

# Is Public Service Motivation Important to Improve the Performance and Job Satisfaction of Civil Servants?

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**Abstract**— The purpose of this study was to determine the role of employee performance as a moderating variable of the influence of public service motivation on the level of satisfaction among government officials in the Office of Population and Civil Registration (Disdukcapil) of West Pasaman Regency. This research is motivated by the non-optimal performance of these employees, causing a sense of job dissatisfaction for employees. High and low employee performance is assumed to be influenced by public service motivation. This study wants to prove and analyze the influence caused by exogenous variables on endogenous variables both directly and through intermediate variables. This research is a quantitative associative type. The study population was all active employees in the West Pasaman Disdukcapil Institution with a total of 61 employees. The sampling technique uses simple random sampling using the Slovin formula at an error of 3% and a sample of 58 respondents is obtained. Data was collected through a Likert scale questionnaire that had been validated and previously reliably both content and empirical test items. Data were analyzed using path analysis which had previously been tested by classic assumptions and regression tests. Data collection is also supported by documentation studies. Furthermore, the results of the study prove that there is a significant influence of public service motivation variables on job satisfaction directly at 90.7%, and significant influence indirectly or through performance variables of 67.5%. So it can be concluded that the results of the study have provided evidence that the research model can be used as an academic reason to strengthen the theories and models that have been reviewed in this research study.

**Keywords**— *Public Services Motivation, Performance, Job satisfaction*

## I. INTRODUCTION

Human Resources (HR) is a central factor in an organization. Whatever the shape and purpose of the organization, the organization are created, managed and regulated by humans as a strategic resource in the activities of institutions and organizations. Without humans in an organization, it would not be possible for the organization to develop and progress as expected. Human resources play an important role in every organization's activities even though the roles and functions of employees have been largely replaced by industrial machines as is the case today with the industrial revolution 4.0. But in reality, until now employees are still an important factor in determining the course of the production process. Therefore every organization wants every employee to work effectively and efficiently.

The low quality of employees is very influential in the development and increase in production in various fields. That

is because employees play an important role in efforts to achieve goals for an organization. Success in achieving organizational goals is largely determined by the work of its employees. As expressed by Rivai [1] that "Work productivity and employee performance is a very important thing in the organization's efforts to achieve its goals".

The performance of government agencies lately has been in the public spotlight, especially since the emergence of a more democratic climate in government. The position of a growing society towards civil society demands the role of a more accountable, transparent and adaptive government bureaucracy to strengthen public rights in services more broadly and equally balanced Masdar (Masdar & dkk, 2009). Communities will question the value they get for services provided by government agencies. It seems that the community is still not satisfied with the performance given by the government at this time.

Dwiyanto's study [3] found that so far the service orientation of most government bureaucratic apparatus still tends to be directed to the interests of the bureaucracy or bureaucratic officials, and not to the improvement of public interests. In the era of decentralization and regional autonomy, the current implementation of democratization in terms of public services should have happened. Where people start to be critical and can determine the type of service they want. But in reality, what happens is that the government bureaucracy prefers to be served than to serve the community. Meanwhile, Rasyid [4] also believes that in this era of decentralization and regional autonomy, the bureaucracy in the region has a very big role in the implementation of public affairs. Research conducted by Dwiyanto [5] concludes that the performance of public bureaucratic services in the regions is still relatively low, corrupt practices in government and the administration of public services continue to occur, the desire of the public to enjoy public services that are efficient, responsive, accountable is still far from people's expectations.

According to Wiranata [6], efforts to improve the performance of the bureaucracy (Civil Servants) conducted by the government so far have not given good results, because these efforts are generally focused on the structure and system of bureaucratic governance only and have not touched the mental model of the bureaucracy that is the source all problems. These efforts should touch on the main aspects, namely the mental change of the bureaucratic model through strengthening ethics and integrity, because the main foundation for the establishment of an accountable, transparent, and excellent service is the strengthening of ethics and integrity of the bureaucratic ranks.

The low performance of the apparatus is a problem that must be resolved by the organization because employee performance can affect the quality and quantity of the organization and be the main key in achieving organizational goals. These problems often occur and should not be allowed to continue. Employee performance problems also occur at the Office of Population and Civil Registration of West Pasaman Regency. These problems are among others such as the achievement of the target of making e-KTP not yet for the community, there are still people who have not recorded electronic ID cards. Based on data obtained in the field on December 5, 2018, 31,293 residents had not yet recapitulated e-KTPs, out of a total of 291,289 residents who were required to be KTPs. If present, there are still 10.75% of the people who have not recorded e-KTP (Altas Maulana / Antara Sumbar, 05/12/2018). The percentage rate of 10.75% is indeed not that big but this is still a problem that must be resolved by the West Pasaman Regency Population and Civil Registry Agency because the performance level of the agency that targets 95% of the West Pasaman community is not obliged to do must achieve e-KTP recap in 2018.

