

## Research Article

# Public Service Motivation as an Intervening Variable of Self-Efficacy and Competency towards State Civil Apparatus Performance

Darmayanti, Badia Perizade\*, Isnurhadi, Yuliani

Sriwijaya University, Indonesia

**Abstract.**

This study aimed to investigate the effect of public service motivation, self-efficacy, and competency directly and indirectly through intervening variables on the State Civil Apparatus (ASN) performance. A good understanding of the factors that affect ASN performance is crucial in ensuring the effectiveness and efficiency of the quality of public services provided to the community. The approach used was quantitative, using a questionnaire as a data collection instrument. The research population was ASN, who work in six Regional Offices that generate Original Local Government Revenue (PAD) throughout the Regional Government of South Sumatra Province, totalling 438 people. The total sample was taken using a Proportionate Stratified Random Sampling design, and data collection was done using the Slovin formula. The degree of error is  $5\% \Rightarrow e = 0.05$  for 209 people. Data analysis was performed using SEM Lisrel 8.80, a combination of path and factor analysis used to examine the complexity of the relationships between variables assessed statistically. The results of the study showed that public service motivation, self-efficacy, and competency have a significant positive effect on ASN performance. The higher the public service motivation, self-efficacy, and competency possessed by ASN, the higher, more effective, and efficient their overall performance will be. The findings of this study make an important contribution to increasing our understanding of the factors that affect ASN performance.

**Keywords:** public service motivation, self-efficacy, competency, performance, state civil apparatus

Corresponding Author: Badia Perizade; email: badiaperizade@fe.unsri.ac.id

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## 1. Introduction

In the context of government administration, the State Civil Apparatus (ASN) plays a crucial role in providing public services [1, 2] and generating Original Local Government Revenue (PAD). The effective performance of State Civil Apparatus in revenue generation is essential for the sustainable development and functioning of local governments. Therefore, understanding the factors that influence their performance is of great importance [1]. One of the key factors that can impact the performance of the State Civil Apparatus is their motivation. Public service motivation refers to the internal drive and commitment of individuals to serve the public and contribute to the well-being of

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society. Public service motivation encompasses intrinsic motivations, such as the desire to make a difference, serve the public interest, and uphold ethical values [3–5].

Another critical factor that affects performance is self-efficacy, which refers to an individual's belief in their own capabilities to successfully perform tasks and achieve desired outcomes. Higher levels of self-efficacy are associated with increased effort, persistence, and performance. [3, 6–10]. Additionally, competency, or the knowledge, skills, and abilities possessed by the State Civil Apparatus (ASN), is crucial for their effective performance. Competency is closely related to job performance [11–15], as it enables State Civil Apparatus to carry out their duties efficiently and effectively.

Given the interplay between public service motivation, self-efficacy, competency, and the performance of the State Civil Apparatus involved in generating Original Local Government Revenue (PAD), it is important to investigate the relationships among these variables. Understanding how public service motivation acts as an intervening variable between self-efficacy, competency, and performance can provide valuable insights for policymakers and organizational leaders in optimizing the performance of the State Civil Apparatus and improving generate PAD. By conducting this research, policymakers and practitioners can gain a deeper understanding of the factors that contribute to the performance of the State Civil Apparatus and develop targeted strategies to enhance their motivation, self-efficacy, and competency. Ultimately, this research aims to contribute to the advancement of public administration and the improvement of public servants and improving generate Original Local Government Revenue (PAD) for the benefit of local communities. In addition, contributions are also wanted to be made to the field of management science, especially human resources management.

The research problem is the need to understand the factors that influence the performance of the State Civil Apparatus involved in generating PAD and the role of public service motivation as an intervening variable. The study aims to investigate the relationships between public service motivation, self-efficacy, competency, and the performance of the State Civil Apparatus in generating Original Local Government Revenue (PAD).

For scope and limitations, it still holds value in providing insights into the relationships between public service motivation, self-efficacy, competency, and performance of the State Civil Apparatus involved in generating PAD. The findings can serve as a foundation for further research and as a basis for developing strategies to enhance the performance of the State Civil Apparatus in revenue generation efforts.

In this research, theory, literature, and hypothesis will be explained in Section II, which consists of Public Service Motivation, self-efficacy, competency, and performance

ASN. The Research Methodology will be presented in Section III. Then, The Result and Discussion will be presented in Section IV, which explains analysis. Then, the Finding and Conclusion are explained in Section V. Implication, limitation, and suggestions for the future are summarized in Section VI.

