

Improving Service Performance Based on Work Ethic Mediated by Organizational Citizenship Behavior

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Abstract. *This explanatory research aims to explain the influence of work ethic on extra-role behavior (Organizational Citizenship Behavior/OCB) and public service performance at the Tanjung Emas Customs and Excise Supervision and Service Office. The population in this study includes all human resources (HR), consisting of 261 State Civil Apparatus (ASN) and non-ASN employees. The sample was determined using the Slovin formula, resulting in 135 respondents. The sampling technique used was non-probability sampling with a convenience sampling approach (Hair, 2021). Primary data were obtained through a closed-ended questionnaire containing statements related to work ethic, extra-role behavior, and public service performance. The research instrument was constructed using a five-point Likert scale, with responses ranging from "Strongly Disagree" (STS) to "Strongly Agree" (SS). Data analysis was conducted using the Partial Least Squares (PLS) method to examine the relationships between the research variables. The results of the study indicate that: (1) work ethic has a positive and significant effect on extra-role behavior (OCB); (2) work ethic has a positive and significant effect on public service performance; and (3) extra-role behavior (OCB) has a positive and significant effect on public service performance. These findings indicate that improving work ethic can strengthen employees' extra-role behavior, which in turn has an impact on improving the quality of public service performance in the organizational environment.*

Keywords: *Extra-Role Behavior; Organizational Citizenship Behavior (OCB); Public Service Performance; Work Ethic.*

1. Introduction

The Directorate General of Customs and Excise (DJBC), which is under the auspices of and directly responsible to the Minister of Finance and is led by a Director General, has the strategic task of formulating and implementing policies in the field of customs and excise. These duties include supervision, law enforcement, services, facilitation, and optimization of

state revenues in accordance with applicable regulations. To achieve optimal performance, DJBC needs to ensure that every aspect of its duties is carried out effectively and efficiently, by implementing sound management strategies, increasing human resource capacity, utilizing information technology, and strengthening coordination between related institutions. This aims to ensure that public services provided remain excellent and state revenues can continue to be optimized.

With the commencement of the bureaucratic reform program under the Decree of the Minister of Finance Number 30/KMK.01/2007 concerning Bureaucratic Reform of the Ministry of Finance, the implementation of Balanced Scorecard (BSC)-based performance management within the Ministry of Finance began. This BSC-based performance management approach is based on the Decree of the Minister of Finance Number 300/KMK.01/2022 concerning Performance Management within the Ministry of Finance.

The performance management system at the Ministry of Finance is implemented in stages, starting at the overall Ministry of Finance level (Kemenkeu-Wide), then down through various levels, from Echelon I to Echelon V (Kemenkeu-One to Kemenkeu-Five). Performance measurement in the BSC is carried out through an assessment of the achievement of key performance indicators that have been established to achieve the organization's strategic goals. These goals are then mapped in a Strategy Map, which illustrates the cause-and-effect relationships in achieving the organization's vision.

In 2023, the Tanjung Emas TMP KPPBC Strategy Map included 12 Strategic Objectives with 19 established Key Performance Indicators (KPIs). Based on that year's performance evaluation, Tanjung Emas TMP KPPBC received a distinguished distinction with an Organizational Performance Score (NKO) of 112.19%. This score was obtained from four main perspectives: Stakeholder Perspective (30%), Customer Perspective (20%), Internal Process Perspective (25%), and Learning and Growth Perspective (25%). Overall, all KPIs were successfully achieved with excellent results.

Based on the KPI achievement data, the "Percentage of Customs and Excise Revenue Realization" indicator shows that the 2024 target was only 93% achieved, reflecting ongoing challenges in achieving customs and excise revenue. Several factors contributing to this failure include the global economic slowdown affecting export-import activities, fluctuations in the rupiah exchange rate, and policy changes such as fiscal incentives and excise rate adjustments. Furthermore, the level of taxpayer compliance and increasing practices of import duty evasion may also contribute to the lower realization of the set target.

