ETHICAL LEADERSHIP, CULTURE, AND PUBLIC SERVICE MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE STUDY OF CIVIL SERVANTS

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Abstract

The study was conducted at the Regional Secretariat of Central Kalimantan. The researchers' observations indicated that employee performance was very low; this was reflected in employees not wanting to help colleagues with work difficulties, teamwork within and between areas remained low, and employees not responding positively to tasks assigned to supervisors. The sampling technique used a simple random sample with a total sample of 150 individuals — a data analysis technique using structural equation modeling (SEM). The results showed that ethical leadership and work culture had positive and significant effects on organizational citizenship behavior (OCB), while public service motivation had no significant effect on OCB. Ethical leadership had no significant effect on performance, whereas work culture and public service motivation had positive effects, especially on performance. OCB has a positive and significant impact on employee performance. OCB conveys the impact of ethical leadership and work culture on employee performance, however, OCB does not assess the impact of public service motivation on employee performance.

Keywords: Ethical Leadership, Work Culture, Public Service, OCB, Work Performance

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1. INTRODUCTION

Human resource (HR) management is essential in this century to develop private and government organizations (Chung et al., 2021). This statement is undeniable because human resources are central to achieving organizational goals. In various literature, management is known as the "6M" concept: *Man, Money, Material, Machine, Method,* and *Market* (Fu et al., 2021). HR is the leading resource of various other resources. This resulted in HR being the main actor mobilizing multiple other resources (Balali et al., 2021). Therefore, to manage these resources, HR must be qualified (Agüero et al., 2021). In other words, if not followed by HR competence, abundant resources will be useless because they cannot be managed and utilized correctly (Arif et al., 2022). That is why attention and management of human

resources must be the main focus of an organization (Marin & Nilă, 2021).

In organizations, leadership is critical. This is because organizations with good leadership will easily lay the foundation of trust in their members (Agarwal et al., 2021). In contrast, organizations that do not have good leadership will find it challenging to gain the confidence of their members. The organization will be chaotic, and the goals of the organization will not be achieved (Islam et al., 2021). Additionally, leadership qualities can encourage a person to have a successful and happy career. Job satisfaction and performance come from leadership. However, employees believe that many leaders fail to develop leadership skills and that the main reason employees fail is weak leadership. In other words, we need more and better leaders (Eva et al., 2021). Research and experience show that organizations with strong and effective leadership at all levels achieve excellent results. Organizations with inconsistent leadership achieve inconsistent results, while poorly led organizations achieve low performance (Lim & Ok, 2021). Influential executives can turn inexperienced organizations into powerful competitors. Meanwhile, ineffective executives turn initially competitive organizations into targets for takeover (Oubrich et al., 2021). Based on the results of research conducted by the Andersen Consulting Institute for Strategic Change, the stock value of a company with good leadership has grown by 90% in 10 years, compared to a company with poor leadership, which has only increased by 74% in the same period.

The personnel division's success is rooted in its values and the behaviour it has accustomed to. These values are derived from customs, religions, norms, and rules, which become beliefs and become habits in work or organizational behavior (Peters et al., 2021). The weights that have become habits are called culture (Andersson, 2020). Because culture is associated with quality or work, it is called work culture. Work culture is a group of behaviour patterns that are inherent in every individual in an organization as a whole. Building a culture also means increasing and maintaining positive sides and getting used to specific behaviour patterns to create a new, better form (Haunch et al., 2021). Meanwhile, work culture aims to change employee attitudes and behaviour to improve performance to face various challenges in the future (Collins et al., 2020). The successful implementation of the work culture program can be seen, among other things, in increasing responsibility, discipline, compliance with organizational rules, unified communication and relationships with all levels, participation, and concern, opportunities for problem-solving, and reducing absenteeism and complaints.

Work motivation is the motivation that occurs in work situations and environments that exist in an organization or institution (Wigfield & Koenka, 2020). Humans always want things that are fine, so the driving force that motivates their work enthusiasm depends on the expectations that will be obtained in the future. If that expectation can come true, someone will tend to increase their morale which has implications for performance (Saether, 2019). But on the contrary, if the expectation is not achieved. As a result, a person tends to be lazy. Work motivation can make our day good or bad (Kanat-Maymon et al., 2020). Employees can be people who are lazy all day without wanting to do something in the office when they are not motivated to work.

