

ABSTRAK

Penelitian ini di latarbelakangi oleh adanya permasalahan kinerja pegawai pada Pusat Pengelolaan Pendapatan Daerah (P3DW) Wilayah Bandung I Rancaekek yang dinilai belum optimal. Berdasarkan data penilaian kinerja, pegawai berada pada kategori sedang yang menunjukkan bahwa kinerja masih tergolong kurang baik. Rendahnya kinerja tersebut diduga dipengaruhi oleh faktor motivasi kerja dan *Organizational Citizenship Behavior* (OCB). Motivasi kerja merupakan dorongan internal yang mempengaruhi pegawai dalam mencapai tujuan organisasi, sedangkan OCB adalah perilaku positif di luar tugas pokok yang dapat mendukung kelancaran pekerjaan. Kedua faktor ini dipandang penting untuk diteliti karena memiliki peran strategis dalam meningkatkan kinerja aparatur. Tujuan penelitian ini adalah untuk mengetahui dan menganalisis: (1) motivasi kerja pada pegawai Aparatur Sipil Negara P3DW Wilayah Bandung I Rancaekek, (2) *Organizational Citizenship Behavior* (OCB) pada pegawai Aparatur Sipil Negara P3DW Wilayah Bandung I Rancaekek, (3) kinerja pegawai Aparatur Sipil Negara P3DW Wilayah Bandung I Rancaekek, dan (4) besarnya pengaruh motivasi kerja dan OCB terhadap kinerja pegawai baik secara simultan maupun parsial. Penelitian ini menggunakan metode deskriptif dan verifikatif dengan teknik *non-probability sampling* melalui teknik sampling jenuh, melibatkan seluruh populasi sebanyak 84 responden. Analisis data meliputi uji validitas, reliabilitas, *Method of Successive Interval* (MSI), regresi linier berganda, korelasi berganda, koefisien determinasi, dan uji hipotesis. Hasil penelitian menunjukkan bahwa motivasi kerja dan OCB berpengaruh positif dan signifikan terhadap kinerja pegawai. Besarnya kontribusi secara simultan mencapai 52,4%, dengan pengaruh parsial motivasi kerja sebesar 30,9% dan OCB sebesar 21,5%. Variabel OCB memberikan kontribusi paling dominan terhadap kinerja pegawai. Temuan ini menegaskan bahwa upaya peningkatan kinerja pegawai dapat dilakukan melalui penguatan motivasi kerja dan perilaku OCB. Penelitian ini diharapkan dapat memberikan kontribusi praktis bagi manajemen instansi dalam pengembangan strategi peningkatan kinerja serta memperkuat literatur terkait hubungan motivasi kerja, OCB, dan kinerja pegawai di sektor publik.

Kata Kunci: Motivasi Kerja, *Organizational Citizenship Behavior* (OCB) dan Kinerja Pegawai

ABSTRACT

This research is motivated by performance issues among employees at the Regional Revenue Management Center (P3DW) Bandung Region I Rancaekek, which are considered suboptimal. Based on performance appraisal data, employees are categorized at a moderate level, indicating that their performance is still relatively low. This underperformance is suspected to be influenced by work motivation and Organizational Citizenship Behavior (OCB). Work motivation refers to the internal drive that encourages employees to achieve organizational goals, while OCB refers to positive discretionary behaviors beyond formal job duties that support the smooth execution of work. Both factors are considered crucial to examine, as they play a strategic role in enhancing the performance of civil servants. The objectives of this research are to identify and analyze: (1) work motivation among civil servants at P3DW Bandung Region I Rancaekek, (2) Organizational Citizenship Behavior (OCB) among civil servants at P3DW Bandung Region I Rancaekek, (3) employee performance at P3DW Bandung Region I Rancaekek, and (4) the extent to which work motivation and OCB influence employee performance, both simultaneously and partially. This study employed a descriptive and verificative method with a non-probability sampling technique using a saturated sampling approach, involving the entire population of 84 respondents. Data analysis included validity and reliability tests, the Method of Successive Interval (MSI), multiple linear regression analysis, multiple correlation, coefficient of determination, and hypothesis testing. The results reveal that work motivation and OCB have a positive and significant effect on employee performance. The simultaneous contribution of these two variables is 52.4%, with partial contributions of 30.9% for work motivation and 21.5% for OCB. OCB is identified as the most dominant variable influencing employee performance. These findings suggest that improving employee performance can be achieved by strengthening both work motivation and OCB. This research is expected to provide practical contributions to institutional management in developing strategies to enhance performance and enrich the literature on the relationship between work motivation, OCB, and employee performance in the public sector.

Keywords: Organizational Citizenship Behavior (OCB), Work Motivation and Employee Performance