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Influence of Internal Service Quality and Career Development on Employee Performance Through Organizational Citizenship Behavior

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Abstract: This study aims to analyze the factors that influence the employee performance at PT. Leschaco Logistic Indonesia. The population of this research is employees of PT. Leschaco Logistic Indonesia with a total sample of 148 permanent employees. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS). The research results show that internal service quality has an influence on employee performance. Furthermore, organizational citizenship behavior act as mediating role between internal service quality and career development on employee performance. However, on the other side, career development has no influence on employee performance. Employee performance is influenced by caring between colleagues and a positive work environment with minimal conflict can increase employee performance. However, self-development which held by the company is not able to increase employee performance

Keywords: Internal Service Quality, Career Development, Employee Performance, Organizational Citizenship Behavior, SEM PLS

INTRODUCTION

Business competition in the courier service sector is getting higher. People no longer care about company brands and shipping prices. According to the results of a survey conducted by Inventure and Alvara Research Center (2020), they prefer the timeliness of service delivery services without looking at the company's brand. As a freight forwarding transportation business. *Freight Forwarding* which offers efficient delivery services not only delivers goods but also includes document management, and export and import licensing from upstream to downstream, because offering this efficiency the company needs to maintain *customer trust*, to be able to provide excellent service the company must be able to maintain employee performance, performance, namely carrying out set tasks, meeting deadlines, employee competence. The company must be able to pay attention to the performance of employees to be able to compete with other forwarding companies. PT. Leschaco Logistic Indonesia has an annual employee performance report or *employee review* to assess employee performance

whether it has met expectations and as a determinant of providing incentives, development and other policies.

According to employee review data for three years at PT. Leschaco Logistic Indonesia has seen an increase in the number of employees in the *extraordinary* category every year. However, this figure is still far from what is expected, where in the management meeting at the beginning of 2022, the target employee performance in 2022 is expected to reach 15% for the extraordinary category. It is still a big task for the company where in 2022 the company will only reach 5.7%. This means that there are indications of a lack of employee competence until 2022. The poor results of the employee review that have not reached the target have an impact on the decline in the number of shipments in mid-2023. Regarding the problem of the decline in the number of shipments indicated by employee performance problems, it takes effort to find the root of the problem that occurred, according to a survey with 40 employees of PT. Leschaco Logistic Indonesia things that affect employee performance, internal service quality (internal service quality) by 80%, career development (career development) (88%), organizational citizenship behavior (93%), are the factors that most affect employee performance (employee performance) that are felt by employees today are the lack of internal service quality, career development and organizational citizenship behavior felt by employees, Where the internal service quality can be seen that the facilities received are considered sufficient by 33%, employees feel that the distribution of annual bonuses is in accordance with their respective performance of 73%. Then for career development, employees have participated in at least 1 training within one year 43% and employees have experienced job rotation in the last two years 43%. For organizational citizenship behavior, which helps colleagues to do their tasks which accumulates 40% and always tries to exceed the organization's expectations in terms of complying with regulations by 15%. These results further strengthen the suspicion that these three variables affect the less than optimal employee performance at PT. Leschaco Logistic Indonesia. Previous research that internal service quality affects employee performance conducted by Luh et al. (2021) entitled

The Effect of Internal Service Quality and Job Satisfaction on Hotel Employee Performance and Devi (2022) with the title The Influence of Internal Service Quality and Work Motivation on Employee Performance at PT NS Tractors, both of which gave positive and significant results in the quality of internal service on employee performance, However, the results are different from the research by Farras (2022) on the influence of internal service quality on job performance through job satisfaction and commitment at PT. XYZ, with no effect between internal service quality and employee performance. Career Development on Employee Performance Conducted by Montela (2023) Career development and work discipline affect employee performance where work motivation is as an intervening variable at the Agam Regency BPBD Office and Pedro (2022) research with the title Advance employee development to increase performance of the family business, both of which gave positive and significant results of career development on employee performance, but the research by Billy (2022) with the title The influence of motivation, training, and career development on employee performance of PT. Bhinneka Life Indonesia in Jakarta, with the results having no effect on career development on employee performance. These studies have research objects with different fields of business to solve the research gap above, the researcher includes organizational citizenship behavior, based on the results of previous research conducted by Suhartini et.al. (2020) with the title Organizational Citizenship Behavior in Moderating the Influence of Work Life Policies, Empowerment, and Training & Development on Performance, shows that organizational citizenship behavior has an effect as a mediating variable between development and employee performance.

