

THE RELATIONSHIP OF PUBLIC SERVICE MOTIVATION AND JOB INVOLVEMENT TO EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLE

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Abstract: *The purpose of this study was to investigate the relationship between five variables, namely public service motivation, job involvement, job satisfaction, organizational commitment, and employee performance. The structural model was developed to describe the relationship between public service motivation, job involvement and employee performance, where job satisfaction and organizational commitment are intervening variables. This research was conducted with a questionnaire-based survey by taking data from 55 civil servants in licensing service agencies in Tangerang Regency. The results showed that public service motivation had a significant and positive effect on job satisfaction and organizational commitment but had no effect on employee performance. Job involvement has no effect on employee performance and job satisfaction but has a significant and positive effect on organizational commitment. While job satisfaction has no significant effect on employee performance and organizational commitment has a significant and positive effect on employee performance. Meanwhile, the indirect relationship between public service motivation through the intervening variable job satisfaction does not show any influence, while organizational commitment can mediate public service motivation on performance. For the variable of job involvement on employee performance through job satisfaction does not have a mediating relationship and organizational commitment can mediate job involvement on employee performance.*

Keywords: *Public Service Motivation, Job Involvement, Job Satisfaction, Organizational Commitment, Employee Performance*

Abstrak: Tujuan penelitian ini adalah untuk mengetahui hubungan lima variabel yaitu motivasi pelayanan publik, keterlibatan kerja, kepuasan kerja, komitmen organisasi, dan kinerja pegawai. Model struktural dikembangkan untuk menggambarkan hubungan antara motivasi pelayanan publik, keterlibatan kerja dan kinerja pegawai, dimana kepuasan kerja dan komitmen organisasi merupakan variabel intervening. Penelitian ini dilakukan dengan survei berbasis kuesioner dengan mengambil data dari 55 pegawai negeri sipil pada instansi pelayanan perizinan di Kabupaten Tangerang. Hasil penelitian menunjukkan bahwa motivasi pelayanan publik berpengaruh signifikan dan positif terhadap kepuasan kerja dan komitmen organisasi namun tidak berpengaruh terhadap kinerja pegawai. Keterlibatan kerja tidak berpengaruh terhadap kinerja karyawan dan kepuasan kerja namun berpengaruh signifikan dan positif terhadap komitmen organisasi. Sedangkan kepuasan kerja tidak berpengaruh signifikan terhadap kinerja pegawai dan komitmen organisasi berpengaruh signifikan dan positif terhadap kinerja pegawai. Sedangkan hubungan tidak langsung antara motivasi pelayanan publik melalui variabel intervening kepuasan kerja tidak menunjukkan adanya pengaruh, sedangkan

komitmen organisasi dapat memediasi motivasi pelayanan publik terhadap kinerja. Untuk variabel keterlibatan kerja terhadap kinerja karyawan melalui kepuasan kerja tidak mempunyai hubungan mediasi dan komitmen organisasi dapat memediasi keterlibatan kerja terhadap kinerja karyawan.

Kata Kunci: Motivasi Pelayanan Publik, Keterlibatan Kerja, Kepuasan Kerja, Komitmen Organisasi, Kinerja Pegawai

INTRODUCTION

There are two forces that can push organizations to change, the first is external forces, namely encouragement from outside the organization, such as: demographic characteristics, technological advances, market changes, social and political pressures, the second is internal forces, namely encouragement from within the organization itself, such as : motivational problems, existence of dangerous subcultures, productivity, structural incompatibility, information problems, activity growth, contraction, and human resource problems (Sinding & Waldstrom, 2014). One example of technological progress is the change in face-to-face public services to online. Where ease of transaction will provide a positive emotional response in the form of satisfaction in the customer (Syah & Olivia, 2022). Public sector organizations are under tremendous pressure to adapt to the new demands of society. Employees in the public sector who are perceived to be less effective at work are under pressure in an effort to improve their work output (Austen & Zacny, 2015).

