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Effect of Public Service Motivation, Self-Efficacy, and Competency on the Performance of Civil Apparatuses

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Abstract: This study aims to investigate the effect of public services motivation, self-efficacy, and competence both directly and indirectly through intervening variables on the performance of the State Civil Apparatus (ASN). A good understanding of the factors that affect ASN performance has a crucial role in ensuring the effectiveness and efficiency of the quality of public services provided to the community. The approach used is quantitative using a questionnaire as a data collection instrument. The research population is ASN who work in six regional offices that generate Regional Original Revenue (PAD) throughout the Regional Government of South Sumatra Province, including the Energy and Mineral Resources Department, Department of Transportation, Water Resources Management Department, Culture and Tourism Department, Regional Revenue Agency, and Department of Manpower and Transmigration totaling 438 people. The total sample was taken using a Proportionate Stratified Random Sampling design and data collection using the Slovin formula and the degree of error is 5% $\Rightarrow e = 0.05$ for 209 people. The data analysis was performed using SEM Lisrel 8.80, which is a combination of path and factor analysis, to examine the complexity of the relationships between variables that were assessed statistically. The results of this study show that public service motivation, self-efficacy, and competency have a significant positive effect on ASN performance. The higher the public service motivation, self-confidence, 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. Therefore, the regional government needs to pay attention to these aspects in the process of recruiting, training, and developing ASNs to create a work environment that motivates and supports increased performance.

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

公共服务动机、自我效能和胜任力对民用设备绩效的影响

摘要：本研究旨在通过干预变量直接和间接调查公共服务动机、自我效能和能力对国家民事机构 (ASN) 绩效的影响。充分了解影响ASN绩效的因素对于确保向社区提供的公共服务质量的有效性和效率至关重要。所使用的方法是使用问卷作为数据收集工具的定量方法。研究人员是ASN，他们在南苏门答腊省地方政府的六个地区办公室工作，这些办公室产生地区原始收入(软垫)，包括能源和矿产资源部、交通运输部、水资源管理部、文化和旅游部、地区税务局、人力和移民局共438人。总样本采用比例分层随机抽样设计并使用斯洛文公式收集数据，209人的误差度为5% $\Rightarrow e = 0.05$ 。使用扫描电镜 利斯雷尔8.80 (路径分析和因

子分析的组合) 进行数据分析, 以检查统计评估的变量之间关系的复杂性。本研究结果表明, 公共服务动机、自我效能和能力对ASN绩效具有显著的正向影响。ASN拥有的公共服务动机、自信心和能力越高, 其整体绩效就越高、越有效、越高效。这项研究的结果对于加深我们对影响ASN性能的因素的理解做出了重要贡献。因此, 地方政府在招聘、培训和发展ASN的过程中需要关注这些方面, 以创造一个激励和支持绩效提高的工作环境。

关键词: 公共服务动机、自我效能、能力、绩效、国家民事机构。

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 local revenue. The effective performance of civil servants 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 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]. In addition, competence (the knowledge, skills, and abilities) possessed by the State Civil Apparatus (ASN) is crucial for effective performance. Competence is closely related to job performance [11-15] as it enables civil servants to perform their duties efficiently and effectively.

Given the interplay between public service motivation, self-efficacy, competence, and the performance of the State Civil Apparatus involved in generating local revenue, it is important to investigate the relationships among these variables. Understanding how public service motivation acts as an intervening variable between self-efficacy, competence, and performance can provide valuable insights for policymakers and organizational leaders in optimizing the performance of the State Civil Apparatus and improving generate Regional Original Revenue (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 competence. Ultimately, this research aims to contribute to the advancement of public administration, improvement of public service, and generating Regional Original Revenue for the benefit of local communities.

The research problem addressed in this study is the need to understand the factors that influence the performance of the State Civil Apparatus involved in generating local revenue and the role of public service motivation as an intervening variable. This study aims to investigate the relationships between public service motivation, self-efficacy, competence, and the performance of the State Civil Apparatus in revenue generation. The significance of this study lies in its potential to inform policies, interventions, and practices that enhance the performance of the State Civil Apparatus involved in generating local revenue. By focusing on the factors of public service motivation, self-efficacy, and competence, this study aims to make a meaningful impact on the State Civil Apparatus, revenue generation, and sustainable local development.

With regard to scope and limitations, it still holds value in providing insights into the relationships between public service motivation, self-efficacy, competence, and performance of the State Civil Apparatus involved in generating local revenue. 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.