In recent years, the Regional Office of the Directorate General of Customs and Excise (DJBC) of Central Java and DI Yogyakarta has demonstrated relatively high organizational performance and consistently exceeded established targets. However, fluctuating achievements from year to year indicate dynamics in the implementation of employee duties and responsibilities, which are likely influenced by factors of professional competence, career development, and work ethic. A strong work ethic, characterized by discipline, responsibility, hard work, and commitment to the best results, plays a crucial role in maintaining stability and improving organizational performance. Therefore,

understanding the development of performance achievements from year to year is an important basis for assessing the extent to which the quality of human resources and work culture influence organizational performance results. The following presents data on organizational performance achievements of the Regional Office of DJBC of Central Java and DI Yogyakarta over the past three years.

Based on the data in the table above, organizational performance within the Regional Office of the Directorate General of Customs and Excise (DJBC) for Central Java and Yogyakarta has consistently exceeded performance targets over the past three years. In 2022, performance was recorded at 113.37%, declining slightly to 112.19% in 2023, and increasing again to 114.60% in 2024.

While the achievement remains above 100%, the fluctuations reflect variations in the effectiveness of task execution and organizational target achievement. A decline in performance in 2023 could indicate challenges in professional competence, career management, and employee work ethic. A declining work ethic, such as a lack of discipline, responsibility, or motivation to deliver optimal results, can directly impact individual and team performance.

Conversely, the increased performance achieved in 2024 indicates improvements in various aspects, including an enhanced employee work ethic, reflected in a more optimal work ethic, a strong commitment to tasks, and a sense of responsibility in achieving organizational targets. This reinforces the view that organizational success depends not only on technical capabilities and managerial policies, but also on the quality of the work ethic possessed by each individual within the organization.

Thus, sustainable improvement in organizational performance requires a balance between mastery of professional competencies, targeted career development, and the development of a strong work ethic. These three factors play a crucial role in developing productive, disciplined, and highly integrated human resources. This phenomenon provides an important basis for this study to examine the extent to which professional competencies and career development influence human resource performance, taking into account the role of work ethic as an element that strengthens the relationship between these variables.

Work ethic suggests that the views and values underlying a person's work ethic can influence the extent to which that individual is willing to contribute beyond their routine duties at work.(Putra et al., 2022). Work ethic includes attitudes, dedication, and work-related values, while extra-role behavior involves voluntary actions that are not included in the formal job description, but add value to the organization.(Arifin, 2023).

If someone has a strong work ethic, they are more likely to exhibit extra-role behaviors.(Asroti et al., 2022). Individuals with a strong work ethic may be more motivated to help coworkers, take initiative, or engage in activities that enhance organizational performance and well-being. Conversely, if someone has a weak work ethic, they may be less motivated to engage in extra-role behaviors. A low work ethic can result in a lack of

initiative, a lack of involvement in additional tasks, and a lack of positive contributions that can enhance organizational effectiveness and sustainability.

Furthermore, research differences regarding the role of work ethic in service performance still leave controversial results. Research findings indicate that variations in work ethic practices are unable to improve employee performance.(Sapada et al., 2017)This result differs from research that shows the influence of work ethic on the quality of ASN services.(Mangkat et al., 2019). The differences in this research indicate an unresolved gap. Therefore, Extra-Role Behavior (OCB) is proposed as a mediator.

One of the factors related to poor service performance is the Organizational Citizenship Behavior (OCB) factor.(de Geus et al., 2020a). Namely behavior that likes to help and prioritize others, is highly disciplined, behaves well towards the organization, is kind and polite. According to Organ dalam (Ardella & Suhana Suhana., 2023) Organizational Citizenship Behavior (OCB) is an extra individual behavior that is not directly or explicitly recognized in a formal work system, and which in aggregate is able to increase the effectiveness of organizational functions.

2. Research Methods

The type of research that used This research is an associative explanatory research, aiming to determine the relationship between two or more variables (Sugiyono, 2018). This research aims to explain and test hypotheses with the aim of confirming or strengthening the hypotheses, with the hope that this will ultimately strengthen the theory used as a basis. In this case, the study examines the influence of work ethic, extra-role behavior, and public service performance.