The next problem is related to the time/period of publication of population documents. In connection with the issuance of residence documents, the Ministry of Home Affairs (Kemendagri) has issued Permendagri No. 19 of 2018 concerning the Quality Improvement of Population Administration Services. One of the points of this regulation is that the process of publishing population documents must be carried out within a period of 1 to 24 hours. This is regulated in Article 3 paragraph (2) of the Minister of Home Affairs Regulation No. 19 of 2018. Based on this rule, the issuance of population documents must be completed in at least 1 (one) hour and no later than 24 (twenty-four) hours after the requirements are declared complete by the service officer at the Regency / City Population and Civil Registry Office. But in practice, the process of publishing population documents can take days, weeks to months.

From some of the problems and examples of cases above, it can be seen that the performance of employees at the West Pasaman Regency Civil Population and Civil Service Office is still not optimal. There are so many factors that can affect the performance of employees in an organization. There are allegations that employee performance also cannot be separated from the existence of public service motivation factors. The motivation of public services according to Perry and Wise [7] is a tendency for an individual to provide general and unique responses or a person's motives that are oriented towards the public, especially for public sector institutions or government. Meanwhile, according to Vandenaabeele [8], public service motivation refers to motivation to do service. The motivation of public services is a very important factor in determining a person's actions or behaviour, including in determining the high or low performance or performance of an employee.

The low performance is also assumed to affect employee job satisfaction. Low-performing people tend not to have job satisfaction. Hughes [9] argues that job satisfaction is related to one's feelings or attitudes regarding the job itself, salary, promotion or education opportunities, supervision, work colleagues, workload, and others. Whereas Locke in [10] provides a definition that states that job satisfaction is a happy emotional state or positive emotion that comes from one's job evaluation or work experience. Job satisfaction is a form of

one's feelings towards his job, work situation and relationships with coworkers. Wibowo [11] namely "job satisfaction is the degree of positive or negative feelings of someone about various aspects of work tasks, workplaces and relationships with fellow workers". Some dimensions of job satisfaction according to Nelson and Quick [12] are Salary, Job, Promotion, Supervise, and Colleagues.

From the expert opinion above it is clear that satisfaction can indirectly be influenced by performance. And the performance variable in this study will be seen as a moderator/intermediary variable. Referring to the above phenomena, the object of this study is the employee of the Population and Civil Registry Office of West Pasaman Regency. Desire and various efforts to create, improve employee performance must always be done. But the conditions in the field still cannot be optimized. The existence of the community is now very sensitive to the government and a better level of public awareness makes them increasingly critical and proactive in assessing employee performance in providing public services. So that employees continue to be demanded to always improve their performance.

From these phenomena and theories, researchers feel the need to conduct research with deeper studies. Therefore, through this research, it will be explored and revealed: whether public service motivation influences employee job satisfaction through employee performance directly or indirectly or through intermediary variables, either partially or simultaneously.

## II. MATERIAL AND METHOD

The study was conducted at the Department of Population and Civil Registration (Disdukcapil) of West Pasaman Regency and was carried out in June-September 2019. The research method used an associative quantitative type with Disdukcapil West Pasaman employee staff. The population of 61 employees using simple random sampling technique and Slovin formula in the term of error 3% obtained a sample of 58 respondents. In conducting this research, two types of data are used, namely primary and secondary data. Data collection is done by using a research instrument in the form of a questionnaire or questionnaire, which is done by distributing a list of statements and written questions to respondents to get answers to questions asked and then measured using a Likert Scale. The questionnaire distributed earlier had been tested for validity and reliability. Validity testing is done using the Pearson Product Moment correlation with a correlation coefficient  $\geq 0.3$ , then the instrument items are declared valid. Reliability tests are also conducted to determine the consistency of the measuring instruments used, so that if the measuring instrument is used again to examine the same object with the same technique even though the time is different, then the results obtained will be the same. An instrument is said to be reliable if it has an Alpha Cronbach value of  $\geq 0.60$  Hair [13]. Before being analyzed using path analysis, the classical assumption test is performed which consists of a normality test, a linearity test, a multicollinearity test, and a heteroscedasticity test, after which only a hypothesis test is performed with multiple regression analysis. The purpose of using regression analysis is to estimate the mean and value of exogenous variables based on the value of endogenous variables, test the hypothesis of dependency characteristics, to predict the average value of exogenous

variables based on the value of endogenous variables outside the sample range. In this study, the concepts of the variables examined were three variables: public service motivation, performance and job satisfaction. Where public service motivation is determined as an exogenous variable while performance and job satisfaction are determined as endogenous variables.

