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BEYOND COMMITMENT: HOW ORGANIZATIONAL CITIZENSHIP BEHAVIOR SHAPES EMPLOYEE PERFORMANCE?

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Abstract
The increasing demand for effectiveness and quality in public sector organizational performance highlights the importance of employee performance as a key success indicator. This study examines how organizational commitment influences employee performance, with organizational citizenship behavior acting as a mediating factor, among employees of the Central Java Provincial General Election Supervisory Agency (Bawaslu). Using a quantitative approach and saturated sampling of 63 employees, data were gathered through Likert-scale questionnaires and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS. The findings show that both organizational commitment and organizational citizenship behavior positively and significantly impact employee performance. Additionally, organizational commitment positively influences organizational citizenship behavior, which in turn positively affects employee performance. The study also confirms that organizational commitment affects employee performance indirectly through organizational citizenship behavior as a mediator. These results suggest ways for managing human resources in the public sector organizations to enhance organizational commitment and citizenship behavior.
Keywords: *Organizational commitment, organizational citizenship behavior, employee performance*

1. Introduction

Employee performance in the public sector is vital for the effectiveness of government administration, as it impacts the quality of public services, policy enforcement, and the achievement of organizational goals. The report Public Workforce Performance and Prosperity states that approximately 400 million public sector employees worldwide contribute to creating effective governance through improved competence, motivation, integrity, and productivity (World Bank, 2026). Public expectations regarding the quality of public services, accountability, service speed, and organizational responsiveness to change are driving increased demands for employee performance within public sector organizations. (Hill & Plimmer, 2024). Enhancing employee performance still faces challenges in public sector organizations due to increasingly complex work demands that are not always matched by increased employee effectiveness. The Election Supervisory Agency requires high employee performance to support all oversight stages of the election process. Article 93 of Law Number 7 of 2017 concerning Elections specifies that the Election Supervisory Agency is responsible for establishing oversight standards, preventing and resolving violations and disputes, and monitoring each stage of the election process (Republik Indonesia, 2017). The implementation of oversight functions demands that employees of the Election Supervisory Agency have meticulousness, decision-making ability, coordination skills, and readiness to face the dynamics of election implementation.

Subpar employee performance can compromise oversight accuracy, work coordination, task completion, and organizational goal attainment. Therefore, it is important to further explore factors that can enhance the performance of Election Supervisory Agency employees. Organizational commitment is thought to influence employee performance positively. Employees who feel connected to the organization tend to work more diligently, responsibly, and with a focus on the organization's goals. Employees with a strong sense of commitment often demonstrate sincerity in their work and contribute more effectively to organizational tasks (Meyer & Allen, 1991). This condition is relevant to the job demands of Election Supervisory Agency employees, which require responsibility, coordination, meticulousness, and consistency in carrying out oversight functions. Afuan et al. (2024), Azmy & Hartono (2025), Chahyono et al. (2024), Ha & Oanh (2024), Hartono et al. (2024), Idme et al. (2026), Kim et al. (2024), Mahmud et al. (2024), Mouseli et al. (2026), and

Suranata et al. (2025) all recognized that organizational commitment has a positive and significant impact on employee performance. The research findings show that organizational commitment enhances employees' attachment to the organization, which in turn promotes better task performance and overall employee performance. However, Joon et al. (2025) demonstrated that organizational commitment does not significantly influence employee performance.