2. Theory, Literature Review, and Hypothesis

2.1. Theory of Public Service Motivation, Self-Efficacy, Competence, and ASN Performance

Public service motivation (PSM) has been studied and conceptualized within various theoretical frameworks that provide insights into the underlying factors and mechanisms driving individuals' motivation to serve the public interest. Social exchange theory suggests that individuals engage in social interactions and relationships based on the expectation of mutual

benefits. Within the context of PSM, individuals are motivated to serve the public because they expect certain rewards or returns, such as intrinsic satisfaction, public recognition, or a sense of purpose. Social exchange theory emphasizes the role of perceived rewards and costs in shaping individuals' motivation and behavior in public service. Goal setting theory posits that setting specific and challenging goals can enhance individuals' motivation and performance. In the context of PSM, individuals with higher levels of PSM may set public service-related goals that drive their behavior and performance. These goals include promoting the public interest, ensuring fairness and equity, and making a positive impact on society. There are many theories that explain public service motivation, including self-determination theory, organizational justice theory, and normative theories.

Self-efficacy has a lot of theories, and one of them is the social cognitive theory, which provides the foundation for understanding self-efficacy by Albert Bandura. According to this theory, individuals' beliefs about their capabilities (self-efficacy) influence their motivation, behavior, and performance. Bandura emphasizes the reciprocal relationship between personal factors (such as self-efficacy), environmental factors, and behavior. In the context of self-efficacy and performance of the state civil apparatus, this theory helps explain how individuals' beliefs in their capabilities can impact their motivation to perform well and their actual performance. The other theory is goal setting theory by Edwin Locke, which posits that specific and challenging goals can lead to higher levels of motivation and performance. According to this theory, individuals with high self-efficacy are more likely to set challenging goals and persist in their efforts to achieve them. In the context of the state civil apparatus (ASN) performance in generating local revenue, this theory suggests that the state civil apparatus (ASN) with high self-efficacy may set ambitious revenue targets and exert greater effort to achieve them, thereby enhancing their performance. Theories that also explain self-efficacy are job characteristics model by Hackman and Oldham, social exchange theory, and organizational support theory.

Regarding competency, the theories are:

Expertise theory, which focuses on understanding the development and characteristics of expert performers. This theory proposes that competence evolves through deliberate practice, where individuals engage in purposeful, effortful, and targeted activities to improve their performance. Expertise is characterized by extensive domain-specific knowledge, pattern recognition, and the ability to effectively apply knowledge and skills in complex situations.

Deliberate practice theory, which emphasizes the importance of intentional and structured practice in developing competence. This suggests that expertise is

not solely a result of innate abilities but is attainable through deliberate and focused effort. Deliberate practice involves setting specific goals, receiving feedback, and engaging in targeted practice activities to improve performance.

Here are some theoretical frameworks commonly used in the study of performance in the state civil apparatus.

Principal-agent theory: This framework views the relationship between policymakers (the principal) and the state civil apparatus/the agents as a principal-agent relationship. It focuses on the challenges of aligning the interests and goals of the principal and agent and how to design effective mechanisms to motivate the state civil apparatus (ASN) to act in the best interests of the public.

Here are some prominent theoretical frameworks used in the study of competency: cognitive developmental theories, social cognitive theories, competency-based models, and expertise and deliberate practice theories.

2.2. Literature on Public Service Motivation, Self-Efficacy, Competence, and ASN Performance

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 positively impact 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 individuals' motivations to engage in public service and their desire to contribute to the greater good [3]. 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 individuals' 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 similar to 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]. Verbal encouragement, feedback, and support from others can influence an individual's self-efficacy beliefs. Positive and constructive feedback can increase self-confidence and belief in one's abilities [19]. An individual's emotions and physiological responses, such as anxiety or stress, can influence their self-efficacy beliefs. Managing and coping with these emotional and physical states can impact self-efficacy [8]. 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 widely studied and conceptualized across 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 outcomes in a specific domain or context [11, 12, 15]. Here are some key definitions and conceptualizations of competence from the literature: theoretical perspectives, components of competence, and domain-specific competence. Here are some key definitions and conceptualizations of civil apparatus performance from the literature: job performance,

competency-based performance, objective and subjective measures, and performance management systems.