**III. FINDING AND DISCUSSION**

**A. Characteristics of Research Demographics**

The intended demographic is a descriptive analysis of the respondents studied. The characteristics of respondents in this study can be described thoroughly and generally in the following table:

**TABLE I. CHARACTERISTICS OF RESPONDENTS**

Characteristics of Respondents	Amount	Percent (%)
<b>Gender</b>		
Male	19	33%
Female	39	67%
<b>Total</b>	<b>58</b>	<b>100%</b>
<b>Level of Education</b>		
High School	10	17%
Associate Degree	3	5%
Bachelor Degree	44	76%
Postgraduate Degree	1	2%
<b>Total</b>	<b>58</b>	<b>100%</b>
<b>Employment Status</b>		
State Employees	21	36%
Regional Employees	3	5%
Daily Employee	34	59%
<b>Total</b>	<b>58</b>	<b>100%</b>
<b>Years of Service</b>		
<5 years	22	38%
6-15 years	27	46%
16-25 years	5	9%
26-35 years	1	2%
>36 years	3	5%
<b>Total</b>	<b>58</b>	<b>100%</b>

The table above provides information that the demographic characteristics of this study can be classified according to four types of groups namely gender group, education level, employment status, and years of service. For the gender group, respondents were dominated by female sex, amounting to 67%, the group with the highest level of education at the Bachelor level was 76%, for the employment status group dominated by daily employees by 59%, and the last group, the working group the majority of respondents worked during the 6-15 years which is 46%.

**B. Hypothesis Test Results**

Statistical data processing in this study was carried out using multiple linear regression analysis and after that, it was analyzed using path analysis. Previously the data had already been tested for classical assumptions. The classic assumption tests include 1) normality test; 2) linearity test; 3) heteroscedasticity test; and 4) multicollinearity test. The classical assumption test analysis proved to meet the requirements and had passed the prerequisite test so that the data was declared eligible to be analysed at a later stage namely the regression test. Regression test results can be seen in the table below:

**TABLE II. REGRESSION TEST RESULTS**

Model	R	R Square	Adjusted R Square	Sig.
1. The influence of public service motivation on performance in the Department of Population and Civil Registration of West Pasaman Regency	.891 <sup>a</sup>	.795	.791	.000
2. The influence of public service motivation on job satisfaction in the Department of Population and Civil Registration in West Pasaman Regency	.953 <sup>a</sup>	.908	.907	.000
3. Effect of performance on job satisfaction in the Department of Population and Civil Registration, West Pasaman Regency	.925 <sup>a</sup>	.856	.853	.000

Source: Research Results (data processed), 2019

Based on the table above, it can be seen the influence and magnitude of the contribution of the influence of each exogenous variable to endogenous variables. The results of the statistical analysis test prove that each exogenous variable is proven to have a significant effect on job satisfaction in the Population and Civil Registry Office of West Pasaman Regency. This is evidenced by the acquisition of significance values that are below <0.05. Significant here also means that the influence caused by each exogenous variable to the endogenous variable has a real and significant effect. The contribution of influence given is certainly different in each variable, but it can be concluded that the greatest contribution, occurs in the variable motivation of public services, with an influence contribution of 90.7%.

*1) Effect of Public Service Motivation on Performance*

The results of statistical tests prove that the research hypothesis has shown significant results with a value of 79.1% given by the motivation of public services on the performance of Disdukcapil West Pasaman District employees, this is evidenced by the results of the regression analysis with a significance value of 0,000. These results reflect that empirically the variable motivation of public service has a significant positive effect on employee performance in Disdukcapil, West Pasaman Regency. The results of this study are also by the results of previous studies conducted by Perry and Wise [7] and Saputra [14] which prove the existence of a significant influence on the variable of public service motivation on employee performance.

Employee performance is also influenced by motivational factors. Motivation factors have a direct relationship with the performance of individual employees. In the context of public service, we are familiar with the term of public service motivation. Crewson [15] concluded that employees in the public sector are more concerned with community service than employees in the private sector. An individual who has a high level of public service motivation will show more effective work performance in work related to social justice, loyalty to the state, and social programs.

*2) Effect of Public Service Motivation on Job Satisfaction*

Based on the results of hypothesis testing, it is evident that public service motivation has a positive and significant effect

on job satisfaction with a value of 90.7% influence given by public service motivation on job satisfaction of Disdukcapil West Pasaman District employees, this is evidenced by the results of the regression analysis with the value of significance of 0,000. This means that the better the motivation of public servants employees, employee job satisfaction will increase. The results of this study support research conducted by Brahmasari [16], Saleem et al. [17], Ahmed et al. [18] and Juniari et al. (2015) which states that motivation has a positive effect on job satisfaction.

