



# The Effect Of Public Service Motivation, Self-Efficacy, And Competency On The Performance Of Civil Apparatuses

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## ARTICLE INFO ABSTRACT

With a focus on State Civil Apparatus (ASN) performance, this study investigates the impact of public service motivation, self-efficacy, and competence, both directly and indirectly through intervening variables. Understanding these factors is critical for enhancing the quality, effectiveness, and efficiency of public services. Employing a quantitative approach with a questionnaire, the research targets ASN across six Regional Offices within the South Sumatra Province, totaling 438 individuals. Through Proportionate Stratified Random Sampling, data from 209 participants were analyzed using SEM Lisrel 8.80. Results indicate significant positive effects of public service motivation, self-efficacy, and competency on ASN performance. A higher level of these factors correlates with enhanced effectiveness and efficiency. These findings underscore the importance of considering these aspects in ASN recruitment, training, and development, emphasizing the need for a supportive work environment to boost performance.

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

## INTRODUCTION

In the context of government administration, the State Civil Apparatus (ASN) play a crucial role in providing public services (Diamantidis & Chatzoglou, 2019; Elhadi, 2020a) 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 (Diamantidis & Chatzoglou, 2019). 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. (Bayram & Zoubi, 2020a; Brenya et al., 2017; Palma et al., 2021).

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. (Bayram & Zoubi, 2020a; Khageswar Bhati & Sethy, 2022a; Ma et al., 2022a; Siriparp et al., 2022a; Tetri & Juujärvi, 2022a; Vitapamoorthy et al., 2021a). Additionally, competence, or the knowledge, skills, and abilities possessed by the State Civil Apparatus (ASN), is crucial for their effective performance. Competence is closely related to job performance (Alaudinova, 2022; Blanka et al., 2022; Krstikj et al., 2022; Purnomo et al., 2022; R, 2022), as it enables civil servants to carry out 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 and the improvement of public servant and improving generate 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. The study aims to investigate the relationships between of public service motivation, self-efficacy, competence, and the performance of the State Civil Apparatus in revenue generation. This study's significance 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, the study aims to make a meaningful impact on the State Civil Apparatus, revenue generation, and sustainable local development.

For scope and limitations, it's still holding 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. In this study, theory, literature, and hypothesis will be explained in Section II, which consist 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 explained analysis. Then, the Finding and Conclusion are explained in Section V. Implication, limitation, and suggestions for the future are summarized in Section VI.

## **THEORY, LITERATURE REVIEW, AND HYPOTHESIS**

### **a. Theory of Public Service Motivation, self-efficacy, competency, and performance ASN**

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 behaviour 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 behaviour and performance. These goals can include promoting the public interest, ensuring fairness and equity, or making a positive impact on society. There are many theories that explained about Public Service Motivation, which are Self-Determination Theory, Organizational Justice Theory, and Normative Theories.

Self-efficacy has a lot of theory and one of them is the social cognitive theory provides the foundation for understanding self-efficacy by Albert Bandura. According to this theory, individuals' beliefs in their capabilities (self-efficacy) influence their motivation, behaviour, and performance. Bandura emphasizes the reciprocal relationship between personal factors (such as self-efficacy), environmental factors, and behaviour. 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, the goal setting theory 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 explained about self-efficacy are Job Characteristics Model by Hackman and Oldham, Social Exchange Theory, Organizational Support Theory.

For Competency, theories are Expertise Theory: Expertise theories focus on understanding the development and characteristics of expert performers. These theories propose that competence evolves through deliberate practice, where individuals engage in purposeful, effortful, and targeted activities to improve their performance. Expertise is seen because of extensive domain-specific knowledge, pattern recognition, and the ability to effectively apply knowledge and skills in complex situations. Deliberate Practice Theory: Deliberate practice theory emphasizes the importance of intentional and structured practice in developing competence. It 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 the agent, and how to design effective mechanisms to motivate the state civil apparatus (ASN) to act in the best interests of the public. New Public Management (NPM), Institutional Theory, Human Capital Theory, Public Service Motivation (PSM), Balanced Scorecard.

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.

### **b. Literature of Public Service Motivation, self-efficacy, competency, and performance ASN**

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.(Schwarz et al., 2020; Wan Sulaiman et al., 2021). 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. (Bayram & Zoubi, 2020b). Not only them, Kim and Vandenabeele 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 behaviours in public organizations.(Palma et al., 2021).

