



The Influence of Organizational Commitment, Work Environment, and Organizational Citizenship Behavior on Public Service Motivation among Sub-district Employees

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Abstract

This study aims to explore the extent to which participation in the organization, work environment conditions, and organizational citizenship behavior (OCB) affect the morale of subdistrict employees in Lima Puluh Kota Regency. The background of this study is the low morale that has an impact on the quality of public services, especially in several subdistrict areas. The population in this study included all subdistrict employees in Lima Puluh Kota District, with 95 respondents selected randomly and proportionally. Data were collected through the distribution of questionnaires and analyzed using multiple linear regression and path analysis techniques. The results revealed that commitment to the organization, work environment, and OCB together have a significant effect on enthusiasm in providing public services. Among the three, OCB showed the most dominant influence on public service motivation. Based on these results, this study recommends strengthening organizational culture, providing institutional support, and encouraging positive behavior to increase the enthusiasm of the apparatus in public services.

Keywords: Organizational Commitment, Work Environment, Organizational Citizenship Behavior, Public Service Motivation

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Introduction

Bureaucratic management is one of the important pillars in the implementation of modern government, where the bureaucracy plays a central role in managing various policies and programs to serve the community. Bureaucratic theory emphasizes the importance of creating an efficient, transparent, and standardized work system to ensure fair and equitable services (Yusriadi, 2023). However, in practice, bureaucracies often face challenges, such as complicated procedures and lack of flexibility, which hinder employees' motivation in carrying out their duties (Wakhid et al., 2021). Therefore, effective bureaucratic management requires a combination of a clear structure and good human resource management, as well as leadership that is able to encourage innovation and responsiveness to community needs (Mutiarra & Prabawati, 2023). A focus on bureaucratic management at the local level, such as sub-districts, is crucial to improving the quality of public services, given that sub-districts are at the forefront of community service delivery (Ningias & Winanda, 2024).

Human resources (HR) in the bureaucratic system have a very strategic position. They not only act as executors of administrative tasks, but also become important assets that support the achievement of organizational goals (Rahim et al., 2023). Comprehensive HR management includes a competency-based recruitment process to career development directed at achieving optimal performance (Nurdin, 2023). High levels of motivation in employees directly contribute

to increased productivity and commitment in providing quality public services (Tambunan, 2024). However, a number of studies have shown that employee motivation is strongly influenced by the extent of organizational commitment, work environment conditions, and the practice of organizational citizenship behavior (OCB) (Wanisa & Salomo, 2023). In the reality of the Indonesian bureaucracy, the management of these factors is still a challenge that must be addressed to create a bureaucracy that is professional and oriented towards effective and adaptive public services (Sari, 2021). Therefore, making bureaucratic reform a priority agenda is very important in dealing with social dynamics and people's expectations of modern governance. To realize a superior bureaucracy in Indonesia, it requires a synergy between appropriate managerial strategies, quality human resource management, and strong and visionary leadership (Permatasari, 2020; Widodo, 2017).

Public service motivation is a key element in determining the success of bureaucratic organizations that focus on public services. This concept refers to an employee's internal drive to provide optimal service in the public interest, also known as "public service motivation" (PSM). PSM plays an important role in influencing individual performance and public perception of government service quality (Miao et al., 2017; Potipiroon & Ford, 2017; Stazyk, 2012). Research shows that highly motivated employees will be more committed to carrying out their responsibilities, even if they are faced with challenges such as limited resources or complexity of procedures (Borst et al., 2017; Caillier, 2014; Umar et al., 2024). On the other hand, low motivation can lead to poor performance, less responsive services, and ultimately lower public trust (Chen & Hsieh, 2015; Scrimshire et al., 2022; Stazyk, 2012). The importance of public service motivation lies not only in achieving administrative targets, but also in employees' ability to understand and respond to people's needs (Nchimbi & Korojelo, 2021; Shi, 2022). Motivated employees tend to show deep empathy and commitment to their public service duties, reflecting an altruistic drive to make a positive contribution to society (Amin et al., 2024; Miao et al., 2018).