Employee performance increases to the maximum because it is influenced by career development with organizational citizenship behavior as mediation, but it is difficult to find research where internal service quality affects employee performance through organizational citizenship behavior.

METHOD

In this study, the research design used is a quantitative method. This study uses an approach based on the level of explanatory, this research is a causal associative research. The population of this study is 152 employees working at PT. Leschaco Logistic Indonesia where as many as 148 permanent employees, 2 contract employees with a certain time and 2 probation people. as a sample, which is as many as 148 employees. The primary data collection method uses the survey method, using questionnaires or questionnaires as data collection instruments. The carving scale used is a Likert scale with 1-6. There are two stages of testing that are carried out, namely the measurement model test (Outer Model) and the structural model test (Inner Model). This study processed data using the SEM method based on Partial Least Square (PLS), and the processing was carried out through the SmartPLS 4.0 program. The main reason for using PLS is to explore the best predictive linear relationships in this research model.

RESULTS AND DISCUSSION

Social exchange theory describes the relationship between stimulus and response, namely all things experienced by an individual or a group are influenced by a construction that exists outside of itself, this means internal service quality which is the quality of service that exists in the internal environment that can be a stimulus for employees to provide will provide a response in accordance with the stimulus given. According to (Armstrong) (2005; 431) Performance is measured in several dimensions in terms of competencies that are required to achieve the target level of performance in a particular job or at a certain level in an organization. Performance dimensions and indicators can be measured through several aspects such as those used by (Pradhan & Jenna, 2017) task performance, contextual performance, adaptive performance. Sasser and Arbeit, 1976 who introduced the term employees as internal customers *Internal Service Quality* which means in this study is the *service* provided by the company to employees who are internal consumers, *service* between all components in the company. Dimensions and items used to measure ISQ (quality of service from the employee's perspective) used by (Singh, 2016) ; Tangible, Reliability, Responsiveness, Assurance, Empathy. (Armstrong) (2005:533) Career development involves the integration of learning between the learning process and development, operations, relationships. The most powerful outcomes for businesses relate to improving organizational effectiveness and sustainability. For individuals, this is related to improving personal competence then adaptability and then work ability. Therefore, this is an important business process in non-profit organizations as well as profit-oriented organizations, career development or the realization of one's growth and potential through the provision of learning and educational experiences. According to (Busro, n.d.) (2018) career development has several dimensions such as self-development, improvement in performance quality, career clarity. Social Exchange Theory (SET) is the basic theory of the OCB concept (Kwahk et al., 2020) According to Robbins and Judge (2015; 47), Organizational Citizenship Behavior (OCB) is freedom of determination behavior that is not part of the formal requirements of the job but contributes to the psychological and social environment of the workplace. Five dimensions and indicators that can be used to measure organizational citizenship behavior (OCB) Altruism, Conscientiousness, Sportmanship, Courtesy, Civic Virtue (Widodo, 2017).

This study examines employee performance which is the behavior and work results that have been achieved in completing the tasks and responsibilities given in a certain time which is expected to be the output of internal service quality where the company provides services to employees, and vice versa and how employees provide services to each other, also influenced by career development is a way for companies to form employees so that they can continue Developing and learning to meet company expectations, both variables that affect employee performance through organizational citizenship behavior which is the willingness of

individuals to contribute beyond the demands of the organization or company (Silitonga et al., 2017).

Based on this description, the following hypotheses are proposed:

H1: Internal Service Quality has a positive and significant effect on Employee Performance. Homans argues in social exchange theory that all actions taken by a person where the more often a certain form of action is rewarded, the more likely the person is to display that particular action, according to Parasuraman (1988) states that the quality of internal service from managers can be seen from direct evidence, reliability, responsiveness, assurance and empathy provided by managers to consumers. Where in this study the consumers are people in the company who are expected to be good with the internal services provided, then employees will provide good performance for the company. Therefore, internal service quality can affect all aspects of the organization including employee performance, this is supported by research conducted by Luh et al. (2021) if the quality of internal service and job satisfaction improves, it will result in increased employee performance.