Self-efficacy refers to an individual's belief in their own capabilities to successfully perform specific tasks and achieve desired outcomes.(Canrinus et al., 2012; Khageswar Bhati & Sethy, 2022b; Siriparp et al., 2022b; Tetri & Juujärvi, 2022b) It is a core construct within social cognitive theory and plays a significant role in determining an individual's motivation, behaviour, 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. (Ma et al., 2022b). 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." (Bayram & Zoubi, 2020a). 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. (Graham, 2022). 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 (Siriparp et al., 2022b). 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 behaviours 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 behaviour. It refers to the knowledge, skills, abilities, and behaviours that individuals possess and utilize to perform tasks, solve problems, and achieve desired outcomes in a specific domain or context. (Alaudinova, 2022; Blanka et al., 2022; R, 2022). 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 performance apparatus civil from the literature: Job Performance, Competency-Based Performance, Objective and Subjective Measures, Performance Management Systems.

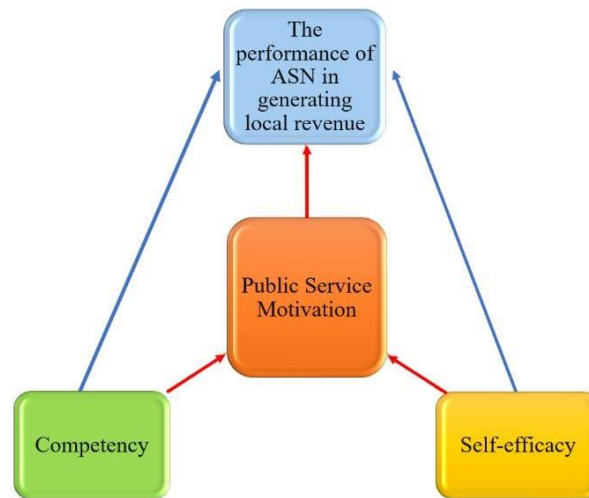


Figure 1, Framework

**Hypothesis of Public Service Motivation, self-efficacy, competency, and performance ASN**

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

Table 1. Hypothesis of 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 has a significant effect on 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.

**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 and procedures to be 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 Design), Population and Sampling, Data Collection, Questionnaire, Data Analysis, Ethical Considerations.

By adopting a well-designed research methodology, it is hoped that this research can effectively assess the performance of the state civil apparatus in generating local revenue. Research designs that align with research objectives and provide valid and reliable data to draw meaningful and implicit conclusions for practice and policy.

**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 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 2:

Table 2: Correlation Coefficients 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
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Note: \*\*  $p < 0.01$  (significant correlation)

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 ( $r = 0.450$ ,  $p < 0.01$ ), 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 that there are 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 the context of generating local revenue. However, it is important to note that correlation analysis does not establish causality. Other factors may influence the observed relationships between variables 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 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.

## FINDINGS AND CONCLUSION

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.

### a. 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, competence, and performance. This suggests that the state civil apparatus (ASN) who are motivated by a desire to serve the public are more likely to possess higher self-efficacy, and competence, which in turn 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 their roles of generating local revenue.
3. Competence exhibited a positive and significant correlation with performance. This suggests that the state civil apparatus (ASN) who possess the required knowledge and skills to achieve better performance outcomes in generating local revenue.
4. 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.

### b. 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. The 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. It suggests that the state civil apparatus (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. 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 research 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. 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.

## IMPLICATIONS, LIMITATIONS AND SUGGESTIONS

### a. Implications

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

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. The 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.
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 among the state civil apparatus (ASN). This, in turn, can lead to improved performance in generating local revenue and better public service delivery.
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) who demonstrate these qualities and contribute to the generation of local revenue. Such policies can enhance employee motivation, job satisfaction, and overall organizational performance.

### b. 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:

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 in 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.
2. **Cross-sectional Design:** The study utilized 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.
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.
4. **Mediating and Moderating Variables:** This study focused on examining the direct relationships between the variables of interest. However, there may be additional mediating or moderating variables that could 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.
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.

### c. 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, competence, and performance. Such studies can contribute to a more nuanced understanding of the factors that shape public service performance in different contexts.
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.
3. **Intervention Studies:** Implementing interventions or experimental designs can help establish causal relationships between the 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.
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.
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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