This finding is in line with the view that Public Service Motivation (PSM) encourages state apparatus to go beyond formal boundaries in carrying out service duties to the community (Ali, 2019; Andrews, 2016). As public expectations for transparent and quality public services increase, the existence of public service motivation becomes increasingly important (Clerkin & Cogburn, 2012). Therefore, the government needs to formulate strategic measures to strengthen apparatus motivation, both through capacity building policies and the creation of a conducive work environment. Overall, public service motivation plays a crucial role as a key driver that helps employees adapt to service demands and contributes to increasing public satisfaction with bureaucratic performance. For this reason, increasing motivation should be the main focus of public sector organizations in order to provide optimal and efficient services.

The results of a study in various sub-districts in Lima Puluh Kota District revealed that achievements on a number of Public Service Motivation (PSM) indicators were still relatively low, including: interest in public policy at only 40%, commitment to civic roles at 35%, compassion and self-sacrifice at less than 50% each. In addition, only 38% of employees showed initiative in service, reflecting the lack of motivation to work proactively. Other factors that contribute to lowering employees' work motivation include: limited work facilities (experienced by 50% of respondents), disharmonious working relationships (30%), and inappropriate service waiting room conditions (20%).

A conducive work environment is an important factor in encouraging improved employee performance, especially in carrying out service tasks to the community. Based on observations in a number of sub-districts in the Lima Puluh Kota Regency area, it was found that there are variations in the quality of the work environment that directly affect the morale of the apparatus. Some sub-districts are known to experience obstacles related to infrastructure facilities, the effectiveness of internal communication, and the general working atmosphere. These issues contribute to the level of job satisfaction and productivity of employees. To illustrate the situation more clearly, the following is presented initial survey data that has been collected by researchers regarding the condition of the work environment in question:

Indicator	Percentage (%)	Description
Inadequate work facilities	50	Employees feel that they lack work tools such as computers, printers, and internet access.
Work relations are not harmonious	30	Lack of collaboration between employees and lack of communication between staff leaders.
Inadequate service waiting room	20	The waiting room for the public is too too small, causing discomfort and complaints.

Source: Prepared by the author in 2025

The survey results show that half of the sub-district employees in Kabupaten Lima Puluh Kota considered the available work facilities to be inadequate, such as limited computers, printers, and internet access that support work. In addition, around 30% of respondents revealed problems in working relationships, such as a lack of collaboration between employees and weak communication between staff and leaders. As many as 20% of respondents also highlighted the inadequacy of the service waiting room. To overcome these problems, it is necessary to improve the quality of work facilities, improve internal communication, and develop service infrastructure in order to create a work environment that supports maximum public service delivery.

As a response to the existing problems, this study focuses on evaluating the influence of organizational commitment, work environment, and organizational citizenship behavior (OCB) on the level of public service motivation of sub-district employees in the Lima Puluh Kota Regency area. By identifying the elements that influence motivation, this research is expected to provide a basis for formulating appropriate strategies to strengthen the performance of the regional bureaucracy to be more professional, responsive, and oriented towards the interests of the wider community.

Theoretical Review

Public Service Motivation

Public service motivation (PSM), or motivation in public service, is a concept that has become an important focus of study in the field of public administration. James L. Perry and Lois Recascino Wise, as cited by Hayashi et al. (2024), explain PSM as the tendency of individuals to respond to specific drives that are only found in the context of public institutions or organizations. On the other hand, according to Syamsir (2014:1), PSM is defined as a general altruistic urge to serve the interests of society, the state, or humanity at large. Perry, in the research referenced by Sudirman et al. (2014), also developed a PSM measurement tool consisting of four main components, namely: interest in public policy making, commitment to the public interest and role as a citizen, compassion, and readiness to sacrifice for the common good. James L. Perry is one of the main figures in the study of public service motivation (PSM). In a 1996 study, Perry developed a measurement scale involving four main dimensions to assess public service motivation: Interest in public policy making, commitment to the public interest and civic duty, compassion, and self-sacrifice.

Organizational Commitment

Commitment to the organization not only indicates formal membership status, but also reflects a positive attitude towards the organization and the willingness of individuals to make the most contributions to achieve organizational goals (Steers & Porter, 2011). Kaswan (2017) explains that organizational commitment is an indicator of how many employees are willing to continue working at the institution in the future. This obligation often reflects employees' trust mission and

organizational vision, their willingness to take tasks seriously, and their desire to remain part of the organization. According to Kreitner and Kinicki (Kaswan, 2017), organizational commitment shows the extent to which organizational people identify and achieve from the organization. The factors of organizational commitment are further proposed by Allen and Meyer (1990), namely: individual personal characteristics, organizational characteristics, and experience during organization.