H2: Internal Service Quality has a positive and significant effect on OCB. Social exchange theory adheres to humans as individual and social creatures that will display certain behaviors then there will be events of influence between individuals and other individuals, as well as the influence between Internal Service Quality which is a service that exists in the company both from the company to employees, from superiors to subordinates and vice versa, and fellow employees then Organizational Citizenship Behavior is a person's willingness to help others beyond their responsibilities (Silitonga et al., 2017). In line with the results of Purwandi's (2022) research that serving leadership has a positive effect on OCB, meaning that to ensure consistent employee performance, organizations always pay attention to at least the work environment around employees, this can affect the ability of individuals to carry out tasks such as internal service quality and Organizational Citizenship Behavior (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

H3: Career development has a positive and significant effect on Employee Performance. Social exchange theory explains that in a company, interaction between employees will affect the work environment, because if the social environment facilitates or provides opportunities for a person's development in a positive way, it will be able to achieve mature social development and this development will be able to affect employee performance. This theory supports the understanding that career development is an effort to improve the quality and knowledge of a person so that he can have abilities that are suitable for the job, both current and future jobs, according to Aditya in Montela (2023) career development is the process of improving individual work abilities achieved in order to achieve the desired career. In line with the findings of Pedro (2022) research career development has a direct effect on the indicators of performance, meaning that with the increase in a person's abilities and knowledge, the performance of that person will also increase and vice versa, as well as the opinion of Pebrida (2020) that training and development have a reference to improve employee performance then for a higher level of human resources.

H4 : Career Development has a positive and significant effect on Organizational Citizenship Behavior. Social exchange theory explains that if a person is given the opportunity to develop themselves positively, they will achieve social development, meaning that career development which is an effort to improve a person's quality and knowledge, will be able to influence organizational citizenship behavior where a person will be able to have a helping attitude in his organization. According to the results of research conducted by Leni (2019) Career development has a positive and significant influence on Organizational Citizenship Behavior, as well as the results of research by Enita (2023).

H5: Organizational Citizenship Behavior has a positive and significant effect on career development. Organizational citizenship behavior is a voluntary attitude of individuals to do work or contribute beyond the tasks given to them and social exchange theory says that humans as individual and social creatures will also display certain behaviors, there will be events of

influence between one individual and another so if there is a mutual process in the organization reverse in a positive between one individual and another, good performance will be created. According to (Podsakoff, MacKenzie, Paine, & Bachrah, in Endah. 2018). OCB is known to increase the effectiveness, efficiency, and performance of an organization In line with this theory, research results from Yulius (2018) organization citizenship behavior had positive and significant effect on employee performance.

H6: Internal Service Quality has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior. The existence of events that affect each other arises certain social behaviors that will color the pattern of interaction of each individual's behavior is the behavior pattern of social exchange, then organizational citizenship behavior is a positive attitude that a person does to be willing to help or do something outside of the individual's obligations and Internal service quality which is the quality of service provided by the company to the expected internal environment It has a positive effect on employee performance, so the interaction between employees will affect the work environment. However, researchers have not found previous research or theories that make organizational citizenship behavior a variable that determines the influence of internal service quality on employee performance. It is hoped that the results of this research will be able to become a novelist in both theoretical and practical purposes.

H7: Career Development has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior (Aziz et al., 2021). Social exchange theory explains that each individual is in the same environment and that individual is expected to do something for each other, help each other if needed, and provide support to each other. However, maintaining a good relationship also requires certain costs, such as loss of time and energy and other activities that are not carried out, although these costs are not seen as expensive or burdensome when viewed from the perspective of the rewards obtained from the relationship, as well as organizational citizenship behavior which is a person's willingness to sacrifice time. energy and thoughts to help others but it is done in order to get good performance and career development is an improvement in the quality and ability of individuals to have the appropriate and capable ability to carry out a job so that it can improve employee performance. Based on the results of previous research that career development affects employee performance, researchers have not found previous research or theories that make organizational citizenship behavior a variable for the influence of career development on employee performance. It is hoped that the results of this research will be able to become a novelist in both theoretical and practical purposes.

