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THE ROLE OF EMPLOYEE WELLBEING ON EMPLOYEE PERFORMANCE THROUGH INDIVIDUAL SOCIAL RESPONSIBILITY AND PUBLIC SERVICE MOTIVATION AT BPSI TANAMAN SEREALIA DAN BALAI BESAR VETERINER MAROS

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Abstract

This research aims to examine the influence of employee wellbeing on employee performance through individual social responsibility and public service motivation in the Cereals Instrument Standar testing Institute and the Maros Veterinary Research Institute, both directly and indirectly. This research is explanative research with a quantitative approach based on positivism, using data in the form of numbers that are statistically measured. Data were collected through a survey with questionnaires distributed to 156 employees, selected using purposive sampling techniques from a total population of 256 employees. The research was conducted at the Cereals Instrument Standar testing Institute and the Maros Veterinary Research Institute for two months, namely May to June 2024. Primary data were obtained from questionnaires and interviews, while secondary data were obtained from related literature. The research instrument is a questionnaire with a Likert scale. Data analysis used path analysis and was processed using SPSS statistical tools. The results of the study show that employee performance is significantly influenced by employee wellbeing, individual social responsibility, and public service motivation. Employee wellbeing, individual social responsibility, and public service motivation are proven to improve employee performance. Public service motivation is the most effective factor in directly improving employee performance. Individual social responsibility is indirectly the most effective in mediating the relationship between employee wellbeing and their performance, showing togetherness and solidarity in carrying out work responsibilities. This research provides important insights for improving employee performance through improving employee wellbeing, social responsibility, and public service motivation.

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Keyword :

employee wellbeing, employee performance, individual social responsibility, public service motivation

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1 Introduction

Human resources form one of the important aspects in an organization or company, alongside other resources such as capital, materials, and machines. In government agencies, the existence of human resources is very crucial, because without their involvement, the work and services of the organization can be hampered or not optimal. The role of humans in managing other resources in an organization or agency is the key to achieving maximum efficiency and results.

Employee performance is a fundamental element in the success of an organization, including in running the wheels of government. As the vanguard of the bureaucracy, employees have a role in realizing the vision, mission, and goals of the organization. Employee performance is an indicator of the achievement of organizational goals. Setting clear targets and performance standards for each employee allows the organization to

monitor progress and identify potential obstacles so that the organization can make appropriate adjustments to strategies and policies to maximize the achievement of goals (Keefer & Vlaicu, 2024). Superior employee performance contributes to improving the quality of public services (Tensay & Singh, 2020). Competent, professional, and highly integrated employees will provide excellent and satisfying public services to the community, thereby increasing public trust in the government and encouraging active community participation (Lin et al., 2024).

Although employee performance is the main benchmark for organizational success, achieving optimal performance cannot be separated from the welfare of the employees themselves. Employee welfare is like a solid foundation, supporting their performance to reach peak performance. Prosperous employees have a high level of job satisfaction. They feel appreciated, respected, and get their rights properly. This encourages them to work with enthusiasm, dedication, and loyalty. They are more motivated to achieve targets, produce the best work, and make maximum contributions to the organization (Rombaut et al., 2022). Employee welfare also contributes to increased productivity and work efficiency. Employees who are physically and mentally healthy, and have a sense of security and comfort in working, are able to complete their tasks more quickly and effectively. They also experience less stress or fatigue, so they can minimize errors and improve the quality of work results.

Well-being is a direct result of job demands and happy and productive workers (Huo & Jiang, 2023). The Conservation of Resource Theory (COR) states that employees have a natural tendency to seek, store, and protect valuable resources (e.g., time and energy) so that resource losses caused by work-life conflict trigger psychological distress (E. Liao et al., 2019). In addition, employees who work productively and happily have better psychological well-being and are able to manage job demands, thus becoming more productive and effective (Obrenovic et al., 2020).

Well-being has direct implications for job performance, involving both task performance and contextual performance. Task performance captures employees' core job responsibilities, while contextual performance concerns key components of prosocial behavior, such as helping others and volunteering for extra-role responsibilities. Several studies have highlighted the role of employee well-being as an effective way to improve job performance (Boxall, 2021; Obrenovic et al., 2020; Wright & Cropanzano, 2007, 2004). Productive and happy employees highlight task performance as a direct result of well-being (Wright & Cropanzano, 2004). Well-being makes employees better decision makers and equips them with effective interpersonal skills as well as greater optimism and resilience. Well-being employees are better able to fulfill job responsibilities (Obrenovic et al., 2020). Additionally, healthier people are more likely to engage in workplace learning, which helps develop work capabilities contributing to higher task performance.