The mixed results about the link between organizational commitment and employee performance suggest an ongoing empirical challenge that needs more investigation. A strong commitment to the institution does not necessarily translate directly into higher work performance, as that attachment must be manifested in behaviors that support task execution. Divergent findings in previous research present an opportunity to identify the mechanisms that explain the process by which commitment transforms into performance. Organizational citizenship behavior is considered relevant for explaining this process because it reflects an individual's willingness to make positive contributions beyond their formal job obligations (Organ, 1988). Employees with a strong commitment to the organization often show organizational citizenship behavior because they feel a sense of connection and are willing to exceed their formal job responsibilities. Multiple studies have shown that organizational commitment significantly and positively influences organizational citizenship behavior (Arifin & Narmaditya, 2024; Dreven et al., 2024; Hayati & Rifani, 2025; Hermanto et al., 2024; Hermawan et al., 2024; Idme et al., 2026; Jeong & Chung, 2025; Jufrizen et al., 2024; Mahmood et al., 2025; Mohamed et al., 2026; Niveditha & Padhy, 2024; Sun et al., 2024; Tanchi et al., 2025). The findings from various studies indicate that organizational commitment encourages employees to demonstrate organizational citizenship behavior that supports organizational effectiveness. Conversely, Firdaus et al. (2025), Noermijati et al. (2024), Saluy et al. (2024), and Sarwar et al. (2025) observed that organizational commitment does not significantly influence organizational citizenship behavior.

Employees with strong organizational commitment tend to be willing to contribute beyond their formal obligations, and such behavior can support performance improvement. Achmad et al. (2025), Arifin & Narmaditya (2024), showed how organizational citizenship behavior acts as a mediator, while Fitrio et al. (2020) found that organizational citizenship behavior entirely mediates this relationship. The variation in mediation forms shows that organizational commitment can influence employee performance either directly or via organizational citizenship behavior. This suggests that organizational citizenship behavior acts as a bridge connecting commitment to performance. While research on this mediating role is somewhat limited, it predominantly focuses on public sector entities like the General Election Supervisory Agency. The agency's work demands coordination, precision, accountability, and a willingness to go beyond formal responsibilities, highlighting the need to explore how these variables interact.

2. Literature Review

2.1 Social Exchange Theory

Social exchange theory describes social relationships as a process where reciprocal interactions between two or more parties create exchanges (Blau, 1964). Exchange relationships form when one party's actions generate an obligation for the other to reciprocate. Social exchange is not always based on formal agreements or predetermined rewards but is built on trust and principles of reciprocity. Ongoing exchange relationships can strengthen bonds between parties and influence attitudes and behaviors (Blau, 1964). Employee relationships with organizations can be understood via social exchange principles, as both parties engage in reciprocal relationships that persist as long as the employee remains with the organization (Blau, 1964). Employees can form psychological attachments to the organization, reflected in organizational commitment (Meyer & Allen, 1991). Employees who feel attached to the organization are often motivated to exceed their specified duties and participate in organizational citizenship behavior (Organ, 1988). Organizational citizenship behavior supports organizational effectiveness and job performance when these contributions assist work processes that are not fully covered by the formal organizational system (Podsakoff et al., 2000). This research model is based on social exchange theory, which explains the connections

between organizational commitment, organizational citizenship behavior, and employee performance.

2.2 Organizational Commitment and Employee Performance

Organizational commitment represents employees' emotional bond with the organization and affects their willingness to stay involved (Meyer & Allen, 1991). Organizational commitment includes affective, continuance, and normative components that describe why employees feel connected to their organization. Those with higher commitment levels generally show more engagement and are more eager to help reach organizational objectives. This attachment can be reflected in employees' sincerity in performing their work and directing their efforts toward organizational objectives. Afuan et al. (2024), Azmy & Hartono (2025), Chahyono et al. (2024), Ha & Oanh (2024), Hartono et al. (2024), Idme et al. (2026), Kim et al. (2024), Mahmud et al. (2024), Mouseli et al. (2026), and Suranata et al. (2025) demonstrated that organizational commitment significantly impacts and boosts employee performance. In contrast, Joon et al. (2025) observed no significant impact of organizational commitment on employee performance.

H1: *Organizational commitment* has a positive effect on *employee performance*.