The conceptual framework in this study is as presented in the following Figure 1:

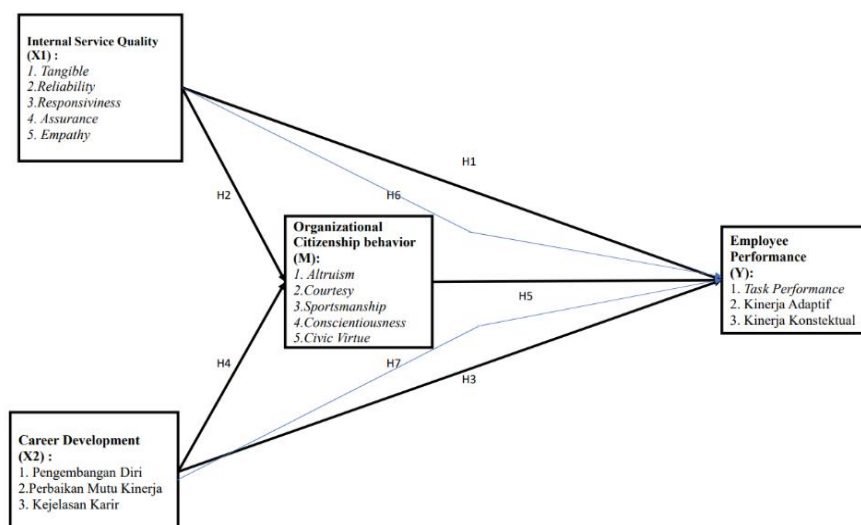


Figure 1. Research Outline

This research was conducted on employees of PT. Leschaco Logistic Indonesia. The number of respondents in this study was 148 respondents who were permanent employees of PT. Leschaco Logistic Indonesia where the majority are staff with a total of 128 people, then 12 managers, 7 supervisors and only 1 director. Then the majority of employees have worked for less than 5 years as many as 62 people, then 42 people have worked for 5-10 years, 18 people have worked for 11-15 years, then 13 people have worked for 15-20 years and 13 people have worked for more than 20 years. The majority of the education level of PT. Leschaco Logistic Indonesia is 100 bachelors, then 29 diplomas, 14 high schools and 5 masters. The majority of employees are millennials, namely 68 people, then Gen Z 51 people and Gen X as many as 29 people.

Data Analysis Results

Outer Model test (analysis of measurement models) that emphasizes the validity and reliability of the construct. Loading Factor and Cross Loading (Table 1). This test was carried out to analyze the accuracy of each indicator or statement item in the questionnaire in representing the meaning of the research variables. Research indicators that have a loading factor value with a high level of significance mean that they also have a high level of validity. Studies generally recommend a loading factor value of ≥ 0.708 or a loading factor value of ≥ 0.60 that is still valid for exploratory research. If the loading factor value is declared valid, it means that the construct variable explains more than 50% of the variance of the indicator (Hair et al., 2019). Cross loading values and show a strong correlation between variables and their indicators compared to other constructs

Table 1. Loading Factor and Cross Loading

Variable	Dimension	Indicator	Loading Factor	EP	OCB	ISQ	CD
Employee Performance	Task Performance	EP-1	0,808	0,540			
		EP-4	0,819	0,572			
		EP-6	0,867	0,623			
	Adaptive Performance	EP-7	0,748	0,677			
		EP-8	0,757	0,430			
		EP-9	0,873	0,843			
		EP-13	0,683	0,409			
	Contextual performance	EP-15	0,815	0,841			
		EP-16	0,720	0,593			
		EP-17	0,814	0,817			
		EP-20	0,818	0,699			
		EP-22	0,657	0,469			
Organizational Citizenship Behavior	Altruism	OCB-1	1,000		0,712		
	Conscientiousness	OCB-3	1,000		0,546		
	Sportmanship	OCB-5	0,810		0,662		
		OCB-6	0,878		0,809		
	Courtesy	OCB-7	1,000		0,772		
Internal Service Quality	Tangible	ISQ-1	1,000			0,511	
	Reliability	ISQ-7	1,000			0,681	
	Responsivness	ISQ -8	1,000			0,639	
	Assurance	ISQ-10	0,916			0,678	
		ISQ-11	0,900			0,626	
	Empathy	ISQ-12	0,939			0,761	
		ISQ-14	0,950			0,839	