Work Environment

According to Siagian (2011), a conducive work environment usually appears in organizations that have good structure and governance. Conversely, if the organization is not optimally organized, then the working environment conditions tend to be unsupportive. Factors such as support from coworkers, the comfort of the workspace, and the availability of adequate equipment also determine the quality of the work environment. Based on this view, it can be concluded that the quality of the work environment is strongly influenced by how the organization is structured and managed. Meanwhile, Nitisemito (2015) defines the work environment as a condition created in management and organizational processes that are able to provide a sense of satisfaction to employees, and become a supporting factor in efforts to achieve organizational goals and individual satisfaction at work. Sedarmayanti (2018) adds that the work environment includes all aspects related to tools, equipment, materials, and the surrounding conditions where a person works, including methods and procedures for working both individually and in groups. The work environment reflects all elements around employees that can affect their performance in carrying out their duties and responsibilities. According to Nitisemito (2015), the work environment is a support for the successful implementation of work, the better the working environment conditions, the better the work results that employees will achieve. Employee performance achievement is influenced by various aspects of the work environment. In this study, the work environment is measured through several indicators, namely: Support provided by fellow employees, the condition or appropriateness of the workspace, availability of adequate work facilities and equipment, and policies and work rules that apply in the organizational environment.

Organizational Citizenship Behavior

Podsakoff and Mackenzie (2016) state that acts of organizational citizenship (OCB Organizational Citizenship / OCB) are individual and group actions, actions for personal initiative, and although not officially listed in the job description, it is to increase organizational effectiveness. They are voluntary and go beyond the employment obligations officially prescribed by the Company. OCB reflects the characteristics of cooperative employees, and they are strongly obliged to help care and work. According to Luthans (2011), this behavior is not regulated by the formal system of the organization, and no special reward or gratitude is promised. Therefore, it is done voluntarily by employees to support smooth work in the organizational environment. Meanwhile, Baron (2013) emphasized that employees' performance can be measured to the extent that they can perform responsible tasks as stated in the job description. In other words, OCBs are not included in formal tasks, but their presence as a complement is essential to improve organizational productivity and overall performance.

There are various aspects that are believed to shape and influence the emergence of citizenship behavior in organizations, including:

- a. Organizational Climate, Based on the opinion of Soegandhi, Sutanto, and Setiawan (2013), the atmosphere and culture that develops in the organizational environment can influence the tendency of individuals to act outside their formal roles.
- b. Organizational Justice, According to Wahyuni and Supartha (2019), perceptions of fairness in processes, distribution, and interactions in the workplace play an important role in shaping positive voluntary behavior.
- c. Gender, Some studies show that gender differences can affect the tendency of prosocial behavior such as helping colleagues.
- d. Length of Service, A person's tenure or experience in an organization is often related to the level of attachment and extra contribution to the work environment.

- e. Employee Attitudes, Individuals' views and feelings towards work, colleagues and the organization have a direct impact on their propensity to act beyond formal duties.
- f. Transformational Leadership Style, Leaders who are able to inspire and motivate their subordinates to go beyond personal interests also encourage the formation of OCB.
- g. Perceptions of Organizational and Superior Support, When employees feel supported by the organization and their superiors, they tend to exhibit behaviors that are constructive and supportive of common goals.
- h. Group Cohesion, The level of cohesiveness and strong social relationships among team members can increase collaborative spirit and the tendency to help each other beyond formal obligations.

Methods

This study uses a quantitative approach using an explanatory type of study that aims to explain the causal relationship between the independent variables, namely organizational engagement, work environment, and organizational citizenship behavior (OCB). The study was conducted in all districts of the Lima Prue Cotarregency, with a total population of 184 employees. Of these, up to 95 people were used as an exercise with a proportional stratified random scale, so that each subdivision received a balanced proportion of representatives.

Data collection was done by means of a 5-point Likert scale questionnaire. Equipment validity tests were conducted using modified item correlation values obtained from SPSS output, and reliability was tested by the Cronbach Alpha coefficient. The test results showed that all elements were valid and clearly explained. The data analysis process took place in three phases. First, let me explain the analysis. Second, classical assumptions including tests for normality, multicollinearity and impormosphericity. And third, some linear regression analysis and path analysis with the help of SPSS Indirectly between variables. In addition, the SOBL test was used to measure the significance of the mediating effect of the OCB variable.