Public Service Motivation (PSM) quickly become one of the developing constructs in public HRM research. (Vandenabeele, 2009). Public Service Motivation (PSM) has been an important topic in public personnel research since the early 1990s (Qi & Wang, 2016). The relationship between Public Service Motivation and Civil Servants (PNS) who have good performance has attracted the attention of researchers to be able to explore further.

Job involvement is also one of the constructs that contributes to improving performance. Sir Brian Wolfson in Mullins (2005) Expressing boredom and frustration at work is often the result of employees' lack of engagement with company goals and a feeling that their ideas are not wanted or heard. Forms of involvement that can be implemented such as: sharing information with subordinates, providing feedback on the results of performance evaluations, and involving employees in making a decision (Qi & Wang, 2016). Granting decision-making

authority and autonomy to individual front-line employees is often a powerful step in companies' efforts to improve their competitiveness (Danish et al., 2015).

Meanwhile, with the paradigm that there are employees who often do not come to work among Civil Servants, job satisfaction is important to explore. Satisfied workers will work more productively (Appelbaum & Kamal, 2000) On the other hand, dissatisfied workers are more often late for work, absent from work and motivated to leave the company (Lee, 1988). Compared to private sector employees, government workers are reported to be more motivated by intrinsic aspects of their jobs, such as interesting jobs, and less by extrinsic features, such as high salaries. (Rainey, 1982). Besides that (Perry & Wise, 1990) noted the importance of these findings and called for additional studies on job satisfaction as a correlation of public service motivation.

Mullins (2005) argues that if employees feel trusted, they can make extraordinary efforts to demonstrate the trust that has been given. For this reason, Organizational Commitment is considered as the basis for the introduction of human resource management (HR) policies in organizations because HR policies have the main goal of increasing the level of commitment so that positive results can occur (Kuvaas, 2003) and several studies linking Organizational Commitment is the link between public service motivation and individual performance (Camilleri & Van Der Heijden, 2007), the relationship between PSM and performance is mediated through job satisfaction and normative and affective organizational commitment while continuance commitment does not act as a mediator (Vandenabeele, 2009). For this reason , researchers are interested in exploring more about the Intervening Variable Organizational Commitment .

Research on public service motivation, employee job involvement with employee performance intervened by job satisfaction and organizational commitment has been done Qi & Wang (2016). However, in this study, the independent variable is organizational performance and the organizational commitment variable only focuses on discussing affective commitment. While the research conducted for the performance variable is employee performance or individual performance, while for organizational commitment based on three dimensions consisting of affective commitment, normative commitment and ongoing commitment. In addition, in research Qi & Wang (2016) does not discuss the role of organizational commitment variables and employee job satisfaction as intervening variables between public service

motivation and employee job involvement with employee performance, while in this study discusses job satisfaction variables and organizational commitment variables are used as mediating variables. This research was conducted in a government agency that carries out public services regarding licensing and non-licensing in Tangerang Regency

Based on the explanation above, this study aims to fill the gap and further explore the relationship between Public Service Motivation (PSM) and Job Involvement (JI) on Employee Performance (EP) with Organizational Commitment (OC) and Job Satisfaction (JS) as mediating variables.

LITERATURE REVIEW

Public Service Motivation (PSM)

Public Service Motivation (PSM) has been an important topic for research civil servants since the early 1990s, where people ask for an increase in public services provided by the government. Perry & Wise (1990) argued that Public Service Motivation (PSM) is defined as a person's tendency to respond to basic motives or motives that are unique in public institutions, whereas Rainey & Steinbauer (1999) put forward PSM can be interpreted as a general altruistic motivation in serving the interests of the public, the state, the nation, and mankind. At this time, public service motivation tends to be more common among government employees than private sector employees.

Brewer & Selden (1998) argued that the motivation for public service; first, PSM is a motivational force that encourages individuals to perform meaningful public services, namely, community, community, and social services and second, public service motivation is common in public services, namely the public sector workforce; Vandenabeele (2007) argues that public service motivation is described as beliefs, values and attitudes that are higher than personal and organizational interests, and involve the interests of larger political entities and to motivate someone to act appropriately at any time.