Career Development	Self-Development	CD-1	0,838	0,854
		CD-2	0,918	0,879
		CD-3	0,976	0,951
		CD-4	0,931	0,923
	Performance Quality Improvement	CD-5	1,000	0,850
	Career Clarity	CD-9	1,000	0,389

The inner model analysis (structural model analysis) was evaluated by testing R-square, Q2, and GoF (Table 2). The value of the square root of AVE for each construct is greater than the correlation value so that the constructs in this research model can still be said to have good discriminant validity. Cronbach's Alpha \geq value of 0.50 is quite reliable and Composite Reliability is greater than 0.7 so it can be concluded that the research model is reliable or has reliability in measuring the variables. To evaluate the R² value based on the calculation results using calculate SmartPLS version 3.29 in table 4.12 above, the algorithm obtained the results of the R² value, which is 0.535 for the employee firmance variable and 0.578 for the organizational citizenship behavior (OCB) variable. The R² value shows that the level of determination of exogenous variables (internal service quality and career development) against the endogenous is moderate. It is known that the Q square value > 0 so that the predictive relevance of career development variables and internal service quality to employee performance and organizational citizenship behavior is good and strong. The results of the Goodness of Fit Index (GoF) calculation show a value of 0.632. According to Ghazali (2016), the value of GoF small = 0.1, medium GoF = 0.25 and GoF large = 0.36.

Table 2. Validity of Discrimination, Reliability of Constructs, and Inner Model: R Square, Q2, GoF
Kriteria Fonell-Larcker

	CD	EP	ISQ	OCB-	Cronbach's alpha	BIRD	R-Squared	Q-Squared	Smith
CD	0,892				0,936	0,796			
EP	0,346	0,834			0,780	0,695	0,525	0,361	0,632
ISQ	0,389	0,696	0,844		0,595	0,712			
OCB-	0,569	0,640	0,686	0,815	0,750	0,665	0,572	0,369	

Table 3. Hypothesis Results

Relationships Between Constructs	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Direct Relationships					
Internal Service Quality -> Employee Performance	0.485	0.058	8.423	0.000	H1 accepted.
Internal Service Quality -> Ocb	0.547	0.068	8.09	0.000	H2 accepted.
Career Development -> Employee Performance	-0.026	0.063	0.419	0.337	H3 was rejected.
Career Development -> Ocb	0.356	0.075	4.728	0.000	H4 accepted.
Ocb- -> Employee Performance	0.322	0.075	4.276	0.000	H5 accepted.
Indirect Relationships					
Internal Service Quality -> Ocb- -> Employee Performance	0.176	0.048	3.67	0.000	H6 accepted.