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

Descriptive data analysis, in this case, aims to obtain an overview of respondents' assessments of the variables studied. Descriptive analysis provides information about respondents' tendencies in responding to the indicators used to measure the research variables. Data explanation is achieved by assigning weights to each statement in the questionnaire.

Respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the score criteria for each group can be calculated as follows (Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Highest score – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00.

The data presented in above shows that based on the results of the descriptive analysis, the Work Ethic variable obtained an average value (mean) of 4.11, which is included in the high category (3.67–5.00). This finding indicates that Customs and Excise employees of the Middle Type of Tanjung Emas Customs have a good work ethic in carrying out their duties. The indicator with the highest value is disciplined behavior (X11) with a mean of 4.16, indicating that employees have a high awareness of time discipline, responsibility, and compliance with organizational rules. This reflects a professional commitment in maintaining consistency in task implementation. Conversely, the indicator with the lowest value is integrating planning, implementation, monitoring, and follow-up (X13) with a mean of 4.04. Although still considered high, this value indicates that the synergy process between work stages can still be improved, especially in terms of cross-sectional coordination for more optimal work results. In general, these results reflect that employees have a work ethic that supports the effectiveness of public services, where discipline and professionalism are the main factors in improving organizational performance.

The Extra-Role Behavior (OCB) variable obtained an overall average value of 4.16, which is considered high. This indicates that Customs and Excise employees have displayed voluntary behavior outside of their formal responsibilities to support the achievement of organizational goals. The indicator with the highest value is Conscientiousness with a mean of 4.21, indicating that employees have a high level of personal responsibility, work meticulously, and maintain punctuality and work quality. Meanwhile, the indicator with the lowest value is Sportsmanship with a mean of 4.15, indicating that some employees still face challenges in maintaining a positive attitude in the face of difficult work situations or unfavorable policies. Overall, these results confirm that extra-role behavior has become an integral part of organizational culture, contributing to increased public service effectiveness through cooperation, loyalty, and commitment to the institution.

The Public Service Performance variable showed an average value of 4.15, which is also in the high category. This indicates that the services provided by Customs and Excise employees have met the quality standards expected by the public and related agencies. The indicator with the highest value is Responsiveness with a mean of 4.19, reflecting the readiness of employees to respond to the needs and complaints of service users quickly and appropriately. Meanwhile, the indicator with the lowest value is Empathy with a mean of 4.10. This finding indicates that the aspect of empathy, namely the ability to understand the needs and conditions of service users personally, can still be strengthened so that services become more humane and oriented towards public satisfaction. Overall, this high public service performance indicates that the agency has been able to consistently implement the principles of reliability, responsiveness, and accountability, which contributes to increasing public trust in Customs and Excise institutions.

1. Evaluation of Measurement Model (Outer Model)

Data analysis in this study was conducted using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with the assistance of the Smart PLS 4.1.0 program. According to Ghozali (2021), SEM-PLS is a variance-based analysis method that can be used to test relationships between latent constructs, both reflective and formative. This method does not require a normal data distribution and is suitable for use with relatively small sample sizes or models with complex structures. The main advantage of PLS-SEM is its ability to handle models with multiple indicators and latent variables simultaneously, while still providing stable estimation results even when the data does not meet the classical assumptions of parametric statistics.

As explained by Hair et al. (2021), PLS-SEM evaluation focuses on two main aspects: first, measurement model evaluation, which includes convergent validity, discriminant validity, and indicator reliability. Second, structural model evaluation, which assesses the strength of the relationship between constructs through path coefficients, t-statistics, and p-values to test hypotheses.

In this study, the validity criteria were measured using convergent and discriminant validity, while the construct reliability criteria were measured using composite reliability, Average Variance Extracted (AVE), and Cronbach alpha.

2. Convergent Validity

Convergent validity The measurement model with reflective indicators is assessed based on the correlation between item scores and component scores calculated using PLS. The measure of individual reflexivity is declared high if the loading factor value is more than 0.7 with the measured construct for confirmatory research and the loading factor value between 0.6 - 0.7 for exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5.