Public service motivation is an internal drive that motivates employees to work effectively for the benefit of society and the common good. By strengthening ISR and public service motivation among public employees, an organization can create an environment where better performance becomes a habit. Employees who have an awareness of their social responsibility and a strong motivation to serve the public tend to be more committed, innovative, and efficient in carrying out their duties. As a result, the quality of public services improves, public trust in the government is strengthened, and broader development goals can be better achieved (Y. Li & Wang, 2022; Palma et al., 2021). Therefore, integrating ISR and public service motivation as core characteristics of public employee work patterns is needed to create a work environment that supports better performance and more effective service.

Individual social responsibility and public service motivation are very important aspects in the context of public employee performance, but research on the relationship between the two with employee welfare and employee

performance is still very limited. This is a new value that is expected to provide valuable contributions to the development of human resource management in the public sector. By focusing research on the relationship between ISR, public service motivation, employee welfare, and employee performance, it is expected to better understand how these factors are interrelated and influence each other in the context of government organizations. The results of this study are expected to not only provide new insights on how to improve employee performance, but also illustrate the importance of paying attention to aspects related to employee welfare, individual social responsibility and public service motivation in human resource management in the public sector.

2 Research Method

This research is explanative research using a quantitative approach based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. This study is intended to determine the extent of the perceptions, answers and responses of the respondents through a questionnaire that will be given to respondents to be filled out by each respondent who is a sample in this study. For this reason, the method used is the survey method. Sugiyono (2019) explains that research based on the level of explanation is research that intends to explain the position of the variables studied and the relationship between one variable and another. This study intends to test the previously formulated hypothesis. This research will be conducted in government agencies, namely 1) BPSI Maros Cereal Plants and 2) Maros Veterinary Center. The time of this research will be conducted in May to June 2024 (+ 2 months).

3 Result and Discussion

To determine the validity value with the Pearson correlation approach, a comparison of the calculated r value with the r table is carried out, if the calculated r value $>$ r table then the item is declared valid, and vice versa if the calculated r value $<$ r table then the item is declared invalid. The calculated r value is obtained through the results of SPSS data processing, while the r table value is obtained from the r table, namely $df = N - 2$, where N is the number of samples used so that r table = $156 - 2 = 154 = 0.157$.

Table 4. Results of The Questionnaire Validity Test

Variabel	Indikator	Nilai r tabel	Hasil Uji Validitas	
			<i>r</i> hitung	Kesimpulan
Kesejahteraan pegawai (X)	x.1	0.157	0.818	valid
	x.2	0.157	0.741	valid
	x.3	0.157	0.689	valid
	x.4	0.157	0.826	valid
	x.5	0.157	0.860	valid
	x.6	0.157	0.805	valid
Tanggung jawab sosial individu (Y1)	y1.1	0.157	0.772	valid
	y1.2	0.157	0.729	valid
	y1.3	0.157	0.854	valid
	y1.4	0.157	0.805	valid
	y1.5	0.157	0.834	valid
	y1.5	0.157	0.907	valid
Motivasi pelayanan publik (Y2)	y2.1	0.157	0.734	valid
	y2.2	0.157	0.646	valid

	y2.3	0.157	0.814	valid
	y2.4	0.157	0.977	valid
	y2.5	0.157	0.851	valid
	z.1	0.157	0.927	valid
Kinerja (Z)	z.2	0.157	0.927	valid
	z.3	0.157	0.901	valid
	z.4	0.157	0.938	valid

Source: SPSS Data Processing, 2024

Based on the results of the validity test of the research instrument, it was found that all variables with supporting indicators, including employee welfare with 6 indicators, individual social responsibility with 6 indicators, public service motivation with 5 indicators and performance with 4 indicators showed a calculated r value $> r$ table, which means that all indicators meet the established validity test and are worthy of being included in the next test.

The reliability test or reliability of the instrument is a test of the level of consistency of the instrument itself. A good instrument must be consistent with the items being measured. The reliability of the instrument in the study will be analyzed using the Cronbach alpha technique using the help of the SPSS computer program. The cut-off point value accepted for the Cronbach alpha level is ≥ 0.60 , although this is not an absolute standard (Sekaran, 2011). The instrument is considered to have an acceptable level of reliability if the measured reliability coefficient value is ≥ 0.60 . The results of the reliability test of each variable used in this study can be seen in the following table.