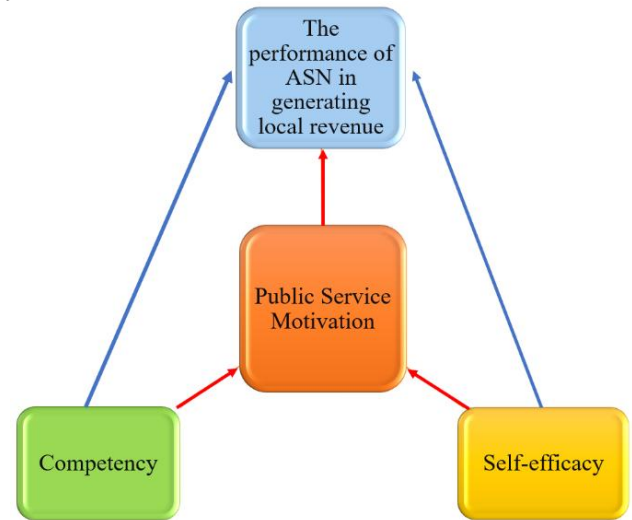


Fig. 1 Framework

2.3. Hypothesis on Public Service Motivation, Self-Efficacy, Competence, and ASN Performance

Based on the elaboration of the definitions and literature review above, the following hypotheses can be seen in Table 1.

Table 1 Hypotheses on the variables

No.	Code	Effect
1	H-1	Self-efficacy has a significant effect on ASN performance
2	H-2	Competence has a significant effect on ASN performance
3	H-3	Self-efficacy significantly affects ASN performance through the intervention variable of public service motivation
4	H-4	Competence has a significant effect on ASN performance through the intervention variable of public service motivation.

3. Research Methods

The research design is an important component of the research methodology and provides the overall structure and plan for conducting the research. It outlines the methods used to address the research problem and achieve the research objectives. To examine the performance of the state civil apparatus in generating local revenue, the following research design elements can be considered: research approach (quantitative), research design (cross-sectional), population and sampling, data collection, questionnaire, data analysis, and ethical considerations.

By adopting a well-designed research methodology, we hope that this research can effectively assess the performance of the state civil apparatus in generating local revenue. Research design that aligns with the research objectives and provides valid and reliable data

allows drawing meaningful and implicit conclusions for practice and policy.

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 civil servants in generating local revenue. The variables included in the analysis were public service motivation, self-efficacy, competence, and performance. The correlation analysis determined 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 2.

Table 2 Coefficients of correlation between the 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**

Continuation of Table 2

Performance	0.410**	0.320**	0.450**	1.000
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** p < 0.01 (significant correlation)

The results indicate statistically significant correlations between the variables of interest. Public service motivation shows a moderate positive correlation with self-efficacy ($r = 0.450$, $p < 0.01$), competence ($r = 0.320$, $p < 0.01$), and performance ($r = 0.410$, $p < 0.01$). Similarly, self-efficacy exhibits a significant positive correlation with competence ($r = 0.380$, $p < 0.01$) and performance ($r = 0.320$, $p < 0.01$). These findings suggest significant associations between the variables examined in this study. Higher levels of public service motivation, self-efficacy, and competence are related to better performance in generating local revenue. 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). Public service motivation, self-efficacy, and competence play crucial roles in influencing the performance outcomes in generating local revenue. However, 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 on the basis of 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 local revenue. The results highlight the importance of public service motivation, self-efficacy, and competence 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. Findings and Conclusions

This study aimed to investigate the relationships between public service motivation, self-efficacy, competence, and performance among the state civil apparatus (ASN) involved in generating local revenue. 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.

5.1. Key Findings

1. Public service motivation was found to have a

positive and significant correlation with self-efficacy, competence, and performance. This suggests that the state civil apparatus (ASN) motivated by a desire to serve the public is more likely to possess higher self-efficacy and competence, which leads to better performance in generating local revenue.

2. Self-efficacy showed a positive and significant correlation with competence, and performance. This indicates that the state civil apparatus (ASN) with higher levels of self-efficacy is more likely to possess the necessary skills and abilities and perform better in generating local revenue.

3. Competence positively and significantly correlated with performance. This suggests that the state civil apparatus (ASN) possesses the required knowledge and skills to achieve better performance outcomes in generating local revenue.

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 competence, 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, competence, and performance among the state civil apparatus involved in generating local revenue. This study employed a quantitative research design and collected data using a survey instrument from a sample of the state civil apparatus.

The findings of this study indicate that public service motivation is positively correlated with self-efficacy, competence, and performance. Self-efficacy and competence also demonstrate a positive correlation with performance. These findings highlight the importance of public service motivation, self-efficacy, and competence in predicting the performance of the state civil apparatus (ASN) involved in generating local revenue. This suggests that the state civil apparatus (ASN) is motivated to serve the public, possesses confidence in its abilities, and exhibits relevant knowledge and skills. The study also identified self-efficacy as a mediating factor in the relationship between public service motivation and performance. This 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 civil servants with high levels of public service motivation, self-efficacy, and

competence. Training and development programs should be designed to enhance these factors among the state civil apparatus (ASN) to improve their performance in generating local revenue.