Job Involvement (JI)

Job involvement is a broad term that has often been referred to as “empowerment,” “participatory management”, “employee engagement”, “high engagement”. Lodahl & Kejnar (1965) stated that job involvement is the degree to which an individual is psychologically fit with the work being done, or the importance of the job in his overall self-image. Paullay et al.

(1994) defines job involvement as the degree to which a person is cognitively occupied, engaged in, and concerned with his or her current job.

Rabinowitz and Hall in Cohen (2003) argues that job involvement has been defined and conceptualized in two different ways: namely the performance-self-esteem contingency and the component of self-image. Robbins & Coulter (2018) job involvement, namely the extent to which an employee can identify from his work, and actively participate in it, and considers his work important to become his self-esteem value; Noe et. al. (2016) define Job involvement is how a person can identify themselves with their work. Employees who have a high level of job involvement consider their work an important part of their lives.

Bowen and Lawler in Luthans (2011) have suggested that organizations can identify four levels of employee job involvement, namely: the first is very little engagement, as reflected by traditional production line companies; the second is moderate engagement, as reflected by organizations using advice programs and quality circles; the third is quite substantial involvement, reflected in organizations where jobs are designed so that employees can use a variety of skills and have a lot of autonomy in carrying out the work; and finally, high involvement, as reflected in organizations where personnel share information and work together to solve problems and complete tasks.

Job Satisfaction (JS)

There are various definitions of job satisfaction according to several experts, including according to Luthans (2011) which states that job satisfaction is the result of employees' perceptions of how well their work can provide something that is considered important. Mathis & Jackson (2011) express job satisfaction is a state in which positive emotions result from an assessment of one's work experience. Sometimes job satisfaction is also referred to as moral. Robbins & Coulter (2018) that state Job satisfaction refers to a person's general attitude towards his job. Individuals who have high job satisfaction will tend to have a more positive attitude towards the work done, while individuals who do not have job satisfaction will tend to have a negative attitude.

Robbins (2003) stated that there are two approaches to measuring job satisfaction, including: Single global rating, which asks someone to respond to one question. The second is by way of Summation score, namely by identifying several elements in their work and asking about employees' feelings about these work elements. Factors that can be identified include:

nature of work, salary, supervision, opportunities for promotion and interaction among co-workers.

Organizational Commitment (OC)

Ivancevich et al. (2014) Expressing commitment is a feeling of identification, participation, and loyalty expressed by employees towards their workplace. Commitment to the organization involves three attitudes, namely: a sense of identification with the goals of the organization, a feeling of involvement in organizational activities, and a feeling of loyalty to the organization; Kreitner et. al. (2010) defines organizational commitment as a condition where employees can identify certain goals of the organization, and have a desire to survive in membership of an organization; Luthans (2011) expressing organizational commitment is an attitude that can reflect the loyal attitude of an employee to an organization and a continuous process in which members of the organization can express all their attention to the organization for continuous success and progress.

Meyer & Allen (1991) suggests a model of organizational commitment which consists of three components, among others: First, affective commitment which is a component of desire or desire. Second, continuance commitment is a component of need or income against loss of work in the institution. The last is a deep normative commitment, namely that an employee continues to work and becomes a member of the institution because of a feeling of moral obligation.

Employee Performance (EP)

Performance is a term of actual work achievement that can be achieved by someone. Some definitions of experts, among others, according to: Motowidlo (2003) argues that performance is the total value expected for the organization of the discrete part of behavior that a person performs over a certain period of time. Meanwhile, according to Borman and Motowidlo in Pradhan & Jena (2017) defines job performance in the context of performance as "the effectiveness of job executors in carrying out assigned tasks, which realizes the fulfillment of the organization's vision by appreciating organizations and individuals proportionally.