Results and Discussion

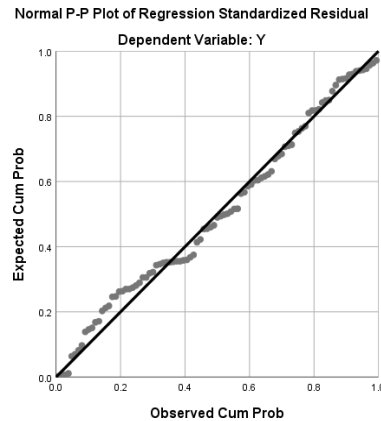
Normality Test

The normality test aims to ascertain whether the data used in the analysis comes from a normally distributed population. In this study, the Kolmogorov-Smirnov method is applied as a tool to evaluate the extent to which the data meets the assumption of normality. If the Asymp. Sig (2-tailed) value obtained is equal to or greater than 0.05, then the data is considered to have a normal distribution. The complete results of this test can be seen in the table below.

No	Variable	Sig.	Alpha	Distribution
1.	Organizational Commitment (X1)	0,130	0,05	Normal
2.	Work Environment (X2)	0,203	0,05	Normal
3.	OCB (X3)	0,055	0,05	Normal
4.	PSM (Y)	0,200	0,05	Normal

Based on the data in the table, it is known that the significance value of all variables is above 0.05. This indicates that each variable meets the normal distribution criteria. In addition, checking the normality of the data can also be completed by observing the graph plot displayed in the following figure, which provides a visualization of the distribution of data against the normal line.

From the next figure, it can be seen that the data points are located quite close to the diagonal line. The diagonal line represents the actual data distribution if the residuals spread normally. Therefore, it can be concluded that the regression model used has a good level of accuracy, and the remaining data (residuals) show a distribution pattern that is close to normal.



Linearity Test

In addition, the linearity test is used to determine whether the model specification is correct. Whether the functions used in the empirical model are linear, square, or cube. This test determines whether the model used should essentially be linear, square, or cube.

No	Variable	Sig.	Alpha	Description
1.	Organizational Commitment (X1)	0,051	0,05	Linear
2.	Work Environment (X2)	0,186	0,05	Linear
3.	OCB (X3)	0,608	0,05	Linear

Based on the results of the linearity test conducted, the significance value exceeds 0.05, which indicates a linear relationship. This finding shows that commitment to the organization, work environment conditions, and organizational citizenship behavior (OCB) have a linear relationship with public service motivation in sub-district employees throughout the Lima Puluh Kota Regency area.

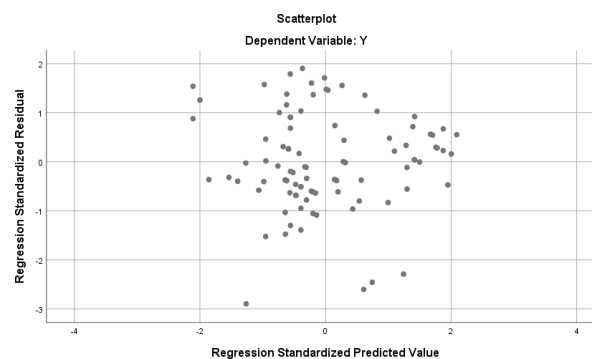
Heteroscedasticity Test

Heteroscedasticity testing aims to assess whether there are inconsistent differences in the variance of residuals across a number of observations. When heteroscedasticity symptoms appear, this indicates that the residual variance is unstable, which can interfere with the accuracy and efficiency of the regression model used. Conversely, an ideal regression model should exhibit the characteristics of homoscedasticity, which is a condition where the residual variance is constant across predicted values. One approach used to identify the possibility of heteroscedasticity is the Spearman Rank Correlation test. This test is used to observe whether there is a significant relationship between the independent variable and the residual value. If the significance value is greater than 0.05, then the residuals are considered to spread normally and show no indication of heteroscedasticity. The detailed results of this test are presented in the table below.