The convergent validity evaluation for each latent variable can be presented in the outer loading section, which describes the indicator's strength in explaining the latent variable. The results of the convergent validity test can be presented as follows:

a. Convergent Validity Evaluation of Work Ethic (X1)

The measurement of the Work Ethic variable in this study reflects four indicators. The factor loading values for each Work Ethic variable indicator indicate the evaluation of the outer model measurement model. The following shows the outer loading values for the Work Ethic construct.

The data presentation above shows that all indicators of the Work Ethic variable (X1) have a factor loading value in the range of 0.912 – 0.940. Because the loading value is above 0.700, it can be stated that the Work Ethic variable (X1) can be explained well or can be called convergently valid by the indicators Increasing Shared Knowledge; Disciplined Behavior; Integrating Planning, Implementation, Monitoring, and Follow-up, Creating a Comfortable and Productive Work Environment.

b. Evaluation of Convergent Validity of Extra-Role Behavior Variables

The measurement of the Extra-Role Behavior variable in this study reflects six indicators. The factor loading values for each Extra-Role Behavior variable indicator indicate the

evaluation of the outer model measurement model. The following shows the outer loading values for the Extra-Role Behavior construct.

The data presented above shows that all indicators of the Extra-Role Behavior variable (Y1) have factor loading values in the range of 0.787 – 0.959. Because the loading value is above 0.700, it can be stated that the Extra-Role Behavior variable (Y1) can be explained well or can be said to be convergently valid by the indicators of Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue.

c. Evaluation of Convergent Validity of Public Service Performance Variables

The Public Service Performance variable in this study is measured based on the reflection of five indicators. Evaluation of the measurement model (outer model) is identified from the factor loading values of each indicator of the Public Service Performance variable. The following shows the loading values for the Public Service Performance variable.

The table above shows the magnitude of the loading factor for each indicator for the Public Service Performance variable (Y2) obtained in the range of 0.829 – 0.878. Because the loading value is above 0.700, it can be stated that the variables Reliability, Responsiveness, Assurance, Empathy, and Tangible.

Based on the results of convergent validity testing on each variable, it can be said that all indicators used in this research model are declared valid, so they can be used as a measure for the variables used in this research.

3.2. The Influence of Work Ethic on Extra Role Behavior (OCB).

Work ethic has been shown to have a positive and significant influence on extra-role behavior (OCB). This result is also supported by presearch Farid et al (2019) shows that work engagement is positively correlated with Organizational Citizenship Behavior (OCB).

Work ethic in this study is reflected through four main indicators: increased shared knowledge, disciplined behavior, the ability to integrate planning, implementation, monitoring, and follow-up, and efforts to create a comfortable and productive work environment. These four indicators have been shown to significantly contribute to increased extra-role behavior (Organizational Citizenship Behavior/OCB). Meanwhile, extra-role behavior in this study is measured through five indicators: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

The Work Ethic variable has the highest outer loading value for the indicator "creating a comfortable and productive work environment." Meanwhile, the Extra-Role Behavior variable shows the highest outer loading value for the sportsmanship indicator. This finding indicates that the better an organization's ability to build a conducive work environment, the higher the level of employee sportsmanship. This means that when an organization is able to create a positive work atmosphere, employees will be encouraged to display tolerant, sportsmanlike attitudes and be able to maintain harmony within the team, even in less than ideal situations.

The indicator with the lowest outer loading value for the Work Ethic variable is the ability to integrate planning, implementation, monitoring, and follow-up. Meanwhile, for the Extra-Role Behavior variable, the indicator with the lowest outer loading value is Conscientiousness (an individual's carefulness and responsibility in carrying out their duties).

This finding indicates that the more effective an organization is in integrating all stages of activity, the higher the level of Conscientiousness possessed by individuals within the organization. In other words, when the work system is well-coordinated and each stage is carried out consistently, employees tend to exhibit more disciplined, responsible behavior, and have a high attention to detail at work.

1. The Influence of Work Ethic on Public Service Performance

Work ethic has been shown to have a positive and significant impact on public service performance. This finding is also supported by research showing that Work ethic can have a significant impact on public service performance (Adhellia & Hikmatul Qowi, 2023; Arifin, 2023).