Career Development -> Ocb- -> Employee Performance	0.115	0.035	3.305	0.000	H7 accepted.
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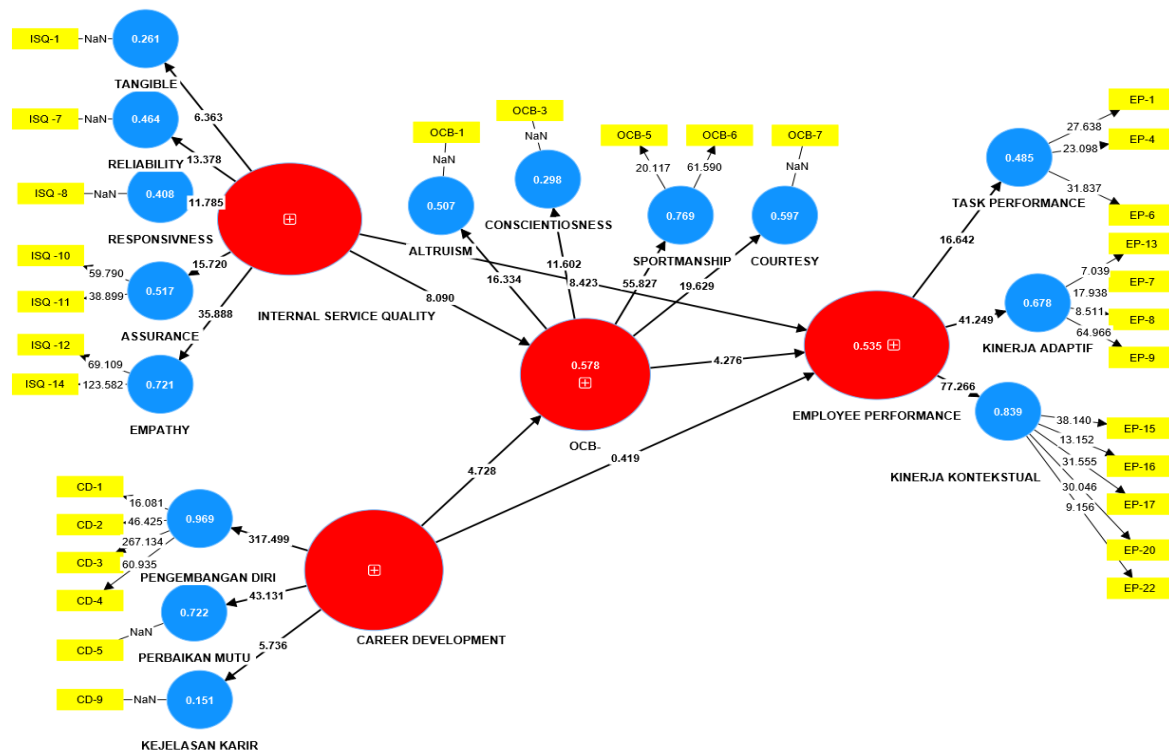


Figure 2. PLS Bootstrapping Algorithm

Furthermore, based on the data in Table 3, of the seven hypotheses submitted, six hypotheses were accepted, and only one hypothesis was not accepted. By using a single-tile hypothesis test at the level probability of 0.05, the five t-statistical values have a value greater than the critical value of 1.665, and the P-value is less than 0.05. The hypothesis that is not accepted is that there is an influence of career development on employee performance.

Discussion

The results of the study showed that there was an influence between *internal service quality* and *employee performance* significantly towards positivity (H1 accepted). *Social Exchange Theory as a Greand Theory* in this study explains the relationship between stimulus and response, namely all things experienced by an individual or a group are influenced by a construction that exists outside of itself (Sulaiman., 2022), this means *internal service quality* which is the quality of service in the internal environment that can be a stimulus for employees to provide a response in accordance with the stimulus given, meaning that if the company environment has good *internal service quality*, it will have a good influence on employees to improve *employee performance*.

The results of the study showed that there was a positive and significant influence between *internal service quality* and *organizational citizenship behavior* (H2 accepted). *Organizational citizenship behavior* is related to the attitude or nature of individuals who voluntarily help and cooperate outside of their functions and volunteer their time to help their colleagues in completing their work (Silitonga et al., 2017). *Social exchange theory* is the basic theory of the concept of *organization citizenship behavior*, where exchange theory states that in this theory adhering to humans as individual creatures and society will show certain behaviors, and there will be events of influence between one individual and another.

The results of this study are relevant to the results of previous research (Purwandi, et.al., 2022) stating that the better the leadership that serves, the better it will be able to improve Organizational Citizenship Behavior (OCB).

The results showed that there was no effect between *career development* and employee *performance* (H3 was rejected). *Career Development* is an effort made by the company to improve the ability of employees to be in accordance with the standards expected by the company, it is hoped that the improvement of the abilities obtained by employees can increase *the employee performance*, but the dimension of self-development that has a strategic role cannot improve *employee performance*. This can be caused by the lowest dimension value, namely career clarity, so that high self-development is not able to motivate employees to improve *employee performance*.

The results of this study cannot support the results of previous research by (Pebrida, et, al., 2020) which stated that *development* has a significant positive effect on *performance*, but this study is relevant to the social gap formulated in this study, namely research from (Billy., 2022) with the results of Career Development having no effect on employee performance.