Table 5. Results of The Questionnaire Reliability Test

Variabel	Cut of point	Hasil Uji Relibilitas	
		Cronbach Alpha (α)	Kesimpula
Kesejahteraan pegawai (X)	0.60	0,876	Reliabel
Tanggung jawab sosial individu (Y1)	0.60	0,899	Reliabel
Motivasi pelayanan publik (Y2)	0.60	0,834	Reliabel
Kinerja (Z)	0.60	0,942	Reliabel

Source: SPSS Data Processing, 2024

As seen in the reliability test table above with the Cronbach's alpha method shows that the measured reliability coefficient value is ≥ 0.60 . Based on data processing in this reliability test, the Cronbach's alpha value for all variables above 0.60 (cut off point) is obtained, namely employee welfare with a Cronbach alpha value of 0.876, individual social responsibility with a Cronbach alpha value of 0.899, public service motivation with a value of 0.834, and performance with a Cronbach alpha value of 0.942. Thus, it can be concluded that all variables have a good level of reliability and can be relied on.

The influence of employee welfare on individual employee social responsibility at BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of previous research, it shows that employee welfare has an impact on increasing the social responsibility of individual employees to be better at the BPSI Tanaman Serealia office and the Maros Veterinary Center. In other words, the more

prosperous the condition of employees, the greater their concern and social responsibility for their work environment. This emphasizes the importance of attention to employee welfare to create a more responsible and socially oriented work culture.

The findings of the study indicate that togetherness and solidarity are the strongest indicators of individual social responsibility in the BPSI Tanaman Serealia office environment and the Maros Veterinary Center. Employees who always build cooperation and solidarity in carrying out their duties reflect a high level of social responsibility. This togetherness is reflected in the attitude of helping each other, good coordination, and a shared commitment to achieving organizational goals. On the other hand, employee welfare that most strongly influences social responsibility is a positive attitude towards oneself. This indicator includes employee confidence and self-confidence in carrying out their duties. When employees have a positive attitude towards themselves, they feel more confident and competent, which in turn increases their motivation to work. This self-confidence facilitates the building of togetherness and solidarity, because confident employees tend to be more open to working together, contributing more, and showing a more caring attitude towards their coworkers and their work environment.

Well-being characterized by a positive attitude towards oneself not only improves individual performance but also strengthens social relationships and cooperation within the organization, thereby creating a more productive and harmonious work culture. These results emphasize the importance of efforts to improve employee well-being through self-development and a supportive work environment, in order to create a strong and sustainable social responsibility within the organization.

The findings of this study are also supported by the opinions of Hasibuan (2021) and Paceaila (2018) that employee welfare includes various forms of compensation, both material such as salary, allowances, and bonuses, and non-material such as recognition, opportunities for self-development, and a supportive work environment. When employees feel that their welfare is fulfilled through fair and wise policies, they feel more secure and satisfied in their work. This condition encourages them to participate more actively in various social activities in the workplace, including showing high social responsibility. Furthermore, Paceaila's view that individuals who are interested in challenges and take an active and proactive attitude in solving them can be associated with employee well-being. Employees who feel supported by their organization are more motivated to contribute positively, not only in their work, but also in broader efforts to solve other people's problems. Good well-being gives employees the energy and motivation to go beyond their routine tasks and get involved in initiatives that benefit the work community and the surrounding community.

The influence of employee welfare on public service motivation of employees at BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of previous research, it shows that employee welfare has an effect on the motivation of public service of employees at the BPSI Office of Cereal Crops and the Maros Veterinary Center, better welfare will increase enthusiasm in serving the community, which ultimately contributes to better quality of public service in the agency. When employee welfare in the workplace increases, the impact is felt in the quality of public service they provide. Prosperous employees tend to be more motivated and enthusiastic in carrying out their duties, including in providing services to the community. Good welfare includes decent wages, a conducive work environment, and health and safety guarantees. All of these factors contribute to increased job satisfaction, which in turn strengthens

employee motivation to maximize public service. With guaranteed welfare, employees can work with more focus and efficiency, creating more responsive, fast, and high-quality services, so that the community feels more satisfied with the services received.