No.	Variable	Sig.	Alpha	Description
1.	Organizational Commitment (X1)	0,772	0,05	No Heteroscedasticity
2.	Work Environment (X2)	0,070	0,05	No Heteroscedasticity
3.	OCB (X3)	0,440	0,05	No Heteroscedasticity

Referring to the previous table, the significance value for the organizational commitment variable (X1) is recorded at 0.772, which is above the 0.05 significance limit. This indicates that the variable is homogeneous. The same is true for the work environment variable (X2), which has a significance value of 0.070-still above the 0.05 threshold-so it can be concluded that the data distribution on this variable is also homogeneous. Meanwhile, the Organizational Citizenship Behavior (X3) variable obtained a significance value of 0.440, which again indicated that the variance was uniform, so X3 was categorized as homogeneous.

To detect potential heteroscedasticity in the regression model used, visual analysis is done through scatterplot. The figure below presents the distribution of residuals from the model, which is used to assess whether there is an irregular pattern in the distribution of residual data in this study.



Autocorrelation Test

The autocorrelation test is carried out by calculating several important values, including dL, dU, 4-dL, 4-dU, and the Durbin Watson (DW) value. The dL and dU values are taken from the Durbin Watson table based on a sample size (n) of 95 and three independent variables (k=3). From this reference, the dL value is 1.601 and the dU value is 1.731. Therefore, the 4-dU value is 2.269, while the 4-DW is recorded at 2.262. The Durbin Watson value obtained from the analysis is 1.738, as presented in the table below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1.	.488 ^a	.238	.213	4.534	1.738
Predictors: (Constant), Organizational Commitment (X1), Work Environment (X2), OCB (X3)					

Because $dU < DW < 4-dU$ ($1.731 < 1.738 < 2.269$) then H_0 is accepted, meaning there is no autocorrelation.

Multicollinearity Test

The multicollinearity test aims to evaluate whether there is a relationship between independent variables in the regression model being analyzed. When the independent variables are correlated, the variables are no longer orthogonal. The concept of orthogonal refers to a condition in which the independent variables are not related to each other, with a correlation that is zero. To detect whether multicollinearity occurs in this regression model, a series of testing steps are carried out as in the following table. Based on the analysis results, all independent variables show tolerance values that exceed 0.01. On the other hand, all Variance Inflation Factor (VIF) values are also below the threshold of 10. This finding indicates that there are no multicollinearity symptoms in the regression model analyzed. This means that each independent variable does not influence each other excessively through multiple correlations, so the relationship between variables can be declared free from multicollinearity problems.

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N _i	Variable	VIF scores	Tolerance	FIF Limit	Description
1.	Organisational commitment (X1)	2,257	0,443	10	No Multicollinearity Occurs
2.	Work Environment (X2)	1,075	0,930	10	No Multicollinearity Occurs
3.	OCB (X3)	2,208	0,453	10	No Multicollinearity Occurs

Multiple Regression Analysis

Multiple linear regression was used in this study to examine the extent of the influence of three independent variables-organizational commitment (X1), work environment (X2), and organizational citizenship behavior (OCB) (X3)-on public service motivation (Y) as the dependent variable. This analysis model aims to assess the influence of the three variables, both jointly and individually, on the level of apparatus job satisfaction in all sub-districts within Lima Puluh KotaRegency. The data analysis process was conducted with the help of SPSS software version 21.0 for Windows, and the regression results are shown in the following table.

Model Summary^b

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.141 ^a	.123	.0257	2.208	.123	1.181	2	101	.311

a. Predictors: (Constant), OCB (X3), Work Environment Work_X2, Organizational commitment_X1

b. Dependent Variable: Public Service Motivation_Y

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	19.284	1.8984			9.649	.000
	Organizational commitment (X1)	.050	.044	.133		1.137	.258
	Environment Work_X2	.026	.054	.058		.503	.616

a. Dependent Variable: Public Service Motivation_Y

The table above shows that the multiple regression equation obtained from the analysis results is as follows:

$$Y = 19.148 + 0.050 X1 + 0.026 X2$$

The regression model has the following meaning: Constant: 19.284

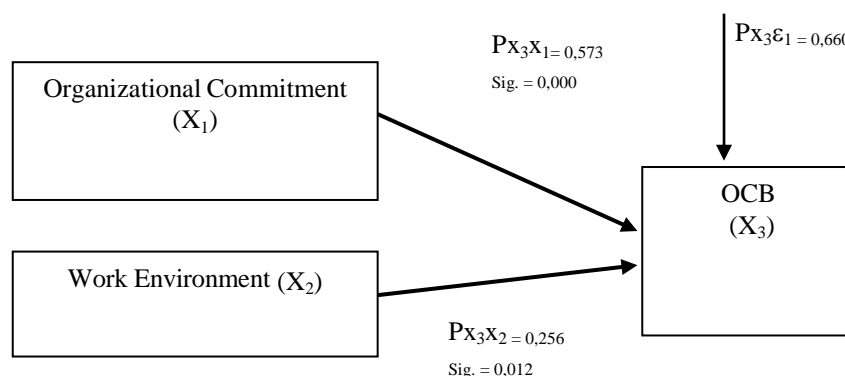
This means that if the organizational commitment variable (X1) and the work environment (X2) are zero, then the value of public service motivation (Y) is 19.284.

Analysis Result of Sub Structure 1

In this section, the influence analysis is carried out for the independent variables, namely Organizational Commitment (X1) and Work Environment (X2) on the dependent variable, namely *Organization Citizenship Behavior (OCB)* (X3). The results of data processing and interpretation of research results are presented based on the following table data:

Dependent Variable	Independent Variables	Path Coefficient	t count	Sig.	Description
OCB (X3)	Organizational Commitment	0,573	6,746	0,000	Significant
	Work Environment	0,256	2,550	0,012	Significant
R Square = 0,340					
Fcount = 23,749					
F Sig. = 0,000					

Thus it is known that the path coefficient of the influence of other variables on *Organization Citizenship Behaviour (OCB)* is 0.340. So it is known that the magnitude of the influence of other variables on *Organization Citizenship Behaviour (OCB)* outside of Organizational Commitment and Work Environment is 34% with the calculation of $0.813 \times 0.813 = 0.660$. The chart of path analysis results on sub structure one can be described as follows:



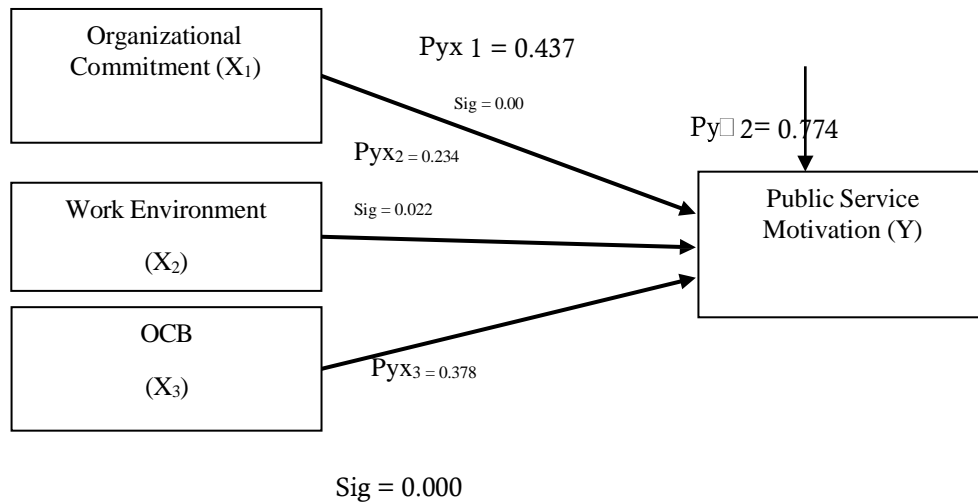
Results of Sub Structure 2 Analysis

This analysis aims to measure the extent of the influence of the Organizational Commitment (X1), Work Environment (X2), and Organizational Citizenship Behavior (OCB) (X3) variables on the level of Public Service Motivation (Y) on sub-district employees in Lima Pulu Kota Regency, both simultaneously and partially. The results of the path coefficient calculation for each variable are presented in the following table. Table 4.15 summarizes the results of the analysis of the relationship between the three independent variables on motivation in public services.