2.3 Organizational Citizenship Behavior and Employee Performance

Organizational citizenship behavior describes the voluntary contributions made by employees beyond their formal job obligations (Organ, 1988). Organizational citizenship behavior supports organizational functions because employees focus not only on their own tasks but also on their colleagues' work and the overall interests of the organization (Podsakoff et al., 2000). Willingness to help colleagues, maintain harmonious work relationships, and contribute beyond formal job demands enable work processes to run more effectively, thereby contributing to improved employee performance. Numerous empirical studies indicate that organizational citizenship behavior significantly and positively influences employee performance (Alenezi et al., 2024; Aljaddouih & Alkhraishi, 2024; Azmy & Hartono, 2025; Iswanti et al., 2023; Maula et al., 2026; Pardju et al., 2026; Rizaie et al., 2023; Saranya & Anbu, 2025; Susanto et al., 2023; Syah & Safrida, 2024; Zulkifli et al., 2023). Rizki et al. (2025) observed no significant link between organizational citizenship behavior and employee performance.

H2: *Organizational Citizenship Behavior* has a positive effect on *employee performance*.

2.4 Organizational Commitment and Organizational Citizenship Behavior

Employees who demonstrate strong organizational commitment often engage in behaviors that exceed their official responsibilities to promote the organization's interests. According to Meyer & Allen (1991), organizational commitment represents employees' psychological connection to the organization, fostering their willingness to align with organizational goals, stay committed as members, and put forth their best efforts. This attachment is not only reflected in the performance of their formal responsibilities but also motivates employees to voluntarily help colleagues, maintain harmonious work relationships, participate in organizational activities, and contribute additional efforts to enhance organizational effectiveness. Therefore, increased organizational commitment leads to a higher likelihood of employees exhibiting organizational citizenship behavior. Multiple empirical studies confirm that organizational commitment positively and significantly influences this behavior (Arifin & Narmaditya, 2024; Dreven et al., 2024; Hayati & Rifani, 2025; Hermanto et al., 2024; Hermawan et al., 2024; Idme et al., 2026; Jeong & Chung, 2025; Jufrizen et al., 2024; Mahmood et al., 2025; Mohamed et al., 2026; Niveditha & Padhy, 2024; Sun et al., 2024; Tanchi et al., 2025). These results suggest that employees who are highly committed to the organization are more likely to engage in extra-role behaviors to support the organization's success. However, different results were found by Firdaus et al. (2025), Noermijati et al. (2024), Saluy et al. (2024), and Sarwar et al. (2025) found that organizational commitment does not significantly influence organizational citizenship behavior.

H3: *Organizational commitment* has a positive effect on *organizational citizenship behavior*.

2.5 The Mediating Role of Organizational Citizenship Behavior

Organizational commitment doesn't always directly lead to better employee performance. Employees who feel a strong connection to their organization are typically motivated to exhibit behaviors that surpass their official duties, as a way of reciprocating the positive relationship they perceive. This view is consistent with social exchange theory, which proposes that the employee-organization relationship is based on reciprocity, where individuals are inclined to respond to positive treatment with actions that favor the organization (Blau, 1964). In the organizational context, this reciprocal behavior can be manifested through willingness to help colleagues, maintain harmonious work relationships, participate in organizational activities, and contribute additional efforts that are not explicitly part of formal duties.

Organizational citizenship behavior explains how commitment within an organization boosts employee performance (Mouseli et al., 2026). Employees who show high commitment not only exhibit loyalty to the organization but also are more inclined to support their work environment through organizational citizenship behaviors, as a way of reciprocating their positive relationship with the organization (Blau, 1964). Organizational citizenship behavior strengthens coordination among employees, facilitates task completion, reduces obstacles in performing duties, and creates a more conducive work environment (Podsakoff et al., 2000). Therefore, the contribution of organizational commitment to achieving employee performance occurs not only through the execution of formal tasks but also through organizational citizenship behavior that supports overall organizational effectiveness. Numerous empirical studies demonstrate that organizational citizenship behavior can act as a mediator linking organizational commitment and employee performance (Achmad et al., 2025; Arifin & Narmaditya, 2024; dan Fitrio et al., 2020)