By doing so, organizations can enhance the performance of the state civil apparatus (ASN) and contribute to better revenue generation and public service delivery. Overall, this study provides valuable insights into the factors influencing the performance of civil servants involved in generating local revenue. The findings contribute to the existing body of knowledge on public service motivation, self-efficacy, competence, and performance in the public sector. We hope 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 fields of public administration and human resource management.

6.1.1. Theoretical Implications

The findings contribute to the existing literature on public service motivation, self-efficacy, competence, and performance by providing empirical evidence of their interrelationships. This study supports the theoretical frameworks that highlight the importance of these variables in predicting the performance outcomes of the state civil apparatus (ASN) involved in generating local revenue.

6.1.2. Practical Implications

The findings have practical implications for the recruitment, selection, and training of the state civil apparatus (ASN). Organizations can focus on identifying individuals with high levels of public service motivation, self-efficacy, and competence during the recruitment process. Training programs can be designed to enhance these factors within the state civil apparatus (ASN). This can lead to improved performance in generating local revenue and better public service delivery.

6.1.3. Policy Implications

The findings highlight the importance of creating an organizational culture and environment that promotes public service motivation, self-efficacy, and competence. Policies can be developed to recognize and reward the state civil apparatus (ASN) that demonstrates these qualities and contributes to the generation of local revenue. Such policies can enhance

employee motivation, job satisfaction, and overall organizational performance.

6.2. Limitations

While this study provides valuable insights into the relationships between public service motivation, self-efficacy, competence, and performance among the state civil apparatus (ASN) involved in generating local revenue, it is important to acknowledge its limitations. These limitations open up opportunities for future research to build upon and expand the findings. The limitations of this study include:

6.2.1. Generalizability

The findings of this study are based on a specific sample of the state civil apparatus (ASN) involved in generating local revenue. Therefore, caution should be exercised when generalizing the results to other contexts or populations. Future research could replicate the study with larger and more diverse samples to ensure the generalizability of the findings across different settings and contexts.

6.2.2. Cross-Sectional Design

This study used a cross-sectional design, which limits the ability to establish causality between the variables. Future research could adopt a longitudinal design to examine the dynamic relationships between public service motivation, self-efficacy, competence, and performance over time. Longitudinal studies can provide a deeper understanding of how these variables interact and influence each other.

6.2.3. Self-Report Measures

The study relied on self-report measures, which may introduce common method bias and social desirability bias. Future research could employ multiple data collection methods, such as objective performance measures or supervisor ratings, to mitigate potential biases and provide a more comprehensive assessment of the variables under investigation.

6.2.4. Mediating and Moderating Variables

This study examined the direct relationships between the variables of interest. However, additional mediating or moderating variables may influence the relationships. Future research could explore the role of other variables, such as job satisfaction, organizational culture, or leadership style, as potential mediators or moderators in the relationships between public service motivation, self-efficacy, competence, and performance.

6.2.5. External Factors

The study did not consider external factors that could influence the relationships between the variables, such as organizational policies, economic conditions, or political factors. Future research could incorporate

these external factors to provide a more comprehensive understanding of the complex dynamics affecting the relationships under investigation.

6.3. Suggestions

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

6.3.1. 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, competence, and performance. Such studies can contribute to a more nuanced understanding of the factors that shape public service performance in different contexts.

6.3.2. Mixed-Methods Approaches

Combining quantitative and qualitative research methods can provide a richer and more comprehensive understanding of the variables under investigation. Future research could employ mixed-methods approaches to capture both quantitative relationships and qualitative insights from civil servants' experiences and perspectives.

6.3.3. Intervention Studies

Implementing interventions or experimental designs can help establish causal relationships between variables. Future research could design and test interventions aimed at enhancing public service motivation, self-efficacy, and competence among the state civil apparatus (ASN) involved in generating local revenue, and assess the impact of these interventions on performance outcomes.

6.3.4. Longitudinal Studies

Conducting longitudinal studies can shed light on the dynamic nature of the relationships between the variables over time. Longitudinal research can capture changes in public service motivation, self-efficacy, competence, and performance and provide insights into the long-term effects and developmental trajectories of these variables.

6.3.5. Multilevel Analysis

Exploring the relationships between the variables at different levels, such as individual, team, and organizational levels, can provide a more comprehensive understanding of the factors influencing performance in the public sector. 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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