

Efficiency Of Work Culture, Public Service Motivation And Risk Aversion Toward New Public Management And Organizational Citizenship Behavior

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Abstract : This study aims to analyze and prove the capacity of work culture, public service motivation and risk aversion to new public management and organizational citizenship behavior. The object of this research is employees PT INKA (Persero) Madiun City East Java Province. The sampling method uses techniques purposive sampling (sampling technique with certain considerations). The number of respondents who participated in this research were 102 employees. The data analysis technique or method used in this research is multiple linear analysis with the help of a program SPSS 23. The results of the research findings partially show that work culture and risk aversion have an effect on new public management whereas in the regression model both work culture and public service motivation have an effect on organizational citizenship behavior.

Keywords: Work Culture, Public Service Motivation, Risk Aversion, New Public Management And Organizational Citizenship Behavior.

1. Introduction

Human resources are an important factor for any organization, because without reliable human resources the goals and objectives of the organization will not be achieved according to the roadmap. Siagiaan (2010). The importance of the role of human resources for every organization is expected to improve employee performance. Thus human resources need to have sufficient skills or skills in handling every job, because with the skill, it can improve the performance of employees. Sedarmayanti (2009). Phenomenon that occurs in an organization, employees determine the success of the organization in achieving its goals, not only according to the job description (in role behavior), but also outside the job description (extra role behavior). Asiedu, et., al. (2014) Employee behavior outside of the duties listed in the job description is called the Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is reflected in the behavior of employees who like to help colleagues, and are willing to volunteer for extra assignments Yanuarti, et., al. (2019). This research conducted in PT INKA (Persero) Madiun City East Java Province. PT INKA (Persero) is a Badan Usaha Milik Negara (BUMN) Southeast Asia's first integrated railway manufacturing. PT INKA (Persero) has the main task of providing various kinds of products to meet customer needs and after sales. Products have been exported in various countries, such as Bangladesh, Filipina, Malaysia, Thailand, Singapura and Australia and its functions are based on the applicable laws. To know behavior Organizational Citizenship Behavior (OCB) employees at PT INKA (Persero) Madiun City East Java Province, the researcher makes observations, which indicate behavior Organizational Citizenship Behavior (OCB) it is still low, this is known by the behavior of employees who often complain about organizational policies, low teamwork, and employees are

less active in contributing to ideas and suggestions for organizational development.

2. Literature Review

Organizational Behavior Theory

The theory or science of organizational behavior (organization behavior) essentially bases its study on the science of psychological behavior, which was developed with its focus on human behavior in organizations. Thus, the basic framework of this organizational behavior theory is supported by two main components, namely the individual who behaves and the formal organization as a container for that behavior. So organizational behavior is a study that concerns various aspects of human behavior.

Work Culture

Work Culture is a philosophy based on a view of life as an inherent value, Gering, et.,al, (2001). In the book "Guidelines for Developing the Work Culture of State Apparatus", published by Kementrian Negara Pendayagunaan Aparatur Negara (2002), work culture is interpreted in various ways with the same purpose. Thus, work culture is a person's perspective on the field they are engaged in as well as moral principles that are owned to achieve the best performance.

Public Service Motivation

Public service motivation can be defined as general altruistic motivation to serve the interests of a community, country or society. Shrestha & Mishra (2015) has proposed the theory of public service motivation. Both define public service motivation as an individual tendency to respond to the basic motives of public organizations. This theory is based on the opinion that there is someone who is interested and

motivated to work in the public sector. Christensen & Wright (2011).

Risk Aversion

Risk aversion defined by Nicholson, et., al. (2017) namely the extent to which a person feels himself threatened by an uncertain situation, and then creates his own beliefs which aim to try to avoid these uncertain conditions. A person with high risk aversion tends to feel threatened easily by uncertain and risky situations (Hofstede, 1991). In other words, someone with high risk aversion is someone who doesn't dare to take risks, while someone with low risk aversion is someone who tends to take risks (risk taker).