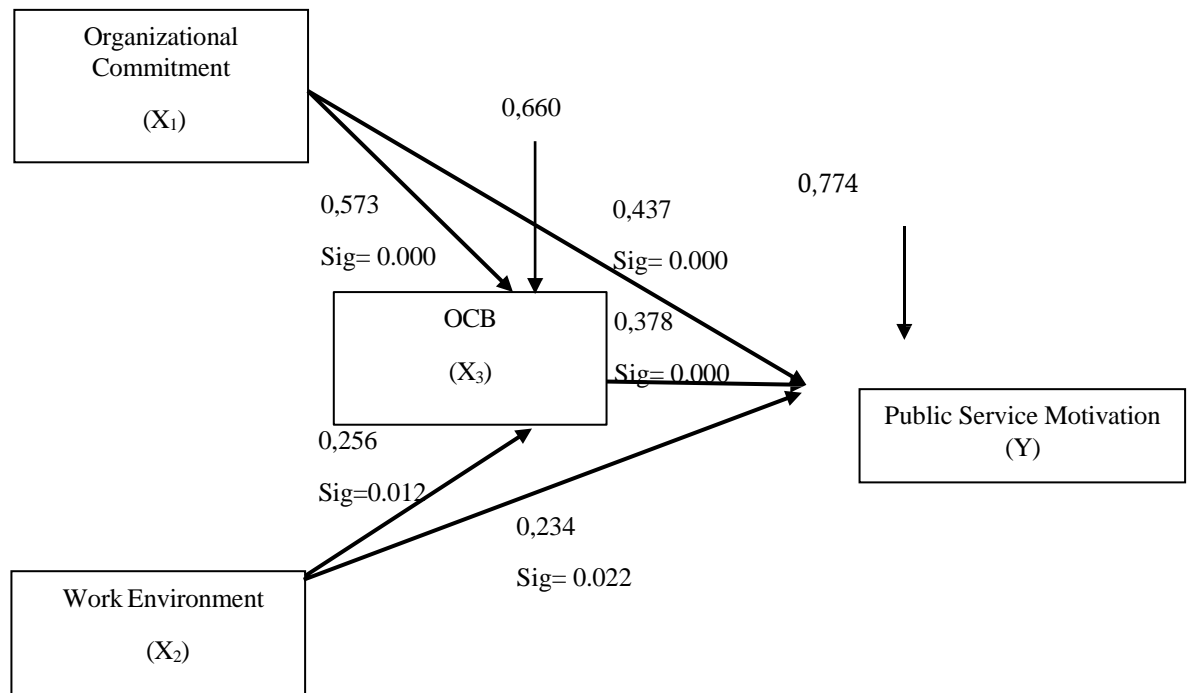
Dependent Variable	Independent Variables	Path Coefficient	t count	Sig.	Description
Public Service Motivation (Y)	Organizational Commitment	0,437	4,687	0,000	Significant
	Work Environment	0,234	2,325	0,022	Significant
	OCB	0,378	3,943	0,000	Significant
R Square = 0,226					
Fcount = 8,876					
F Sig. = 0,000					

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The chart of path analysis results in sub structure 2 can be described as follows:



After analyzing the path of sub structures 1 and 2, the path analysis results can be described as follows:



Discussion

Referring to the results of the analysis previously described, a significance value of 0.000 was obtained for the influence of the variables of organizational commitment, work environment, and organizational citizenship behavior (OCB) on public service motivation at the sub-district level in Lima Puluh Kota Regency. Because this figure is below the significance threshold of 0.05, it can be concluded that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_o) is

rejected. Thus, the three independent variables are proven to have a significant impact on employee motivation in carrying out public service tasks.

The validity of this result is reinforced by the Adjusted R Square value of 0.257 and a consistent significance level of 0.000. This indicates that the combination of organizational commitment, work environment quality, and OCB can explain 25.7% of the variation in public service motivation, while the remaining 74.3% is influenced by other variables not included in this research model. In addition, the correlation coefficient (R) value of 0.141 reflects a significant positive relationship between motivation in providing public services and improved employee performance in the region.

These results are in line with previous studies, including those by Pham et al. (2024), which highlighted the importance of the fit between employees' personal values and organizational values (person-organization fit). This fit is considered capable of strengthening employees' commitment to their institutions, which in turn has a positive impact on individual performance. When employees' values are in line with the organizational culture, they tend to be more intrinsically driven to work with passion, perform tasks innovatively, and contribute more than just formal responsibilities. In this context, commitment to the organization not only encourages loyalty, but also fosters initiative and improves the quality of public services. Employees who have a high level of PSM (Public Service Motivation) will show a better work ethic, be responsive to challenges, and strive to create creative solutions to optimize services to the community.