Work ethic in this study is reflected through four main indicators: increased shared knowledge, disciplined behavior, the ability to integrate planning, implementation, monitoring, and follow-up, and efforts to create a comfortable and productive work environment. These four aspects significantly contribute to improving public service performance. Public service performance in this study is measured through five indicators: reliability, responsiveness, assurance, empathy, and tangibles.

The Work Ethic variable has the highest outer loading value in the aspect of "Creating a comfortable and productive work environment." Meanwhile, in the Public Service Performance variable, the indicator with the highest outer loading value is "Responsiveness." These results indicate that the more optimal the organization is in building a conducive, comfortable, and productive work environment for employees, the higher the level of responsiveness of the apparatus in providing services to the public. In other words, a positive work environment not only increases employee morale and motivation, but also has a direct impact on their speed, sensitivity, and readiness in responding to public needs.

The indicator with the lowest outer loading value for the Work Ethic variable is the ability to integrate planning, implementation, monitoring, and follow-up. Meanwhile, for the Public Service Performance variable, the indicator with the lowest outer loading value is Reliability. These findings indicate that the better an organization's ability to integrate all stages of the work process, the higher the level of reliability of the public services provided. In other words, good coordination and continuity between work processes will strengthen consistency and public trust in the quality of services provided.

2. Influence Extra Role Behavior on HR Performance.

Extra-role behavior (OCB) has been shown to have a positive and significant effect on public service performance. This result is also supported by The research results show that organizational citizenship behavior has a positive and significant influence on employee performance.(Ridwan et al., 2020)

Extra-role behavior in this study is represented through five main indicators: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These five indicators significantly contribute to improving public service performance. Public service performance in this study is measured through five indicators: reliability, responsiveness, assurance, empathy, and tangibility.

The Extra-Role Behavior variable has the highest outer loading value for the Sportsmanship indicator, while the Public Service Performance variable shows the highest outer loading value for the Responsiveness indicator. This finding indicates that the higher the level of sportsmanship demonstrated by an individual, the higher the level of responsiveness in providing public services. This means that when employees have a good attitude of sportsmanship, it will encourage the emergence of responsive, fast, and appropriate behavior in serving the public.

The Extra-Role Behavior variable shows that the indicator with the lowest outer loading value is Conscientiousness (thoroughness and responsibility). Meanwhile, in the Public Service Performance variable, the indicator with the lowest outer loading value is Reliability. This finding indicates a positive relationship between the two indicators, namely that the higher the level of Conscientiousness possessed by an individual, the higher the level of Reliability in providing public services. This means that employees who have a high sense of responsibility, discipline, thoroughness, and commitment to their duties will be better able to provide services that are consistent, timely, and trustworthy to the public.

4. Conclusion

Based on the research results and discussion, it can be concluded that extra-role behavior (Organizational Citizenship Behavior/OCB) plays a role in driving the formation of a stronger work ethic, which ultimately has a positive impact on improving public service performance. The proof of this hypothesis is as follows: 1. Work ethic has been shown to have a positive and significant influence on extra-role behavior (Organizational Citizenship Behavior/OCB). This finding indicates that the greater the organization's ability to foster shared knowledge, enforce work discipline, integrate planning, implementation, monitoring, and follow-up processes, and create a comfortable and productive work environment, the stronger the tendency for employees to demonstrate extra-role behavior in support of organizational goals. 2. Work ethic has also been shown to have a positive and significant impact on public service performance. This means that the better an employee's work ethic, the higher the quality of public service they deliver. A strong work ethic contributes to improving key aspects of service performance, such as reliability, responsiveness, assurance, empathy, and tangibility. Therefore, improving work ethic is a strategic factor in strengthening the quality of public service. 3. Extra-role behavior (OCB) has also been shown to have a positive and significant impact on public service performance. This suggests that positive employee behaviors such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue play a crucial role in driving improved public service performance. Employees who are willing to help their colleagues, work responsibly, maintain a harmonious work environment, and actively participate in organizational activities will be able to create more effective, responsive, and high-quality public services.

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