The results of the study show that there is a positive and significant influence between *career development* towards *organizational citizenship behavior* (H4 accepted). *Career development* Aims to improve the performance of individuals to achieve the desired career, in order to contribute more to the company (Widodo, 2023). These results are relevant to research from (Cecilia, et.al., 2021) stating that to bring out OCB behavior in employees, it can be done by conducting an employee development program. The same results from the research by (Enita., 2023) *Employee Communication* have a significant effect on *Organizational Citizenship Behavior* (OCB).

The results showed that there was an influence between *organizational citizenship behavior* and *employee performance* in a significant positive direction (H5 was accepted). In *social exchange theory*, which is the basis of the concept of *organizational citizenship behavior*, it is stated that in a company, the interaction between employees will affect the work environment, because if the social environment facilitates or provides opportunities for a person's development in a positive way, it will be able to achieve mature social development. But on the other hand, if the social environment is not conducive, then a person's social behavior tends to display deviant behavior, this will be detrimental to the individual or the environment or organization. This result is relevant to research by (Wahab, et, al., 2023) *Organizational Citizenship Behavior* has a positive relationship and has a significant influence on *employee performance* because good behavior from employees can support work programs, visions, employee performance and other things that can improve quality

The results of the study showed that *Organizational Citizenship Behavior* mediated the influence of *Internal Service Quality* on *Employee Performance* positively and significantly (H6 Accepted). The existence of mutually beneficial social exchanges between individuals and between individuals and organizations creates positive interpersonal behavior to the creation of *organizational citizenship behavior*. These results can be a new reference for future studies on *Organizational Citizenship Behavior* can mediate *Internal Service Quality* and *Employee Performance*.

The results of the study showed that *Organizational Citizenship Behavior* mediated the influence of *Career Development* on *Employee Performance* positively and significantly (H7 Accepted). In *social exchange theory*, it is argued that in the company the interaction between employees will affect the work environment, because if the social environment provides facilitation or opportunities for a person's development in a way positive, then it will be able to achieve social development in a positive mature, *career development* that aims to improve the ability of employees to be able to contribute more to the company. These results are relevant to research by (Suhartini., 2020) stating that OCB can strengthen the influence of *training* and *development* on performance. Basically, if the organization implements good

training and development, it will affect employee performance. And with a high *organizational citizenship behavior*, it is hoped that it will be able to improve performance through good and standard services, so that it will improve organizational performance

CONCLUSION

Based on the results of the analysis, internal service quality shows that workplace concern where between departments and between colleagues can provide services to each other will encourage improvement *employee performance* which will have a good impact on the company and be able to increase *Organizational Citizenship Behavior*. This shows an increase *internal service quality* can encourage employees to actively work both doing their own work and helping colleagues so that a positive work climate is created, but *Career Development* unable to increase *Employee Performance* at PT. Leschaco Logistic Indonesia. This shows that the high level of self-development is able to reflect the most strongly from *career development* even if it is not able to encourage an increase *employee performance*. This is due to the lack of career clarity in the company so that employees are less motivated to improve *employee performance*. Because they feel that there are no promising achievements to be achieved, but *Career Development* Improving Role *Organizational Citizenship Behavior* at PT. Leschaco Logistic Indonesia. This shows an increase in the willingness of employees to do outside work *job description* will increase the *employee performance*. Moreover *Organizational Citizenship Behavior* Acting as a mediator of influence *Internal Service Quality* towards *Employee Performance* a positively and significantly. The suggestions from the author for further research are as follows:

Based on the results of the study, it was found that the limitations of the research were as follows:

- a. The value of the Coefficient of Determination (R-Square) in the endogenous variable *employee performance* is 0.535, this shows that the contribution of *the variables of internal service quality, career development and organizational citizenship behavior* can only explain 53.5% to *employee performance* (variable dependent). While the rest, which is 46.5%, is influenced by other variables that were not tested in the study.
- b. *Career development* cannot have a direct effect on *employee performance*, but must be mediated by *organizational citizenship behavior*. From the two limitations, it is recommended to add variables such as *human capital, transformational leadership, employee satisfaction*.
- c. Limitations of the scope of this study: This research is only carried out on transportation service companies so it cannot be generalized to several other fields considering different human resource management policies. Further research is expected to be improved by conducting research at the industry level.

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