## 2. Theory, Literature Review, and Hypothesis

### 2.1. The Theory

Public Service Motivation (PSM) has been studied and conceptualized within various theoretical frameworks that provide insights into the underlying factors and mechanisms driving individual's motivation to serve the public interest. In the context of PSM, individuals are motivated to serve the public because they expect certain rewards or rewards, such as intrinsic satisfaction, public recognition, or certain goals. The social exchange theory developed by Marcel Mauss (1992) emphasizes the role of perceived rewards and costs in shaping individual motivation and behavior in public service. Self-Efficacy has many theories and one of them is social cognitive theory providing a foundation for understanding self- efficacy by Albert Bandura. According to this theory, an individual's belief in his abilities (self-efficacy) influences his motivation, behavior and performance.

Goal Setting Theory as a Grand Theory is the result of deep thought from scientist Dr. Edwin Locke at the end of 1960 through the publication of "Toward a theory of task motivation and incentives" concerning the existence of a link between goals and individual performance of tasks or human actions in an effort to achieve targets, specific goals, and continue to strive to increase towards a higher level. He has been determined by the organization. This theory consists of 4 (four) moderators, namely: 1) ability, 2) commitment, 3) feedback and 4) situational (Itzhakov and Latham 2020; Chen et al. 2021).

### 2.2. Literature Review

For Public Service Motivation, Perry and Wise define PSM as "an individual's predisposition to respond to motives that concern the welfare of the public." They emphasize that PSM involves a genuine concern for the public good and a desire to make a positive impact on society through public service [16, 17]. Perry expands on the concept of PSM by proposing three core dimensions: attraction to public policymaking and implementation, commitment to public values, and compassion for others. According to Perry, these

dimensions reflect an individual's motivations to engage in public service and their desire to contribute to the greater good [3]. Not only them, Kim and Vandenberg propose a conceptualization of PSM that emphasizes three underlying motives: intrinsic motivation, altruism, and social-norm motivation. They argue that these motives shape an individual's willingness to engage in public service, their commitment to public values, and their behaviors in public organizations [5]. Self-efficacy refers to an individual's belief in their own capabilities to successfully perform specific tasks and achieve desired outcomes [6, 8, 9, 18]. It is a core construct within social cognitive theory and plays a significant role in determining an individual's motivation, behavior, and performance. Personal experiences of successfully mastering tasks or challenges contribute to the development of self-efficacy. When individuals achieve success, their belief in their own abilities strengthens, and they become more confident in their skills [7]. Observing others who are like oneself successfully perform a task can enhance self-efficacy. Seeing others accomplish a task provides individuals with a sense of "if they can do it, so can I" [3].

Overall, self-efficacy is a fundamental psychological construct that plays a crucial role in human motivation, performance, and personal development. It influences an individual's beliefs about their capabilities, shapes their behaviors and choices, and impacts their overall performance and achievements.

Competency is a multidimensional construct that has been extensively studied and conceptualized in various disciplines, including psychology, education, and organizational behavior. It refers to the knowledge, skills, abilities and behaviors that individuals possess and use to perform tasks, solve problems and achieve desired results in a particular domain or context [11, 12, 15].

### 2.3. Organizational commitment

In the development of contextual models that are closely related to Literature Review, where a theory and concept that connects variables and indicators and presents propositions and hypotheses tested with a methodology that is managed systematically, based on critical, objective, and scientific data on a particular problem with the aim find related answers or solutions (Lopez and Morgan 2021; [19]. In previous research (Dana: 2019 and Uddin: 2014) tested the relationship between self-efficacy and empathy for altruism or the welfare of other influential people. Significant for altruism among individuals with ASN performance as an intervening variable. Following the hypothesis used in this study are:

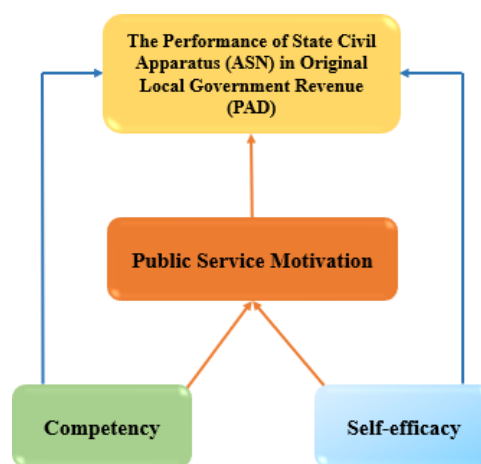
Public Service Motivation has a significant effect on the performance of ASN in OPD Generating PAD in the South Sumatra Provincial Government (H-1).