Conversely, employees can also be enthusiastic and try to complete all their work when they are very motivated (Demircioglu & Chen, 2019). Therefore, work motivation is essential because when employee motivation is achieved, the person concerned can give 110% or even 200% to achieving the set goals. Push will encourage employees to work hard to achieve the goals set. Such conditions will increase employee work productivity and can affect organisational goals achievement.

Employees are an essential element in the company, so many companies pay attention to employee welfare and provide rewards for employee performance to improve employee performance and loyalty to the company (Khliefat et al., 2021). The importance of the human element in the company is that no matter how perfect an organization or employees are if employees cannot carry out their duties with interest and joy, the company will not achieve as many results as it should (Kaur & Randhawa, 2021). Several criteria of employee behaviour can help organizational effectiveness, including having the social capacity to cooperate with others and having a solid character to survive in maintaining the workgroup. In addition, they also desire to participate in group/team work efforts to realize higher common goals, as well as moral and psychological balance to achieve individual and company goals without harming each other (Shagirbasha & Sivakumaran, 2021). Employee behaviour and criteria are often called organizational citizenship behavior (OCB) (Kim et al., 2019). An essential element that needs to be considered in the organization is behaviour outside the formal rules of the organization (Tufan & Wendt, 2020). Compared to in-role behaviour, namely, doing work according to the tasks in the job description, which is associated with extrinsic or monetary rewards, extra-role behaviour is more related to intrinsic rewards. This behaviour arises because of feelings as members of the organization and feeling satisfied if they can do something more for the organization; employee loyalty can occur to the company, which is relatively low, even though the compensation provided by the company is comparable even more to the contributions made by employees (Aguiar-Quintana et al., 2020). In addition, they are not ready to accept the latest changes because they are still based on habits, and there are still employees who behave in an undisciplined manner.

Performance is not a simple thing, but is complex and has many dimensions; performance must be measured by objective and relevant measures that can be used to strengthen management and provide information in making decisions, achieving results, and improving and improving overall performance, as well as improving accountability (Mahlamäki et al., 2019). This means that performance measurement tends to have an impact or should be designed to impact behaviour and decisions (Burney & Swanson, 2010). Performance measurement tends to focus on what is being measured and the performance itself and motivates to improve/increase performance, at least on the dimensions being monitored/measured (Peng et al., 2020).

This research was conducted at the Regional Secretariat of Seruyan Regency, Central Kalimantan Province. The Regional Secretariat is an agency

tasked with implementing government administration and supervises all stakeholders/agencies within the Seruyan Regency Government. The Regional Secretariat of Seruyan Regency has the main task of carrying out all regional household affairs based on applicable laws and regulations. In every public organization, not only at the Regional Secretariat, employees are the aspect at the forefront and most often interact with customers and the public, so employee performance plays a vital role in the success of carrying out work. The results of the researchers' observations show that the performance of the employees of the Regional Secretariat of Seruyan Regency still needs to be improved, especially in terms of employee behaviour that does not encourage the effective functioning of the organization; employees only focus on the work they are responsible for, are still reluctant to help complete other work outside their primary duties.

Researchers made observations to determine the behavior of employee performance at the Regional Secretariat of Seruyan Regency and found that it was still shallow. This was known by employees who did not want to assist their coworkers with their problems, teamwork that was still lacking between areas, and employees who were less active in responding to tasks assigned by superiors. The Regional Secretariat of Seruyan Regency, personnel's poor performance is thought to be a result of many reasons, including unethical leadership, a poor work environment, low public service motivation, and required organizational civic behavior.

An indication of ethical leadership that still needs to be improved at the Regional Secretariat of Seruyan Regency is in terms of leaders who are not capable enough to treat mistakes/failures that occur as intellectual capital to make improvements in the organizational environment. In addition, leaders have been able to appreciate their staff who work well but still feel uncomfortable when giving punishment to the team who are unable to work well, and leaders have not been able to provide rewards to employees according to the performance achieved because the reward system has not yet been implemented — clearly defined within the organization.