New Public Management

New public management is a theory of public management which assumes that private sector management practices are better than public sector management practices. Anindita, et., al. (2009) The philosophy and concept of new public management is derived from two different sources. The first source is from private sector managerial practice known as "managerialism" and the second is from economics such as public choice theory, agency theory and transaction cost theory.

Organizational Citizenship Behavior

Organizational citizenship behavior is a construct of the concept of discretionary individual behavior, organizational citizenship behavior also involves several behaviors including, behavior to help others, volunteering for extra tasks, obeying rules and procedures in the workplace. Sari, et., al. (2015) This behavior can improve organizational performance and contribute to positive relationships both within the organization and with customers Tehran (2013).

Based on the phenomena found in a relevant theory, meaning that before it is based on facts obtained through data collection, the hypotheses proposed in this study are as follows:

H_1 : *Work Culture influences New Public Management.*

H_2 : *Public Service Motivation affects the New Public Management.*

H_3 : *Risk Aversion affects New Public Management.*

H_4 : *Work Culture influences Organizational Citizenship Behavior.*

H_5 : *Public Service Motivation affects Organizational Citizenship Behavior.*

H_6 : *Risk Aversion affects Organizational Citizenship Behavior.*

3. Research Methods

This research is a quantitative type of research. Sugiono (2015) The population used in this study are company employees Badan Usaha Milik Negara (BUMN) Manufacturing Industry sub-sector PT INKA (Persero) Madiun City East Java Province. Sampling was done using purposive sampling technique. The use of this method is intended so that the selected sample is based on the criteria from the population that has been determined by the researcher in order to obtain the necessary information. Data were collected through google form questionnaire and the respondents in this study were 102 employees.

Table 1. Operational Definition of Variables

Variable	Definition	Indicator
WC	Behavior that is repeated by every individual in an organization and has become a habit in doing work.	<ol style="list-style-type: none"> 1. Basic assumptions about work 2. Attitude towards work 3. Behavior at Work 4. Work environment 5. Work ethic
PSM	Is a general altruistic motivation to serve the interests of a community, state or society.	<ol style="list-style-type: none"> 1. Rational Motive 2. The norm Motive 3. Affective Motives
RA	Is the extent to which a person feels himself threatened by an uncertain situation, and then creates his own beliefs that aim to try to avoid these uncertain conditions.	<ol style="list-style-type: none"> 1. Threats 2. Uncertainty 3. Dare to take Risk 4. Risk
NPM	It is a public management theory which assumes that private sector management practices are better than public sector management practices.	<ol style="list-style-type: none"> 1. Professional management standards 2. Performance standards
OCB	It is individual behavior that is based on personal judgment, not directly or openly recognized by the formal reward system	<ol style="list-style-type: none"> 1. Altruism 2. Conscientiousness 3. Sportmanship 4. Courtesy 5. Civic virtue

Source: Data processed, 2022.

4. Conceptual Framework

The research conceptual framework is the most important part besides data processing, because besides being a research overview it is also a general description of the research mechanism. According to Sugiono (2015), The conceptual framework is a conceptual model of how theory relates to various factors or variables, which have been identified or identified as important problems. Conceptual framework will provide a provisional explanation (hypothesis), to the symptoms that become the problem (object) of research, Sugiono (2015). In connection with this, the theoretical description and previous research are the main basis for developing a conceptual framework which is ultimately used to formulate a hypothesis. In this discussion,

there are five variables that will be discussed. The five variables are classified into two parts, namely the independent variable and the dependent variable. The five classifications of these variables can be explained as follows:

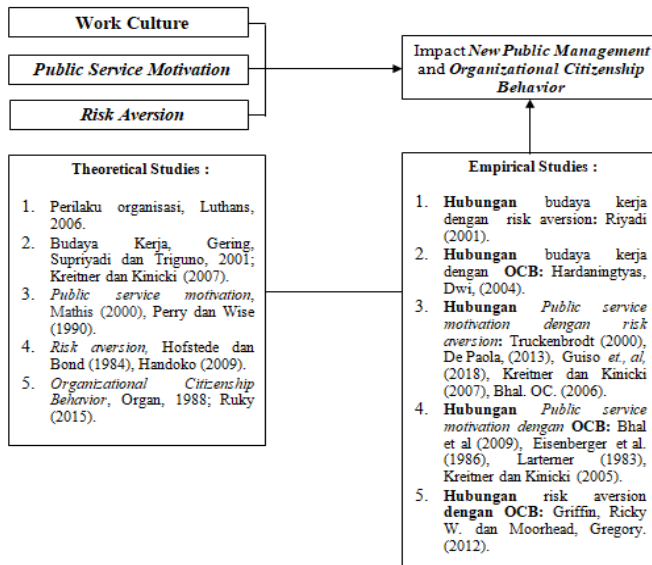


Figure 1. Conceptual Framework

Data Analysis

In this study, the multiple linear regression analysis method was used as a basis for analyzing new public management and organizational citizenship behavior. The use of multiple linear regression analysis to determine the influence of independent variables consisting of work culture, public service motivation and risk aversion, while explaining the variance of new public management and organizational citizenship behavior, the coefficient of determination is used. (R^2), the classical assumption test consisting of the distribution of normality, multicollinearity disorders, predictive correlation and heteroscedasticity indication symptoms, Sugiono (2015).

5. Discussion

Frequency and percentage of respondents according to marital status, gender, education level, monthly salary, job level. Can be seen in Table 2. Below :

Table 2. Respondent Demographics

Information	Characteristics	Frequency	Percentage
Marital Status	Married	21	20,6%
	Single	81	79,4%
Gender	Male	90	88,2%
	Female	12	11,8%
Level of Education	High School	84	82,4%
	College	8	7,8%
	Bachelor Degree	9	8,8%
	Graduate Post	1	1,0%
	Graduate Postgraduate	0	-
Monthly Salary	1-3 Million	80	78,4%
	> 4-5 Million	20	19,6%
	> 5-7 Million	2	2,0%
	> 7 Million	0	-
Job Level	Staff	99	97,1%
	Directorate SDM	3	2,9%
	Directorate	0	-
	Development	0	-
	Directorate	0	-
	Operation	0	-

Source: Data processed, 2022.

The results of the research sample selection through purposive sampling technique and based on the sample criteria determined by the researcher, there were 102 employees Badan Usaha Milik Negara (BUMN) Manufacturing Industry sub-sector PT INKA (Persero) Madiun City East Java Province who have become respondents in the study. After all the necessary data has been collected, the analysis and discussion are then carried out. After testing the classical assumption data which consists of normality test, it shows that the data is normally distributed, there are no autocorrelation or heteroscedasticity symptoms and does not contain any indication of multicollinearity symptoms.

6. Hypothesis

Multiple Linear Regression Analysis Models 1 and 2.

The regression model used in this study is multiple linear regression. This analysis is used to determine the relationship between new public management and proxies of work culture, public service motivation and risk aversion with the following regression model :

Table 3. Multiple Linear Analysis Test Results Model 1

Variable	β	t_{count}	Sig.
(Constant)	0,772	2,155	0,008
Work Culture	2,012	1,531	0,001*
Public Service Motivation	-1,890	-2,087	0,294
Risk Aversion	2,001	1,802	0,004*
F_{count}	2,409		
R^2	0,101		
AdjustedR2	0,198		
Sig.	0,020		

*) significance of 5%

Source: Data Processing SPSS v.23 2022

The results of the multiple linear regression model hypothesis testing above show the variance equation of the first regression model as follows :

$$\text{New Public Management} = \beta_0 + \beta_1 \text{Work Culture} + \beta_2 \text{Public Service Motivation} + \beta_3 \text{Risk Aversion} + e$$

The results of t_{count} test on work culture variables, public service motivation and risk aversion to new public management are summarized in the table above, the test results of the three independent variables in model 1 show that, work culture affects public service motivation, public service motivation has no effect on the public. service motivation and risk aversion affect public service motivation.