H4 : ***Organizational citizenship behavior*** **mediates the effect of organizational commitment on employee performance.**

3. Research Methods

This study employs a quantitative method to examine how organizational commitment impacts employee performance, with organizational citizenship behavior serving as a mediating factor. The research population consists of 63 Civil Servants at the Central Java Provincial General Election Supervisory Agency. The research employs a saturated sampling approach by considering the entire population as the sample. Primary data were gathered using questionnaires featuring a five-point Likert scale, where 1 means strongly disagree and 5 means strongly agree. The variables examined in the study are shown in Table 1.

Table 1. Research Variables

No	Types of Variables	Variable Name	Variable Measurement	Description
1	Independet Variable	Organizational Commitment	Affective; Continuance; and Normative Commitment	Assessing employees' psychological connection to the organization by examining emotional bonds, theis reasons for stay, and theis sense of obligation to remain members (Meyer & Allen, 1991)
2	Mediating Variable	Organizational Citizenship Behavior	Alturism; Conscientiousness; Sportsmanship; Courtesy; Civic Virtue	Measuring voluntary employee behavior outside of formal job requirements that support other individuals and organizational eddectiveness (Organ,1988).
3	Dependent	Employee	Quality; Quantity;	Evaluating employee

No	Types of Variables	Variable Name	Variable Measurement	Description
	Variable	Performance	Timeliness; Cost Effectiveness; Need for Supervision; Interpersonal Impact	performance by considering the quality and quantity of their work, timeliness, resource efficiency, supervision needs, and interpersonal skills in task execution (Bernardin & Russell, 2013).

Source: Primary data, processed (2026)

The research data were examined through Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS. This method was employed to explore the relationships between latent variables and the mediating effects in the research model (Hair et al., 2022). The measurement model's validity and reliability were evaluated through outer loadings, average variance extracted (AVE), composite reliability, and Cronbach's alpha. The structural model analyzed the connections between organizational commitment, organizational citizenship behavior, and employee performance. Additionally, the indirect effects were evaluated to determine whether organizational citizenship behavior functions as a mediating variable.

4. Research Findings and Discussion

4.1 Descriptive Statistical Test

Descriptive statistical analysis offers a summary of variable data using key metrics like the mean, minimum, maximum, and standard deviation values (Ghozali, 2021).

Table 2. Descriptive Statistical Test Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Commitment	63	19	45	36,651	5,180
Organizational Citizenship Behavior	63	30	50	41,603	4,583
Employee Performance	63	15	60	50,683	7,122
Valid N	63				

Source: SmartPLS 3.0 Data Processing (2026)

According to Table 2, the standard deviation values for each variable are lower than their respective means: organizational commitment at 5,180 compared to an average of 36,651; organizational citizenship behavior at 4,583 compared to 41,603; and employee performance at 7,122 compared to 50,683. This suggests that the data for each variable are relatively tightly clustered around the mean, indicating low variability. As a result, the data characteristics are fairly homogeneous and do not exhibit significant deviations.

4.2 *Convergent Validity Test*

The convergent validity test assesses how well each indicator explains its respective construct. As noted by (Ghozali, 2021), an indicator is regarded as meeting convergent validity when its outer loading value is greater than 0,70. The greater the outer loading, the stronger the connection between the indicator and the construct it measures.