The Regional Secretariat of Seruyan Regency's low work culture is evident in behavior while working that still falls short of expectations. Examples include not being serious about finishing tasks, not feeling motivated to end appointments sooner than anticipated, and working fewer hours per day, which results in a lot of time wasted. The low work culture is also demonstrated by the employees' shared desire to thoroughly research every task and responsibility given to them by the company.

The public service (in this case, the government) has been seen as part of an "unproductive" and "inefficient" economic organization. The negative image attached to government organizations cannot be separated from the organization's performance which has not satisfied its stakeholders. The poor image and implementation of the government cannot be separated from the participation of the individuals involved in public services (government officials). Individual performance (represented by government officials) must also be improved to improve the performance of government organizations.

An indication of weak public service motivation at the Regional Secretariat of Seruyan Regency is that employees are less aware of the importance of the meaning of public service. As a result, employees are less mindful of the importance of the purpose of public service. As a result, employees are often less able to place the interests of society above their interests and desire less strongly to contribute significantly to the community environment.

HR is essential for an organization to achieve organizational goals optimally. Organizations must understand and manage existing HR in ways and strategies that can increase employee motivation to provide their best performance and achieve organizational goals. Leaders must find the best solution to improve ethical leadership management systems, work culture, public service motivation, and organizational citizenship behaviour to satisfy employees, have good OCB, and improve their performance.

Based on the phenomenon and the novelty of the research, the researchers wanted to carry out a more in-depth investigation into the relationship between OCB and ethical leadership, organizational culture, and public service motivation, as well as the effects of these factors on the performance of the staff members of the Regional Secretariat of Seruyan Regency. The findings of this study are anticipated to promote improved employee performance by enhancing ethical leadership, OCB, and work culture. Workplace culture and incentives for public duty are common factors in organizational behaviour. However, ethical leadership is a novel factor that can add fresh insights to this study.

This study is divided into six sections. Section 1 is an introduction with several research literacies pertinent to Scopus-indexed articles and other reputable journals. Section 2 is a literature review explaining the relationship between variables with applicable prior research theories. Section 3 provides a research method describing the type of research, population, and number of samples used in this study. Section 4 presents the results and Section 5 discusses the findings. The paper ends with the conclusion of the study in Section 6.

2. LITERATURE REVIEW

2.1. Ethical leadership

Defining leadership that is universal and accepted by all parties involved in organizational life is not easy. Some say that the types of reports are the same as the maker. To understand the meaning of leadership, three words will be presented below (Wood et al., 2021):

1. The process by which an individual influences a group of individuals to achieve a common goal.

2. Interpersonal influence causes a group to do what the leader or manager wants.

3. Interpersonal relationships where others carry out orders because they want to, not because they are forced to.

The social learning approach of leadership theory defines ethical leadership as an endeavor to transmit good normative behavior to subordinates through two-way communication and decision-making. This behavior is demonstrated by a leader through personal acts and interpersonal connections (Collins & Restubog, 2021). This understanding means

ethical leaders can provide examples for their followers by demonstrating actual values and strong character (Nguyen et al., 2021).

2.2. Work culture

Employees in an organization develop the habit of adhering to the work culture; breaking this habit is not punishable by harsh measures. Nonetheless, moral organizational actors concur that in order to implement staffing to achieve goals, these customs must be followed (Varma, 2021). Work culture is a behaviour carried out repeatedly by every individual in an organization and has become a habit in implementing staffing.

Work culture is a broad organizational commitment to building better human resources, work processes, and work results (Kolomboy et al., 2021). It is hoped that each person involved in the work organization would act in a way that contributes to this level of higher quality. Because each function or work process operates differently, it produces diverse values that are appropriate for the organizational framework (Ferine et al., 2021).