Based on the Public Service Motivation (PSM) theory proposed by Crewson (1997), the results of the study showed that employee welfare influences public service motivation of employees at the BPSI Office of Cereal Plants and the Maros Veterinary Center can be seen as a manifestation of the Public Service Motivation (PSM) concept. Public Service Motivation (PSM) describes an individual's intrinsic orientation to serve the community, not merely for personal economic gain. The finding that employee welfare influences public service motivation shows that when employees feel well empowered and have adequate working conditions, they tend to be more motivated to provide quality services to the community. This is in line with the Public Service Motivation (PSM) aspect which includes an orientation to help others and a passion for achieving achievements that come from intrinsic satisfaction in serving the public. Thus, policies that support employee welfare not only improve their welfare directly, but also strengthen their motivation and dedication in providing better public services.

The findings of the study indicate that interest in the public is the strongest indicator of public service motivation of employees at the BPSI Office of Cereal Crops and the Maros Veterinary Center. This indicates that employees who have a high interest in providing quality services to the public tend to be more motivated to do so. In addition, employee welfare affects public service motivation by strengthening indicators of positive attitudes towards themselves. Employees who feel safe and confident in carrying out their duties will be more likely to demonstrate high performance in providing public services. In this case, welfare not only plays a role in improving the material and physical conditions of employees, but also psychologically strengthens beliefs and positive attitudes that are important in creating a supportive work environment to provide optimal services to the public.

This study is also supported by Perry and Wise's (1990) opinion that guaranteed employee welfare, both in terms of finance, psychology, and work environment, can increase motivation to provide public services, which is very relevant to the findings at the BPSI Office of Cereal Crops and the Maros Veterinary Center. This study shows that employee welfare affects public service motivation, with good welfare conditions creating an environment where employees feel more involved and committed to their service duties. In addition, Juchnowicz and Kinowska's (2021) opinion that financial well-being factors such as competitive salaries and adequate social security can reduce concerns about financial problems also supports these findings. With adequate financial security, employees can focus fully on public service tasks without distraction or worry about their personal finances. This allows them to provide better and more effective services to the public, because they can concentrate on public needs without additional burdens. Thus, the finding that employee welfare contributes to public service motivation at the BPSI Cereal Crops Office and the Maros Veterinary Center, is in accordance with the view that good welfare conditions, including financial and psychological aspects, provide a strong basis for improving the quality of public services provided by employees.

The influence of employee welfare on employee performance at BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of previous research, it shows that employee welfare affects employee performance at the BPSI Office of Cereal Crops and the District Veterinary Center,

where the better the employee welfare, the higher their performance. Employee welfare in the workplace has a close relationship with improving their performance. When employees feel prosperous, both in terms of finance, health, and a supportive work environment, their motivation and commitment to the tasks they carry tend to increase. Good welfare allows employees to focus better on their work, reduce stress and fatigue levels, and increase enthusiasm and enthusiasm in completing tasks. Thus, a prosperous work environment not only increases individual productivity but also overall contributes to the achievement of organizational goals.

The opinion expressed by Juchnowicz & Kinowska (2021) is in line with the findings that employee welfare can improve the performance of employees at the BPSI Office of Cereal Crops and the Maros Veterinary Center. When an employee feels good about their welfare, this not only increases their productivity but also affects their work spirit and better attendance rates. Increased productivity can be interpreted from the results of the study which shows the relationship between employee welfare and their performance. Likewise with work spirit, where feeling supported in the work environment can encourage employees to work more effectively. By feeling good about their welfare, employees tend to be more motivated to attend and contribute optimally, which ultimately supports the achievement of overall organizational goals. Therefore, these findings emphasize the importance of paying attention to non-financial factors, such as employee welfare, in improving the performance of employees at the BPSI Office of Cereal Crops and the Maros Veterinary Center.

The findings of this study indicate that work quality is the strongest indicator in assessing employee performance, where they always strive to provide the best quality work results, showing the importance of professionalism standards and commitment in the work environment. High work quality not only reflects the technical ability and expertise of employees, but also reflects their dedication to the tasks they are assigned. When an employee is able to consistently provide good quality work, this can have a positive impact on the reputation and efficiency of the organization as a whole. Meanwhile, employee well-being which has a strong influence on positive attitudes towards oneself shows that confidence and self-confidence are very important in carrying out daily tasks. When employees feel cared for, supported, and recognized for their contributions, this helps build a positive attitude that encourages them to face challenges with optimism and high commitment. This positive attitude not only increases internal motivation, but also affects interactions with coworkers and services provided to the public. These findings confirm that the combination of high work quality and positive attitudes towards oneself in a work environment that supports employee well-being is a crucial factor in achieving optimal performance and organizational effectiveness. A deep understanding of these dynamics can help managers to better manage human resources and build a productive and sustainable work culture.