Table 3. Convergent Validity Test Results

Variable	Indicators	Outer Loading	Information
Organizational Commitment (X)	OC1	0,846	Valid
	OC2	0,801	Valid
	OC3	0,779	Valid
	OC4	0,774	Valid
	OC5	0,737	Valid
	OC6	0,702	Valid
	OC7	0,820	Valid
	OC8	0,809	Valid
	OC9	0,795	Valid
Organizational Citizenship Behavior (Z)	OCB1	0,795	Valid
	OCB2	0,801	Valid
	OCB3	0,849	Valid
	OCB4	0,799	Valid
	OCB5	0,762	Valid
	OCB6	0,763	Valid
	OCB7	0,877	Valid
	OCB8	0,854	Valid
	OCB9	0,857	Valid
	OCB10	0,908	Valid
Employee Performance (Y)	EP1	0,865	Valid
	EP2	0,810	Valid
	EP3	0,913	Valid
	EP4	0,900	Valid
	EP5	0,902	Valid
	EP6	0,902	Valid
	EP7	0,847	Valid
	EP8	0,913	Valid
	EP9	0,898	Valid
	EP10	0,872	Valid
	EP11	0,864	Valid
	EP12	0,888	Valid

Source: SmartPLS 3.0 Data Processing (2026)

According to Table 3, all indicators for organizational commitment, organizational citizenship behavior, and employee performance have outer loadings exceeding the minimum threshold of 0,70. Specifically, the outer loadings for organizational commitment range from 0,702 to 0,846, those for organizational citizenship behavior range from 0,762 to 0,908, and for employee performance, they range from 0,810 to 0,913. Because all indicators satisfy the criteria for convergent validity, they are deemed valid and suitable for the next phase of analysis.

4.3 *Discriminant Validity Test*

Discriminant validity testing verifies that each construct can effectively differentiate itself from others in the research model. This evaluation relies on the Average Variance Extracted (AVE), which should meet or exceed a threshold of 0,60 for acceptance (Ghozali, 2021).

Table 4. Discriminant Validity Test Results

Variable	Average Variance Extracted (AVE)
Organizational Commitment	0,618
Organizational Citizenship Behavior	0,685
Employee Performance	0,777

Source: SmartPLS 3.0 Data Processing (2026)

According to Table 4, the AVE for organizational commitment is 0,618, for organizational citizenship behavior is 0,685, and for employee performance is 0,777. All AVE values are above 0.60, indicating that these three constructs satisfy the necessary AVE threshold.

4.4 *Composite Reliability Test*

Composite reliability testing assesses the internal consistency of indicators for research constructs. Construct reliability can be determined using Cronbach's Alpha and Composite Reliability metrics. A construct is considered reliable if both values are above 0,60 (Ghozali, 2021).

Table 5. Composite Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Organizational Commitment	0,924	0,935
Organizational Citizenship Behavior	0,949	0,956
Employee Performance	0,974	0,977

Source: SmartPLS 3.0 Data Processing (2026)

According to Table 5, the Cronbach's Alpha scores are 0,924 for organizational commitment, 0,949 for organizational citizenship behavior, and 0,974 for employee performance. The Composite Reliability values are 0,935, 0,956, and 0,977 for these variables, respectively. All these values exceed the 0,60 threshold, confirming that all constructs are reliable.

4.5 *R-Square Test*

The R-squared test measures how effectively independent variables explain the variation in the dependent variable. R-squared scores vary from 0 to 1, with higher values showing a better explanation of the dependent variable by the model (Ghozali, 2021).

Table 6. R-Square Test Results

Dependent Variable	R Square	R Square Adjusted
Employee Performance	0,807	0,801
Organizational Citizenship Behavior	0,632	0,626

Source: SmartPLS 3.0 Data Processing (2026)

According to Table 6, the Adjusted R-Square for employee performance is 0,801, indicating that 80,1% of its variance is accounted for by organizational commitment and the mediating variable, organizational citizenship behavior. The remaining 19,9% is influenced by factors outside the scope of the model. For organizational citizenship behavior, the Adjusted R-Square is 0,626, indicating that 62,6% of its variation is due to organizational commitment, with 37,4% influenced by other external factors.