2.3. Public service motivation

A general altruistic drive to advance a community, nation, or civilization is known as public service motivation (Dinour & Kuscin, 2020). The paper proposes a theory of public service motivation. Public service motivation is described by both as an individual inclination to react to driving forces particular to government structures and organizations. This notion is predicated on the idea that there are individuals who have a desire and drive to work in government. Public service motivation has three motivations: logical, normative, and emotional justifications. Logical justifications are centered on maximizing personal utility (Li & Wang, 2022). Individuals are interested in working in the public sector because they are interested in supporting specific private industries when they have the authority or a stake in public policy formulation. Normative motives are based on a desire to serve the public interest and loyalty to duty and government. In contrast, affective reasons are based on emotional factors, namely commitment to a program based on a belief about its social benefits and a sense of patriotism (Broekema et al., 2019).

Specifically, Palma et al. (2021) hypothesizes that:
1. The higher the public service motivation an individual has, the more likely they will become a member of a public sector organization.
2. Public service motivation is positively related to individual performance in public sector organizations.
3. Public sector organizations with high public service motivation members will reduce their dependence on using valuable incentives to manage organizational performance effectively.

2.3. Organizational citizenship behaviour

Job descriptions created by the company are typically the foundation for employee performance evaluations. Hence, as mentioned in the job description, an employee's good or bad performance is determined by his capacity to complete the work for which he/she is accountable. In-role behavior is defined as acting in a manner consistent with the duties outlined in the job description (Yu et al., 2018). If the company does not only focus on the duties listed in the job description, it ought to be. Yet, in order to complete these activities, a distinct position is required. Organizational citizenship behavior is the term for the contributions made by employees "above and beyond" what is specified in this formal job description (OCB) (Montani & Dagenais-Desmarais, 2018). Related to the OCB conception of a series of events where managers take persuasive actions to their subordinates to do what they want, but the manager cannot do it by coercion, making rewards, or giving threats of punishment (Jahani et al., 2018). The current behaviour is known as OCB and is the most vital thing because it can "lubricate the social engine of the organization" (Rohimah et al., 2022, p. 617).

The development of the concept of OCB by Mi et al. (2019) identifies five main dimensions of OCB, namely:
1. Altruism is the behaviour of helping other employees without coercion in tasks closely related to organizational operations.
2. Conscientiousness contains the performance of the role prerequisites that exceed the minimum standards.
3. Sportsmanship contains taboos on making destructive issues even though they feel irritated.
4. Coursey is the behaviour of alleviating work-related problems faced by others.
5. Civic virtue shows voluntary participation and support for professional and social organizational functions.

2.4. Work performance

One of the organization's goals can be achieved because of the high morale of employees. Srivastava and Kathuria (2020) explain that employee performance results from work done by a person in carrying out tasks by the responsibilities given to him based on skills, experience, sincerity, and timeliness. Bui et al. (2020) explain that employee performance is an employee's work during a specific period compared to various possibilities, for example, standards, targets/goals/criteria that have been determined previously and mutually agreed upon. Braune et al. (2020) state that performance is a record of gains resulting from the function of a particular job or activity during a specific work period.

Performance appraisal is one of the critical factors for the development of an organization effectively and efficiently (Suri & Sushil, 2022). By conducting a performance appraisal, it means that an organization has optimally utilized the existing human resources within the organization. It should be noted that in completing a work performance appraisal, there must be avoided "likes" and "dislikes" from the appraiser so that the objectivity of the assessment can be achieved. Several performance indicators, according to (Twesigye, 2022):
1. *Quality*. It is the level where the process or result of completing an activity is near perfect.
2. *Quantity*. Is the amount shown in units of currency, the number of units, or the number of activity cycles completed?

3. *Timeliness.* It is the degree to which an activity is completed at the desired time by showing the coordination of the output of other people and the time available for other activities.

4. *Cost-effectiveness.* It is the level where human resources can be maximized to obtain greater profits or reduce losses arising from using an existing resource.

2.5. Hypotheses development

Based on the description above, this study developed the following hypotheses:

H1: Ethical leadership has a significant effect on organizational citizenship behavior.

H2: Work culture has a significant effect on organizational citizenship behavior.

H3: Public service motivation has a significant effect on organizational citizenship behavior.

H4: Ethical leadership has a significant effect on employee performance.

H5: Work culture has a significant effect on employee performance.

H6: Public service motivation has a significant effect on employee performance.

H7: Organizational citizenship behaviour has a significant effect on employee performance.