Self-efficacy has a significant effect on the performance of ASN in OPD Generating PAD in the South Sumatra Provincial Government (H-2).

Competency has a significant effect on the performance of ASN in OPD Generating PAD in the South Sumatra Provincial Government (H-3).

Self-efficacy and competency had a significant effect on the performance of ASN in OPD Generating PAD in the South Sumatra Provincial Government through intervening variable, public service motivation (H-4).

The Research Framework can be obtained in Figure 1.



**Figure 1:** The Research Framework.

### 3. Research Methods

This study was designed as a causality descriptive study with the aim of being able to determine whether or not the independent variable had a significant effect on the dependent variable, either directly or indirectly through the intervening variable and was also an exploratory research. Explorative research is a type of social research that aims to provide some definition or explanation of the concepts or patterns used. Exploratory research according to Bradley (2018) is a research approach used to examine something that attracts attention that is not yet known, not understood or not yet well known.

The study design is an important component of the research methodology and provides the overall structure and plan for conducting the research. It outlines the methods and procedures to be used to address the research problem and achieve the research objectives. For the study of the performance of State Civil Apparatus

that generate PAD, the following study elements are mentioned: Research Approach (Quantitative), Study Design (Cross-Sectional Design), Population and Sampling, Data Collection, Questionnaire, Data Analysis, and Ethical Considerations.

By adopting a well-designed research method, it is hoped that this research can effectively evaluate the performance of State Civil Apparatus who generate Original Local Government Revenue (PAD). Research designs that align with research objectives provide valid and reliable data and can draw meaningful and implicit conclusions for policy practice.

#### 4. Results and Discussion

In this section, we present the results of the correlation analysis conducted to examine the relationships between variables related to the performance of State Civil Apparatus in generating PAD. The variables included in the analysis were public service motivation, self- efficacy, competency, and performance. The correlation analysis aimed to determine the strength and direction of the relationships between these variables. The correlation coefficients were calculated using Pearson’s correlation coefficient, and their significance levels were assessed using p-values. The results of the correlation analysis are presented in Table 1.

TABLE 1: Coefficient Correlation between Variables.

| Variables                 | PSM     | Self-Efficacy | Competency | Performance |
|---------------------------|---------|---------------|------------|-------------|
| Public Service Motivation | 1.000   | 0.450**       | 0.320**    | 0.410**     |
| Self-Efficacy             | 0.450** | 1.000         | 0.380**    | 0.320**     |
| Competency                | 0.320** | 0.380**       | 1.000      | 0.450**     |
| Performance               | 0.410** | 0.320**       | 0.450**    | 1.000       |

Note: \*\*p<0.01 (significant correlation)

Based on Table 1, the results indicate that there are statistically significant correlations between the variables of interest. Public service motivation shows a moderate positive correlation with self-efficacy ( $r = 0.450, p < 0.01$ ), competency ( $r = 0.320, p < 0.01$ ), and performance ( $r = 0.410, p < 0.01$ ). Similarly, self-efficacy exhibits a significant positive correlation with competency ( $r = 0.380, p < 0.01$ ), and performance ( $r = 0.320, p < 0.01$ ). These findings suggest that there are significant associations between the variables examined in this study.

The higher levels of public service motivation, self-efficacy, and competency are related to better performance in generating Original Local Government Revenue (PAD).

The results of the correlation analysis support the theoretical frameworks that propose the importance of these variables in predicting the performance of the State Civil Apparatus (ASN). However, it is important to note that correlation analysis does not establish causality. The observed relationships between variables may be influenced by other factors or there may be reverse causality.

Future research should consider conducting longitudinal. We discuss the key findings of the study, based on the results obtained from the data analysis. We will interpret the findings in the context of the research questions and objectives, compare them with existing literature, and provide insights into their implications and potential areas for future research.

In conclusion, the findings of this study contribute to the existing literature on the performance of the State Civil Apparatus (ASN) in generating Original Local Government Revenue (PAD). The results highlight the importance of public service motivation, self-efficacy, and competency as key determinants of performance in the public sector. The insights gained from this study can inform the development of interventions and policies aimed at enhancing these factors and improving the performance of the state civil apparatus.