4.6 *Hypothesis Testing*

Hypothesis testing is used to identify the impact between variables within the research framework. (Ghozali, 2021) states that in PLS-SEM, this testing employs the bootstrapping

technique. Deciding whether to accept or reject a hypothesis depends on the path coefficient, which indicates the direction and strength of influence, along with T Statistics and P Values to assess the significance of the relationship. A hypothesis is deemed valid if the T Statistic is greater than 1,96 and the P Value is less than 0,05.

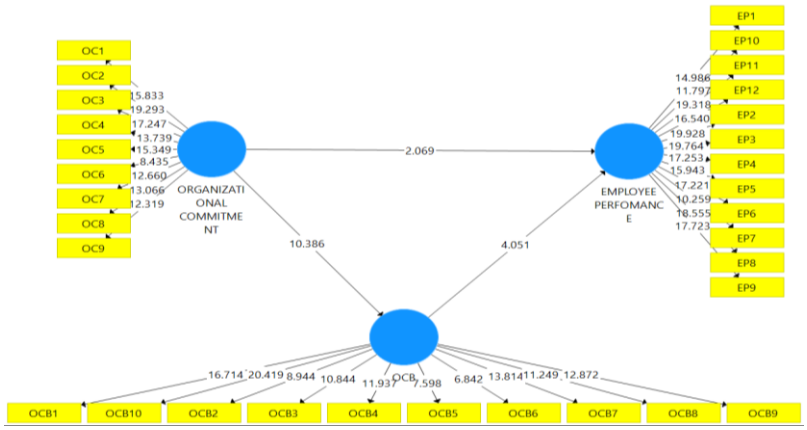


Figure 2. Bootstrapping Results of the Structural Model
Source: SmartPLS 3.0 Data Processing (2026)

Table 7. Hypothesis Test Results

	Original Sample (β)	T Statistics	P Values	Decision
OC → EP	0,316	2,069	0,020	Accepted
OCB → EP	0,626	4,051	0,000	Accepted
OC → OCB	0,795	10,386	0,000	Accepted
OC → OCB → EP	0,498	3,439	0,000	Accepted

Source: SmartPLS 3.0 Data Processing (2026)

The first hypothesis is confirmed, with an Original Sample (β) of 0,316, a P-value of 0,020 (below the 0,05 threshold), and a T-statistic of 2,069 (above 1,96). The findings show that organizational commitment has a positive and significant effect on employee performance at the Central Java Province General Election Supervisory Agency. Organizational commitment signifies an employee's loyalty, attachment, and responsibility toward the organization. Employees with strong commitment tend to perform their duties diligently, uphold work quality, and work toward organizational goals. Strong commitment motivates employees to deliver their best contributions, thereby enhancing employee performance. At the Central Java Province General Election Supervisory Agency, organizational commitment supports the professional execution of tasks related to election supervision, prevention, and the handling of election violations. This condition contributes to improved employee performance in achieving organizational goals. These results align with previous research conducted by Afuan et al. (2024), Azmy & Hartono (2025), Chahyono et al. (2024), Ha & Oanh (2024), Hartono et al. (2024), Idme et al. (2026), Kim et al. (2024), Mahmud et al. (2024), Mouseli et al. (2026), and Suranata et al. (2025), all of these findings confirm that organizational commitment has a positive and significant effect on employee performance.

The second hypothesis is validated, showing an Original Sample (β) of 0,626, a P-value of 0,000 (less than 0,05), and a T-statistic of 4,051 (greater than 1,96). These findings suggest that organizational citizenship behavior has a positive and significant effect on employee performance at the Central Java Province General Election Supervisory Agency. Employees demonstrating high organizational citizenship behavior typically assist colleagues, foster harmonious work relationships, proactively complete tasks, and actively engage in

organizational activities. At the Central Java Province General Election Supervisory Agency, such behavior strengthens cooperation among employees, enhances the effectiveness of supervisory task execution, and supports more efficient work completion. Employees who exhibit more organizational citizenship behavior tend to achieve better performance. These results align with previous research by Alenezi et al. (2024), Aljaddouih & Alkhraishi (2024), Azmy & Hartono (2025), Iswanti et al. (2023), Maula et al. (2026), Pardju et al. (2026), Rizaie et al. (2023), Saranya & Anbu (2025), Susanto et al. (2023), Syah & Safrida (2024), and Zulkifli et al. (2023), all of which found that organizational citizenship behavior has a positive and significant effect on employee performance.