H8: Ethical leadership indirectly influences and significantly affects organizational citizenship behaviour towards employee performance.

H9: Work culture influences indirectly and significantly through organizational citizenship behaviour towards employees.

H10: Public service motivation influences indirectly and significantly through organizational citizenship behavior towards employees.

3. RESEARCH METHODOLOGY

The research method used in this research is a survey research method (Wold et al., 2001) According to this definition, survey research is a study that is done on both big and small populations, but the data investigated is from samples taken from the population in order to find links between sociological and psychological characteristics as well as relative, distributive events. Usually, generalizations are made using survey research. This study will demonstrate a causal connection between the independent variables through explanatory research: *ethical leadership, work culture,* and *public service motivation*; the intervening variable, namely: *organizational citizenship behaviour* and the dependent variable, namely *employee performance.*

Calculation of the number of samples in this study using the Slovin formula approach.

$$n = \frac{N}{1 + N * \varepsilon^2} = \frac{250}{1 + 250 * 0{,}05^2} = 149{,}25 \approx 150 \quad (1)$$

where,

– *n* is a minimum number of samples;

– *N* is a number of the study population;

– *ε* is the sampling error of 5%.

Based on these calculations, with a sampling error of 5%, the minimum sample size used in this study is 149,25 respondents or will be rounded up to 150 respondents.

Furthermore, the provisions for determining the sample using the maximum likelihood estimation (MLE) method in structural equation modeling (SEM) refer to the requirements of (Hair et al., 2009), namely:

1) 100–200 samples for the MLE technique;

2) it depends on the number of estimated parameters; the guideline is 5–10 times the number of suspected parameters;

3) depending on the number of indicators used in all latent variables; the number of samples is the number of indicators multiplied by 5–10.

This study uses primary data to produce data through direct observation, questionnaires, and interviews so that the research design is blinded effectively and efficiently using the tools and techniques of the characteristics of the respondents.

4. RESEARCH RESULTS

The Kaiser-Meyer-Olkin (KMO) measure was more significant than 0,50, the eigenvalue was larger than 1, and the Bartlett test was also significant at alpha 5%, according to the findings of the unidimensionality validity test on each variable (Sig. ≤ 0,05), so it was decided that all statement items that measure *ethical leadership* variables, *work culture, public service motivation, organizational citizenship behaviour,* and *employee performance,* have met the requirements of unidimensionality or "represent a single concept" in each construct that is measured.

Table 1. Result validity test

Variable	Validity of unidimensionality		
	KMO measure	Bartlett's test	Eigenvalue
Ethical leadership (X1)	0,725	0,000	6,706
Work culture (X2)	0,545	0,000	8,991
Public service motivation (X3)	0,770	0,000	5,448
Organizational citizenship behaviour (Z)	0,725	0,000	6,491
Employee performance (Y)	0,630	0,000	6,519
Rule of thumbs	≥ 0,50	≤ 0,05	≥ 1

Table 2 shows the reliability test results on all variables producing a Cronbach's alpha value greater than 0,60 so that the preparation of questionnaire statement items used to measure *ethical leadership* variables, *work culture, public service motivation, organizational citizenship behaviour,* and *employee performance* can be declared reliable. It can be trusted as a measuring tool that is reliable and consistent.

Table 2. Result in reliable test

Variable	Total item	Cronbach's alpha
Ethical leadership (X1)	16	0,904
Work culture (X2)	19	0,935
Public service motivation (X3)	11	0,895
Organizational citizenship behaviour (Z)	14	0,909
Employee performance (Y)	12	0,921
Rule of thumbs		≥ 0,60

Table 3. Fit measure on structural models

Fit measure		Critical value	Structural models	
			Index value	Decision
Absolute fit indices	Prob. χ^2	> 0,05	0,060	Good fit
	C min/DF	≤ 2,00	1,180	Good fit
	GFI	≥ 0,90	0,896	Marginal fit
	RMSEA	≤ 0,08	0,035	Good fit
Incremental fit indices	GFI	≥ 0,95	0,985	Good fit
	TLI	≥ 0,95	0,982	Good fit
	NFI	≥ 0,90	0,909	Good fit
	RFI	≥ 0,90	0,892	Marginal fit
Parsimony fit indices	AGFI	≥ 0,90	0,864	Marginal fit

Note: GFI — Goodness of fit index, RMSEA — Root mean square error of approximation, TLI — Tucker-Lewis Index, NFI — Normed fit index, RFI — Relative fit index, AGFI — Adjusted goodness of fit index.