**3) Effect of Performance on Job Satisfaction**

From the results of data processing and data analysis, a decision can be taken that for the hypothesis which states that there is an influence of performance on job satisfaction of West Pasaman Regency Disdukcapil employees is proven. Based on the test results show the coefficient of determination (R<sup>2</sup>) of 0.853, a significance value of 0.000 with a beta coefficient has a positive value for the performance variable. So it can be interpreted that 85.3% effect of significant

positive changes in the variable job satisfaction of employees of West Pasaman Disdukcapil is influenced by performance variables. The results of this study are also the same as the results of research conducted by Djati and Khusaini [19] and research by Djati and Darmawan [20] which prove that employee performance has a significant effect on job satisfaction. The low performance is also assumed to affect employee job satisfaction. Low-performing people tend not to have job satisfaction Hughes [9].

**C. Summary of Model Analysis and Testing**

The model conceived in this study is to explain and find out the influence of public service motivation on job satisfaction either directly or indirectly or through intermediate performance variables. The conception of the research wants to prove the presence or absence of the influence of the causal variable (exogenous) on the effect variable (endogenous). Data were analysed using path analysis which had previously been tested by classic assumptions and regression tests. The results of the model summary are shown in the Fig. 1 and Table III below:

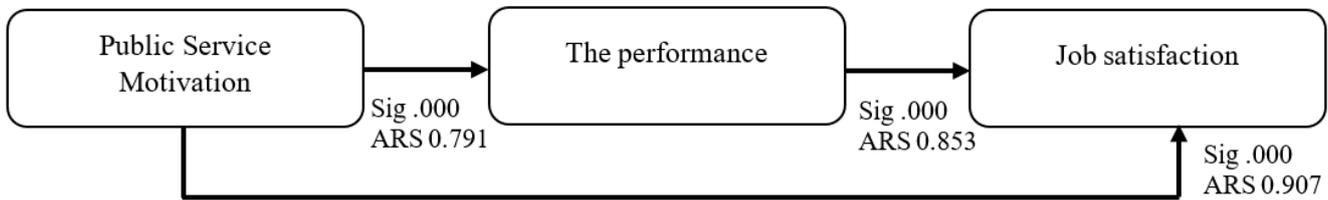


Fig. 1. Summary of Regression Test Results (Source: Research Data Process Results, 2019)

In the picture above it can be explained that the form of the relationship and the magnitude of the contribution of the influence of each exogenous variable to endogenous variables. In this study, it can be seen that all exogenous variables significantly influence their endogenous variables, and the magnitude of the contribution given also varies and varies in each variable. The picture above also shows the direction of the arrow which implies the relationship of influence both directly and indirectly. To see how much the contribution of indirect influence (through intermediary variables), can be seen in the table below:

TABLE III. SUMMARY OF MODEL PARAMETER ESTIMATION RESULTS

Variable	Direct Impact	Indirect Effects
1. The influence of public service motivation on job satisfaction through performance variables in the Department of Population and Civil Registration of West Pasaman Regency	90.7%	67.5%

Source: Research Results (data processed), 2019

In the table above explains the results of the path analysis of the direct effects and indirect effects that occur or are caused by each exogenous variable to endogenous variables. The contribution of influence that occurs through the intermediary variable performance is 67.5%.

**IV. CONCLUSION**

The purpose of this study was to determine the effect of public service motivation on employee satisfaction through performance both directly and indirectly, in the Department of Population and Civil Registration of West Pasaman Regency.

After conducting research, data processing, and discussion, in this study it can be concluded that: (1) There is a direct influence of public service motivation on performance by 79.1% with a significance value of 0,000 and the effect is positive; (2) There is a direct influence of public service motivation on employee satisfaction of 90.7% with a significance value of 0,000 and the effect is positive; (3) There is a direct effect of performance on employee satisfaction of 85.3% with a significance value of 0,000 and the effect is positive; (4) There is an indirect effect of public service motivation variable on job satisfaction through performance that is equal to 67.5%. Through this research, it can also be suggested to the West Pasaman Regency Population and Civil Registry Agency that in increasing employee satisfaction, it should keep in mind the motivational factors of public service and employee performance; Considering that the variable of public service motivation is the most influential variable on employee satisfaction and is the variable that has the most dominant/influential contribution, it is recommended to the Department of Population and Civil Registration of West Pasaman Regency, to continue to pay attention to and prioritize public service motivation in doing work. Because of the limitations of the author's resources in researching, the authors suggest further researchers be able to examine more deeply about employee satisfaction variables and add other exogenous variables to produce a broader picture of the level of employee satisfaction either directly or indirectly or through variables intermediary.

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