Table 4. Multiple Linear Analysis Test Results Model 2

*) significance of 5%

Variable	β	t_{count}	Sig.
(Constant)	0,642	2,006	0,003
Work Culture	1,870	1,909	0,005*
Public Service Motivation	2,030	1,471	0,001*
Risk Aversion	-1,801	-2,110	0,315
F_{count}	1,987		
R^2	0,121		
AdjustedR2	0,164		
Sig.	0,010		

Source: Data Processing SPSS v.23 2022

The results of the multiple linear regression model hypothesis test above show the variance equation of the second regression model as follows :

$$\text{Organizational Citizenship Behavior} = \beta_0 + \beta_1 \text{Work Culture} + \beta_2 \text{Public Service Motivation} + \beta_3 \text{Risk Aversion} + e$$

The results of the t_{count} on work culture variables, public service motivation and risk aversion on organizational citizenship behavior are summarized in the table above, the test results of the three independent variables in model 2 show that, work culture affects organizational citizenship behavior, public service motivation affects organizational citizenship. Behavior and risk aversion did not affect organizational citizenship behavior.

7. Conclusion

Based on the results of the first regression model data analysis, the researcher draws the conclusion that the manufacturing industry PT. INKA (Persero) have the capacity and ability to implement a work culture and risk aversion. The pressure factor is represented by work culture which is proxied by basic assumptions about work, attitudes towards work, behavior at work, work environment and work ethic, which obtained a t_{count} value of 1.531 at the significance level $0,001 < 0,05$. While the efficiency factor is represented by the risk aversion variable with indications of threats, uncertainty and the courage to take risks, the t_{count} value is 1.802 at the significance level $0,004 < 0,05$. This means that, accelerating the manufacturing industry PT. INKA (Persero) it can prove if the work culture and risk aversion of the company is conducive to creating a general agreement paradigm regarding the understanding and aspects related to new public management and objectively aimed at reforming the company to be more effective and responsive to employee demands. Meanwhile, if seen in the second regression estimate, the potential development of the manufacturing industry PT. INKA (Persero) the relative behavior of employees voluntarily doing work that exceeds the standard tasks assigned to them, in order to help the continuity of the company in achieving its goals. This is based on the t_{count} of 1.909 at the significance level $0,005 < 0,05$ for work culture variables with proxies of basic assumptions about work, attitudes towards work, behavior at work, work environment and work ethic. The next finding is that the t_{count} value is 1.471 at the significance level $0,001 < 0,05$ for the variable public service motivation with a measure of rational motives, norm motives and affective motives. That is, sectoral contributions ultimately have an impact on organizational citizenship behavior in which employees will be willing to work beyond their responsibility for the advancement of manufacturing industrial organizations. PT. INKA (Persero).

8. Research Limitations

Based on the results of the previous analysis, the first limitation of this study is the licensing process from the company, the researcher gets a relatively short time to collect data for every employee of the company. Badan Usaha Milik Negara (BUMN) manufacturing Industry sub-sector PT. INKA (Persero) Madiun City East Java Province, so that researchers are not able to dig further about the rules of information on each variable indicator. Second, the use of

questionnaires as the only online data collection instrument is not sufficient to capture all detailed information about the condition of company employees Badan Usaha Milik Negara (BUMN) Manufacturing Industry sub-sector PT. INKA (Persero) Madiun City East Java Province. Researchers are only given the opportunity to conduct interviews via WhatsApp video calls to the directorates. Finally, this study has a limited survey time span, so it can affect the results of the assessment and researchers cannot directly accompany the data collection process, due to technical reasons and company procedures regarding the coronavirus disease health protocol.

9. Further Researchers

For further researchers, they can add variables other than those contained in the study, for example the quality factor of the relationship between leaders and employees, organizational commitment, organizational membership behavior or the legality of the board of directors and comparing the research sample with foreign-owned companies in Indonesia.

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