The structural model suitability test results showed that all model suitability criteria met the requirements (good fit). Additional detection to determine the model's suitability is the standardized residual covariances. The value of the standardized residual covariances generated from the structural model gives the lowest value (min) of -1,451 and the most significant value (max) of 1,367 so that all the importance of the standardized residual covariances is within the range of ±2,58, which indicates the suitability of the structural model is acceptable. There is no need to modify the model.

Table 4. Coefficient of determination (R^2)

Influence between variables	R^2
X1, X2, X3 → Z	$R_Z^2 = 0,436$
X1, X2, X3, Z → Y	$R_Y^2 = 0,454$

Note: X1 — Ethical leadership, X2 — Work culture, X3 — Public service motivation, Z — Organizational citizenship behaviour, Y — Employee performance.

$$R^2 \, total = 1 - (1 - R_Z^2) * (1 - R_Y^2) = 1 - (1 - 0,436) * (1 - 0,454) = 1 - 0,308 = 0,692 \qquad (2)$$

Table 4 shows that the R_Z^2 value is 0,436. The percentage influence of ethical leadership, work culture, and public service motivation on organizational citizenship behaviour in employees at the Regional Secretariat of Seruyan Regency is 43.6%. In comparison, other variables influence the remaining 56.4%. The R_Y^2 value is 0,454, meaning the percentage influence of *ethical leadership, work culture, public service motivation*, and *organizational citizenship behaviour*, on *employee performance* at the Secretariat.

Table 5. Testing of structural relationships of direct influence

H	Structural models	Std. estimate	C. R.	P-value
H1	*Ethical leadership (X1) → Organizational citizenship behaviour (Z)*	0,477	5,684	0,000*
H2	*Work culture (X2) → Organizational citizenship behaviour (Z)*	0,416	5,108	0,000*
H3	*Public service motivation (X3) → Organizational citizenship behaviour (Z)*	0,097	1,282	0,200[n.s.]
H4	*Ethical leadership (X1) → Employee performance (Y)*	0,077	0,833	0,405[n.s.]
H5	*Work culture (X2) → Employee performance (Y)*	0,336	3,782	0,000*
H6	*Public service motivation (X3) → Employee performance (Y)*	0,385	4,622	0,000*
H7	*Organizational citizenship behaviour (Z) → Employee performance (Y)*	0,276	2,664	0,008*

Note: C. R. — Critical ratio.
* Significant at the 0,05 level, n. s. — not significant.

The coefficient of influence produced by *H1* is 0,477 (positive), meaning that the better the *ethical leadership*, the better the employee's organizational citizenship behaviour. Thus, the *H1* states that *ethical leadership* influences o*rganizational citizenship behaviour* in the Regional Secretariat of Seruyan Regency employees is acceptable (*H1* is accepted). The coefficient of influence produced by *H2* is 0,416 (positive), meaning that the better the *work culture*, the better the employees' o*rganizational citizenship behaviour*. The coefficient of influence produced by *H3* is only 0,097, meaning that the higher *public service motivation* has not impacted increasing employee o*rganizational citizenship behaviour.*

The coefficient of power created by *H4* is only 0,077, indicating that better *ethical leadership* has not been able to have a tangible impact on improving *employee performance*. The coefficient of influence produced by *H5* is 0,336 (positive), meaning that the better the *work culture*, the better the *employee's performance*. The coefficient of power created by *H6* is 0,385 (positive), meaning that the better the *public service motivation* of employees, the better the *employee performance*. The coefficient of influence generated by *H7* is 0,276 (positive), meaning that the better the employee's o*rganizational citizenship behaviour*, the better the *employee's performance.*

Table 6. Indirect effect

H	Indirect path	Specific indirect effect test (Bias-corrected percentile method)		
		Std. estimate	P-value	Nature of mediation
H8	*Ethical leadership (X1) → Organizational citizenship behaviour (Z) → Employee performance (Y)*	0,132	0,005*	Fully mediation
H9	*Work culture (X2) → Organizational citizenship behaviour (Z) → Employee performance (Y)*	0,115	0,012*	Partially mediation
H10	*Public service motivation (X3) → Organizational citizenship behaviour (Z) → Employee performance (Y)*	0,027	0,105[n.s]	–

Note: * significant at the 0,05 level, n. s. — not significant.