The third hypothesis is supported, with an Original Sample (β) of 0,795, a P-value of 0,000 (below 0,05), and a T-statistic of 10,386 (above 1,96). These results indicate that organizational commitment significantly and positively influences organizational citizenship behavior among employees at the Central Java Province General Election Supervisory Agency. Organizational commitment encourages employees to develop a sense of belonging, loyalty, and responsibility towards the organization. This state is reflected not only in the performance of tasks in accordance with formal obligations but also in the emergence of voluntary behaviors that benefit the organization. Highly committed employees tend to be willing to assist colleagues, maintain good cooperation, support organizational activities, and demonstrate concern for the organization's overall success. At the Central Java Province General Election Supervisory Agency, strong commitment drives employees to contribute beyond formal job requirements, thereby enhancing organizational citizenship behavior. These results are consistent with studies by Arifin & Narmaditya (2024), Dreven et al. (2024), Hayati & Rifani (2025), Hermanto et al. (2024), Hermawan et al. (2024), Idme et al. (2026), Jeong & Chung (2025), Jufrizen et al. (2024), Mahmood et al. (2025), Mohamed et al. (2026), Niveditha & Padhy (2024), Sun et al. (2024), and Tanchi et al. (2025), all of these findings confirm that organizational commitment has a positive and significant impact on organizational citizenship behavior.

The fourth hypothesis is confirmed, with an Original Sample (β) of 0,498, a P-value of 0,000 (below 0,05), and a T-statistic of 3,439 (above 1,96). These results show that organizational citizenship behavior significantly and positively mediates the impact of organizational commitment on employee performance at the Central Java Provincial General Election Supervisory Agency. Employees with greater commitment often go beyond their formal responsibilities by assisting colleagues, building positive relationships, and participating in organizational events. These behaviors facilitate the smooth execution of work tasks, thereby contributing to improved employee performance. These results show that organizational citizenship behavior strengthens the link between organizational commitment and employee performance among the agency's staff. These results are consistent with studies by Achmad et al. (2025), Arifin & Narmaditya (2024), and Fitrio et al. (2020), demonstrating that organizational citizenship behavior mediates the relationship between organizational commitment and employee performance.

5. Conclusion

The findings show that both organizational commitment and citizenship behavior positively and significantly impact employee performance among civil servants at the Central Java Province General Election Supervisory Agency. Additionally, organizational commitment positively impacts organizational citizenship behavior. These findings suggest that higher organizational commitment encourages employees to participate more in organizational citizenship behaviors, which subsequently improves their performance. Additionally, organizational citizenship behavior serves as a mediator between organizational commitment and employee performance. This means that organizational commitment not only directly boosts performance but also promotes behaviors like helping coworkers, maintaining harmonious relationships, participating in organizational activities, and going beyond formal duties. Such behaviors foster a better work environment, improve

coordination, and facilitate more effective task completion, leading to better employee performance.

This study has certain limitations, as it only focused on civil servants at the Central Java Province General Election Supervisory Agency, with 63 respondents. Consequently, the results cannot be generalized to all public sector institutions. Future research should expand its scope by including other provincial and district/city General Election Supervisory Agencies, as well as other government agencies, to achieve more representative outcomes. Additionally, subsequent studies could examine other variables impacting employee performance, such as leadership, job satisfaction, work engagement, perceived organizational support, and organizational culture, to gain a deeper understanding of the main factors influencing performance.

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