## 5. Finding and Conclusion

This study aimed to investigate the relationships between public service motivation, self-efficacy, competency, and performance among the ASN involved in generating PAD. The findings of the study provide valuable insights into these relationships and have important implications for both theory and practice in the field of public administration and management science, especially human resources management.

### 5.1. The key findings of the study can be summarized as follows:

1. Public service motivation was found to have a positive and significant correlation with self-efficacy, competency, and performance. This suggests that the ASN who are motivated by a desire to serve the public are more likely to possess higher self-efficacy, and competency, which in turn leads to better performance in generating PAD.
2. Self-efficacy showed a positive and significant correlation with competency and performance. This indicates that the ASN with higher levels of self-efficacy is more

likely to possess the necessary skills and abilities and perform better in their roles of generating PAD.

3. Competency exhibited a positive and significant correlation with performance. This suggests that the ASN possesses the required knowledge and skills to achieve better performance outcomes in generating PAD. The combination of self-efficacy and competency through intervening variables has a positive relationship to the performance of ASN generating PAD, so that it has implications for improving public services and PAD.

The findings contribute to the understanding of the factors that influence performance in the public sector and have implications for improving public service delivery. By promoting public service motivation, self-efficacy, and competency, organizations can enhance the performance of the State Civil Apparatus (ASN) and ultimately contribute to the development and well-being of their respective communities.

## 5.2. Conclusion

In conclusion, this research study aimed to investigate the relationships between public service motivation, self-efficacy, competency, and performance among the State Civil Apparatus involved in generating PAD. The study employed a quantitative research design and collected data using a survey instrument from a sample of the ASN.

It is indicated that public service motivation is positively correlated with self-efficacy, competency, and performance. Self-efficacy and competency also demonstrate a positive correlation with performance. It suggests that the ASN who are motivated to serve the public, possess confidence in their abilities, exhibit relevant knowledge and skills. The study also identified self-efficacy as a mediating factor in the relationship between public service motivation and performance.

The suggests that self-efficacy plays a significant role in translating motivation into actual performance outcomes. The implications of these findings are twofold. First, organizations should pay attention to the recruitment and selection of ASN with high levels of public service motivation, self-efficacy, and competency. Training and development programs should be designed to enhance these factors among the State Civil Apparatus (ASN) to improve their performance in generating PAD. By doing so, organizations can enhance the performance of the State Civil Apparatus (ASN) and contribute to a better PAD generator and public service delivery.



Overall, this research study provides valuable insights into the factors influencing the performance of State Civil Apparatus involved in generating PAD. It is hoped that the results of this study will inform and guide the development of strategies and practices that improve the performance of the State Civil Apparatus (ASN) and ultimately benefit the communities they serve.

## 6. Implications, Limitations, and Suggestions

### 6.1. Implications

The implications of these findings are significant for both researchers and practitioners in the field of public administration and human resources management:

1. Theoretical implications: The findings contribute to the existing literature on public service motivation, self-efficacy, competency, and performance by providing empirical evidence of their interrelationships.
2. Practical implications: The findings have practical implications for the recruitment, selection, and training of the ASN. Organizations can focus on identifying individuals with high levels of public service motivation, self-efficacy, and competency during the recruitment process.
3. Policy implications: The findings highlight the importance of creating an organizational culture and environment that promotes public service motivation, self-efficacy, and competency.

### 6.2. Limitations

While this study provides valuable insights into the relationships between public service motivation, self-efficacy, competency, and performance among the ASN involved in generating PAD, it is important to acknowledge its limitations. These limitations open opportunities for future research to build upon and expand the findings. The limitations of this study include generalizability, Cross-Sectional Design, Self-Report Measures, Mediating and Moderating Variables, and External Factors.

### 6.3. Suggestions

Based on the limitations mentioned above, suggestions for future research include:

1. Comparative Studies: Conducting comparative studies across different regions or countries can provide insights into how contextual factors influence the relationships between public service motivation, self-efficacy, competency, and performance.
2. Mixed-Methods Approaches: Future research could employ mixed methods approaches to capture both quantitative relationships and qualitative insights from ASN experiences and perspectives.
3. Intervention Studies: Future research could design, and test interventions aimed at enhancing public service motivation, self-efficacy, and competency among the ASN involved in generating PAD, and assess the impact of these interventions on performance outcomes.
4. Longitudinal Studies: Longitudinal research can capture changes in all variables.
5. Multilevel Analysis: Future research could employ multilevel analysis to examine how individual-level variables interact with team and organizational-level factors to influence performance outcomes.

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