H8 shows that to improve the performance of the employees of the Regional Secretariat of Seruyan Regency, it is not enough to have *ethical leadership*. However, this must also be accompanied by good employee *organizational citizenship behaviour* to improve *employee performance*. *H9* also shows that organizations building a solid *work culture* can directly improve *employee performance*. If the employee's *organizational citizenship behaviour* is improved, the *employee's performance* will be even better. And *H10* shows that organizations whose employees have high *public service motivation* are proven to be able to improve the *employee performance*, even without increasing the *organizational citizenship behaviour* of their employees.

5. DISCUSSION

Fairness dominates the ethical leadership measuring model's test results, and respondents' judgments indicate that ethical leadership is already being implemented to a high degree. Meanwhile, from the point of view of organizational citizenship behavior, based on the results of the measurement model analysis, altruism has a dominant contribution, while based on the average respondent's assessment of organizational citizenship behavior, conscientiousness, and civic virtue have a high value. This study found that ethical leadership affects organizational citizenship behavior. That is, the promotion of normatively acceptable behavior downward through two-way communication, reinforcement, and decision-making by superiors will result in individual employee behavior that is voluntary and not directly or explicitly recognized through formal incentive systems, which will ultimately encourage the efficient operation of the organization.

This study also found that work culture influences the behavior of organizational members. That is the attitudes and behavior of individuals and groups based on values that are believed to be accurate and have become traits and habits in daily tasks and work lead to the conduct of individual employees voluntarily, not recognized directly or explicitly through the system. Overall, formal incentives promote the effective functioning of the organization. This is demonstrated through presumptions about work, attitude, conduct, work environment, and work ethic, all of which have a favorable influence on civic virtues such as benevolence, awareness, sportsmanship, and civility. This study's results align with the view that, conceptually, work culture is directed at improving employee performance. This work culture should build several regulations and policies designed in such a way as to improve public services.

Public service motivation facilitates the attitudes and behaviors expected by the organization, such as job satisfaction, work effort, and organizational commitment. At the Regional Secretariat of Seruyan Regency, it turns out that public service motivation is still incapable of having a direct and positive effect on organizational citizenship behavior, even if colleagues' support is considered. That is, public service motivation does not strongly motivate organisational citizenship behaviour when other people show pro-social behavior. This study does not support the trend of research findings by

offering that public service motivation encourages employees to take actions that support organizational functioning.

Public employees must be more careful to avoid risks serving the public interest. Instead of daring to take risks for the public interest, a good work culture makes employees more oriented towards serving the community by maintaining a positive public perception in the corridor of a work culture that focuses on the performance of public employees. Employees will be encouraged to be more careful by avoiding risks in serving public services. Even so, there has been no in-depth research on the impact of work culture on performance. Hence, the current study provides new opportunities for research in work culture and performance.

Employees who have high public service motivation will experience better performance changes. In other words, pro-social motivation will make a person more likely to follow the framework regarding losses and risks rather than advantages and opportunities. These results support the view that there is a possibility that public service motivation leads to performance because public employees do not want to jeopardize their jobs with risky behavior. Suppose performance is seen as a form of compliance with laws and regulations, whether voluntary or forced. Public service motivation will encourage employees to comply more with rules because they reflect good public service.

The performance of civil servants who already have it can come from the generally accepted norms in society, not from a depressive situation at work. Employees who have worked for public organizations may exhibit organizational citizenship due to pressure from both the heavy responsibility they bear toward the larger community within the confines of their work area and the strict policies in place for various service-related areas, which force them to comply with the rules as part of their jobs daily. In line with this, organizational citizenship behavior affects performance, including corporate citizenship behavior. This happens because organizational citizenship behavior is an effort to support achieving public service goals.

