: Exploring the Equivalence of Existing Global Measures. *International Public Management Journal*, 16(2), 197–223. <https://doi.org/10.1080/10967494.2013.817242>
- Yang, F., Qian, J., Tang, L., & Zhang, L. (2016). No longer take a tree for the forest: A cross-level learning-related perspective on individual innovative behavior. *Journal of Management and Organization*, 22(3), 291–310. <https://doi.org/10.1017/jmo.2015.33>