The findings that identify the importance of employee welfare in improving performance at the BPSI Office of Cereal Crops and the Maros Veterinary Center are consistent with Moekijat's (2016) view on the importance of managing employee welfare and performance to create a productive, sustainable, and satisfying work environment for all parties involved. This approach includes the recognition that investments in employee welfare, such as strengthening interpersonal relationships, providing autonomy in work, and supporting self-potential development, not only benefit individuals but also bring significant benefits to the organization. By improving welfare, organizations can create a work climate that promotes healthy collaboration, increases employee motivation and commitment, and

reduces high turnover. This in turn contributes to increased overall productivity and creates a satisfying work environment for all members of the organization. Therefore, the integration of the principles recommended by Moekijat (2016) with the findings on employee welfare and performance at the BPSI Office of Cereal Crops and the Maros Veterinary Center strengthens the argument that efforts to improve employee welfare are not only an investment in human resources, but also a wise strategy to improve the efficiency and sustainability of the organization as a whole.

The influence of individual social responsibility on employee performance at the BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of previous research, it shows that individual social responsibility has an effect on employee performance at the BPSI Tanaman Serealia office and the Maros Veterinary Center. This means that the behavior and social awareness shown by each employee in fulfilling their social responsibilities not only affect their satisfaction in working with their responsibilities, but also have an impact on their performance. With a strong awareness and implementation of social responsibility, employees tend to be more involved, productive, and contribute to organizational achievement. Therefore, it is important for management to encourage and facilitate a culture of social responsibility in the workplace in order to improve the performance and success of the organization as a whole.

The results of the study confirmed that work quality is the strongest indicator of employee performance, indicating that employees consistently strive to provide the best quality work results that they are capable of. The main focus on this quality reflects their commitment and dedication to the tasks carried out at the BPSI Tanaman Serealia and Balai Besar Veteriner Maros offices. Furthermore, the findings also revealed that strong individual social responsibility has an impact on indicators of togetherness and solidarity among employees. This reflects that socially responsible behavior not only includes individual obligations to their responsibilities, but also promotes active collaboration and mutual support between employees. By building strong cooperation and solidarity within the team, employees not only improve their work quality individually, but also contribute to the shared success and achievement of organizational goals more effectively. It is important for management to recognize and promote the values of social responsibility within the organizational culture in order to strengthen employee performance and advance shared goals continuously.

The findings showing that individual social responsibility has an effect on employee performance at the BPSI Crops Cereals and the Maros Veterinary Center are also in line with the views of Profiroiu & M. (2017) regarding the expression of social responsibility through contributions of goods or money for social, cultural, or environmental purposes. This contribution reflects an individual's commitment to participate in improving the social or environmental conditions around them, which is in line with the broader concept of social responsibility. At the BPSI Crops Cereals and Veterinary Center offices, individual social responsibility may be expressed through efforts to produce quality performance and collaborate well in a team. However, the views of Profiroiu & M. (2017) add another dimension of social responsibility, namely the ability of individuals to provide a more direct positive impact through donations or active participation in social, cultural, or environmental activities. Thus, the combination of social responsibility contributions in the form of quality work and effective collaboration with direct contributions as suggested by Profiroiu & M. (2017), can create a more sustainable work environment and have a positive social impact. This illustrates that

social responsibility can be seen not only from the internal aspects of the organization but also in a broader context involving the community and the surrounding environment.

The influence of public service motivation on employee performance at the BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of previous research, it shows that public service motivation has an effect on the performance of BPSI Serealia Plants and the Maros Veterinary Center office employees. With high motivation in serving the public, employees will be better at carrying out their duties. This not only increases public satisfaction with the services provided, but also optimizes the achievement of the employee's work goals with their performance. In this case, strengthening public service motivation is an important key in improving the performance and efficiency of government agencies such as BPSI Serealia Plants and the Maros Veterinary Center.

The findings of this study indicate that work quality is the strongest indicator of employee performance, indicating that employees consistently strive to deliver work results with high quality standards. Good work quality reflects not only the technical competence of employees but also their awareness of the importance of delivering the best results in every task they do. On the other hand, strong public service motivation, especially in the form of a high interest in the public interest, also plays an important role in influencing this work quality. A strong interest in the public encourages employees to focus on the needs and interests of the community in every aspect of their work, thereby increasing their motivation to provide quality services and have a positive impact on the community they serve. Thus, the combination of high work quality and strong public service motivation is a key factor in achieving optimal employee performance, especially in environments such as the BPSI Kebun Serealia office and the Maros Veterinary Center.