6. CONCLUSION

Ethical leadership positively and significantly affects organizational citizenship behavior in the Regional Secretariat of Seruyan Regency employees. Leaders who can demonstrate normatively appropriate behavior, which can be seen from the leader's actions and interpersonal relationships with employees, also through good two-way communication, so that employees assess the leader already has the correct principles, beliefs, and values in achieving organizational goals. The attitude of a leader like this will encourage employees to behave and act based on the same moral values as their leaders to create an ethical work environment and a solid organizational reputation, which will encourage employees to do work that exceeds the standards assigned to them voluntarily — given to him to maintain the importance of a strong organization.

Work culture positively and significantly affects organizational citizenship behavior among the Regional Secretariat of Seruyan Regency

employees. Organizations that create the habit of better positive behavior patterns will be able to encourage employees to voluntarily do work that exceeds the standard assignments given to them because the work environment has formed it that way through long-term positive habits.

Public service motivation does not significantly affect organizational citizenship behavior in the Regional Secretariat of Seruyan Regency employees. Employees who have a solid drive to devote themselves to providing excellent public services to the community are not yet sufficiently able to encourage these employees to voluntarily do work that exceeds the standards assigned to them because organizational citizenship behavior is still reflected in individual behavior, such as not complaining, complying with regulations, discussions, and being disciplined in attending meetings, but those related to altruism which shows a willingness to help colleagues are still considered weak.

Ethical leadership has no significant effect on the performance of the employees of the Regional Secretariat of Seruyan Regency. Leaders who can demonstrate normatively appropriate behavior, which can be seen from the leader's actions and interpersonal relationships with employees, also through good two-way communication, so that employees assess the leader already has the correct principles, beliefs, and values in achieving organizational goals. The attitude of a leader like this is not enough to motivate employees to carry out the tasks assigned to them in a quality manner and exceed the target volume and on time.

Work culture has a positive and significant effect on the performance of the employees of the Regional Secretariat of Seruyan Regency. Organizations that can cultivate better habits of positive behavior patterns will be able to encourage employees to carry out the tasks assigned to them in a quality manner, exceed volume targets, and be on time.

Public service motivation has a positive and significant effect on the performance of the employees of the Regional Secretariat of Seruyan Regency. Employees with a solid drive to devote themselves to providing excellent public services to the community can encourage these employees to carry out the tasks assigned to them in a quality manner, exceeding the target volume and on time.

Organizational citizenship behavior has a positive and significant effect on the performance of the employees of the Regional Secretariat of Seruyan Regency. Employees who have the behavior of voluntarily done work beyond the standard assignments given to them will be encouraged to carry out the tasks assigned to them in a quality manner and exceed the target volume and on time.

The impact of moral leadership on the performance of the Seruyan Regency Regional Secretariat's staff is totally mediated by organizational citizenship behavior. Only if it is coupled with the development of assertive employee organizational citizenship behavior and employee performance improvement at the Regional Secretariat of Seruyan Regency strengthen ethical leadership.

The effect of workplace culture on the performance of the Regional Secretariat of Seruyan Regency personnel is partially mitigated by organizational citizenship behavior. Only through creating a positive workplace culture will the Regional Secretariat of Seruyan Regency's staff members perform better. Still, the degree of employee performance will be even better if it is supported by high employee organizational citizenship behavior conduct.

Organizational citizenship behavior does not significantly mediate the effect of public service motivation on performance in the Regional Secretariat of Seruyan Regency employees.

The limitations of this study's results are based on the survey results after testing and analyzing all existing data. It is realized that it has not been able to answer the interrelationship of influences between variables fully. The limitation of this study is that empirical evidence from previous studies regarding the impact of ethical leadership, work culture, and public service motivation on organizational citizenship behavior and employee performance in a complete model has not been found. In previous studies that discussed organizational citizenship behavior and employee performance, most of them used predictor variables of job satisfaction, organizational commitment, and transformational leadership, so this model needs to be strengthened by further evidence of the suitability of the model through future research.

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