Stavrinoudis and Kakarougkas (2018) added that the work environment consists of two main components, namely regulative and motivational aspects. Regulative elements include organizational structure, reward system, and internal values that can affect individual needs and satisfaction. Meanwhile, Park and Rainey (2008) found that perceived organizational support has a positive effect on public service motivation. When employees feel supported by the organization - whether through the provision of resources, emotional support, or recognition of their performance - they tend to have higher levels of motivation.

Furthermore, Organ et al. (2006) stated that consistency in OCB behavior can reinforce organizational values that support the public service mission. When employees feel that their voluntary actions are appreciated, they are encouraged to increase their contribution in serving the community. In addition, transformational leadership plays an important role in strengthening the relationship between OCB and PSM by promoting positive and voluntary behavior.

Organizational commitment is a key component of promoting OCB. In other words, it is the voluntary actions of employees in addition to formal responsibilities aimed at improving organizational effectiveness. Mukaromah and Khalid (2024) showed that employees with high emotional commitment to the organization are encouraged to make additional efforts for the common good. Niveditha and Padhy (2024) also found that a flexible organizational structure and support for collaboration can increase the positive impact of engagement on the development of OCB behavior. An open and participatory work environment allows employees to contribute more freely and take initiative to achieve common goals.

Various previous studies also support the idea that the work environment has a significant relationship with organizational citizenship behavior (OCB). Findings from Piyandini et al. (2021) and Kailola & Purwanti (2018) show that good work environment conditions, including physical and non-physical factors, can have a positive impact on the emergence of voluntary behavior among employees. Thus, it can be concluded that a supportive work environment not only increases the effectiveness of individual performance, but also encourages collaboration between colleagues and strengthens the achievement of organizational goals efficiently.

Conclusion

Based on the results of the analysis that has been described regarding the effect of the work environment on employee motivation in Sijunjung Regency, there are several main conclusion points as follows:

1. The results of path analysis show that commitment to the organization has a direct and significant impact on public service motivation. This can be seen from the coefficient of

0.437 with a significance level of 0.000, which means that any increase in organizational commitment will contribute to an increase in service motivation by 0.437 points, as long as other variables remain. In addition, the work environment is also proven to have a real influence with a coefficient of 0.234 and a significance value of 0.022. This indicates that a good and supportive work atmosphere also encourages employee enthusiasm in providing optimal service.

2. OCB as a Key Factor in Improving Motivation and its Relationship with Organizational Commitment, Organizational Citizenship Behavior (OCB) was found to be the most powerful variable in influencing public service motivation. With a path coefficient of 0.378 and a significance level of 0.000, OCB was shown to play a major role in improving service morale. In addition, commitment to the organization also has a significant contribution to the formation of OCB, with a coefficient value of 0.573 and a significance of 0.000. This means that the higher the level of commitment of employees, the greater their tendency to show work behavior that exceeds the formal demands or their basic duties.
3. The work environment also makes an important contribution to the emergence of OCB behavior, with a path coefficient of 0.256 and a significance value of 0.012. This proves that a positive work climate can encourage increased citizenship behavior in the organizational environment. Overall, the combined contribution of organizational commitment, work environment, and OCB to motivation in public service reached 25.7% (Adjusted $R^2 = 0.257$). The remaining 74.3% is influenced by other variables that are not explained in this research model.

Based on the research conclusions that have been stated above, through this research several suggestions can be given, among others:

1. The Lima Pulu Kota Regency Government is advised to strengthen organizational commitment and create a supportive work environment through involving employees in decision making, strengthening the vision and mission of the organization, providing performance-based rewards, and providing adequate work facilities such as technological devices, comfortable work spaces, and proper waiting rooms in order to support optimal public services.
2. The development of organizational citizenship behavior (OCB) and the implementation of collaborative management need to be strengthened with soft skills training, regular coaching, and the establishment of a work culture that values employee initiative and social responsibility, which is then integrated into the sub- district level bureaucratic reform policy in order to encourage the creation of professional, responsive, and community satisfaction-oriented public services.
3. In this study, the authors only used a population and sample of 95 sub-district employees in Lima Pulu Kota Regency. It is hoped that further research can use a larger population and sample, for example, all ASNs in Lima Pulu Kota. It is hoped that further research will add a longer research period so that it can explore other variables that can affect public service motivation.
4. For future researchers, hopefully they can explore more deeply the influence of organizational commitment, work environment and *Organizational Citizenship Behaviour (OCB)* on public service motivation.

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