The findings showing that interest in serving the community due to a sense of social responsibility can improve employee performance at the BPSI Tanaman Serealia office and the Maros Veterinary Center can be linked to Choi's (2016) opinion regarding Public Service Motivation, which highlights that Public Service Motivation is not only limited to individual values, desires, and attitudes in providing public services, but also involves extensive interactions with others, both internally and externally, with a focus that goes far beyond personal and organizational interests. In this case, the interest in serving the community due to social responsibility reflects a strong internal drive to do good for others and society in general, as explained by Choi. This motivation encourages employees to prioritize the needs and interests of the community in every aspect of their work, thereby increasing the effectiveness and efficiency in providing useful and quality services. Therefore, this approach not only supports the finding that public service motivation can improve employee performance, but also illustrates the broader contribution of Public Service Motivation in shaping behaviors and attitudes that support broader public service goals.

The influence of employee welfare on performance through individual employee social responsibility at the BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of the study, it shows that employee welfare has an influence on employee performance through individual social responsibility at the BPSI Office of Cereal Crops and the Maros Veterinary Center. This means that when employee welfare is maintained and improved, employees feel more socially responsible. They are more motivated to contribute positively to the work environment and society, which ultimately improves their

performance. Thus, improving employee welfare not only benefits individual employees personally but also has the potential to improve their effectiveness and performance.

The findings of Figueroa-Armijos & Berns (2021) and Yoon & Samwon (2020) regarding Individual Social Responsibility (ISR) are very relevant in the context of employee welfare and individual social responsibility values at the BPSI Cereal Crops Office and the Maros Veterinary Center. ISR includes behaviors and attitudes that demonstrate individual awareness and responsibility towards society and the surrounding environment. This is in line with the finding that employee welfare, which reflects a positive attitude towards oneself and psychological well-being, strengthens employee responsibility values in their work. Employee welfare, as reflected in a positive attitude towards oneself, encourages employees to care more about the surrounding environment and society. They tend to have a more proactive attitude in taking social responsibility, such as participating in social activities, supporting coworkers, and contributing positively to organizational goals. This not only increases individual effectiveness in their work but also strengthens team cohesion and a work culture based on solidarity and togetherness. Thus, the integration of the ISR concept with employee welfare can strengthen employee performance and contribution in their work environment at the BPSI Cereal Crops Office and the Maros Veterinary Center.

The influence of employee welfare on performance through employee public service motivation at the BPSI Cereal Crops Office and the Maros Veterinary Center

Based on the results of the study, it shows that employee welfare affects employee performance through public service motivation at the BPSI Office of Cereal Crops and the Maros Veterinary Center. This means that the higher the level of employee welfare, the higher their motivation in providing good public services. High public service motivation then also contributes well to employee performance, indicating that the welfare aspect plays an important role in increasing public service motivation and employee performance in the agency.

This finding can be related to the Public Service Motivation theory proposed by Crewson (1997), which describes that individuals who have public service motivation tend to have a strong orientation in serving the community, not merely for personal economic gain. They are motivated to help others and feel called to contribute positively to public welfare. In the context of the BPSI Office of Cereal Crops and the Maros Veterinary Center, the findings show that employees consider public service motivation as an essential part of their work, which is in accordance with the principles of Public service motivation (PSM). Employees in the office see public service not only as a routine task, but as a motivating goal to achieve intrinsic achievements related to public service. This is in line with the Public service motivation (PSM) theory which emphasizes that service orientation and intrinsic enthusiasm to make positive contributions to the community are important factors that influence employee performance in the public sector. Thus, the emphasis on public service motivation at the BPSI Office of Cereal Crops and the Maros Veterinary Center can be seen as an implementation of the principles of Public service motivation (PSM), which has the potential to improve the quality of public services and overall organizational performance.

4. Conclusions

Based on the results of the study, it can be concluded that employee performance at the BPSI Office of Cereal Crops and the Maros Veterinary Center is greatly influenced by several variables, namely employee welfare, individual social responsibility, and public service motivation. This study found that the better the employee welfare, individual social responsibility, and public service motivation, the higher the employee performance. Public service motivation has been proven to be the most effective factor in improving employee performance, which is driven by a high interest in serving the community. Meanwhile, individual social responsibility is the most effective in indirectly mediating the relationship between employee welfare and their performance, by showing togetherness and solidarity in carrying out their work responsibilities.

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