Mathis & Jackson (2011) Defining individual performance is a major part of why managers want individuals to stay or leave. There are 3 (three) important factors that can affect a person's performance, namely: first, the individual's ability to do his job, which includes

individual abilities, namely talents, interests and personality characteristics; second, the efforts that are issued, which are included in the efforts that are issued are motivation, work ethic, attendance/exit of employees and job design; the third is support from the organization, which includes organizational support is employee training, performance standards, equipment and technology, management and fellow co-workers. Temporary Na-Nan et al. (2018) argued that the measurement of employee performance considers three dimensions of performance, namely working time, quantity of work and quality of work

Hypotheses Development

Public service motivation has a positive relationship with individual performance of Civil Servants, which is supported by more and more research (Camilleri & Van Der Heijden, 2007; Xiaohua, 2008; Naff & Crum, 1999; Vandenabeele, 2009; Palma, 2016). Qi & Wang (2016) found that PSM had a positive and statistically significant effect on organizational performance, as well as the results of research from Zhu & Wu (2016). Job satisfaction has been found to be a consequence of public service motivation in public organizations. Employees to participate in policy making or serve the public interest (Taylor, 2008). A number of empirical studies have supported that service motivation has a relationship with job satisfaction (Moynihan & Pandey, 2007; Naff & Crum, 1999; Palma, 2016; Xiaohua, 2008; Kim, 2005). Vandenabeele (2009) used a five-dimensional instrument to measure PSM and found that four dimensions, including politics, public interest, self-sacrifice and democratic governance, had a statistically significant effect on job satisfaction. The European and American contexts as well as Asia suggest that public service motivation leads to higher affective commitment (Moynihan & Pandey, 2007; Taylor, 2008; Vandenabeele, 2009; Qi & Wang, 2016; Kim, 2005; Ritz, 2009). Public organizations better meet the needs of individuals with high public service motivation, these people tend to work for the government (Perry & Wise, 1990), and they may be more committed to their organization. There is a positive relationship between public service motivation and affective commitment and normative commitment, while there is no relationship between continuous commitment (Xiaohua, 2008). From the explanation above, the research hypothesis can be proposed as follows:

H1: Public service motivation has a significant relationship with performance employee.

H2: Public service motivation has a significant relationship with job satisfaction

H3: Public service motivation has a significant and positive relationship with organizational commitment.

Frontline workers have more complete knowledge of their work than their superiors, Therefore they are involved in management, this knowledge can be utilized to make better decisions and to improve product quality and efficiency (Miller & Monge, 1986). Several empirical studies and meta-analysis support that participation has a positive and direct impact on productivity (Guthrie, 2001; Miller & Monge, 1986; Fernandez & Moldogaziev, 2013). Employee job involvement has a significant influence on organizational performance (Qi & Wang, 2016; Zhu & Wu, 2016). Meyer & Allen (1991) put forward three main components of organizational commitment, among others; affective commitment, normative commitment and continuance commitment. There is a significant positive effect of job involvement on organizational commitment (Abdallah et al., 2017). Employee involvement leads to an increase in employee job satisfaction, based on a sample from the private sector (Miller & Monge, 1986; Lesmana et al., 2021). While the research conducted Fernandez & Moldogaziev (2013) whose research conducted research on American Federal Employees found a direct effect between employee empowerment on job satisfaction. Research conducted Wang & Yang (2015) and Qi & Wang (2016) found civil servants more satisfied with their jobs. From the explanation above, the following hypotheses can be proposed:

H4: Employee Job Involvement has a significant relationship with employee performance.

H5: Employee Job involvement has a significant and positive relationship with organizational commitment.

H6: Employee job involvement has a significant and positive relationship with employee job satisfaction.

Job satisfaction has been found to be associated with a variety of behavior and work-related attitudes. This argument is consistent with the human relations management school, which believes that higher worker morale will result in increased productivity (Judge et al., 2001). Xiaohua (2008) found a relationship between satisfaction with individual performance. Despite some inconsistencies, recent empirical studies on CSOs generally support a positive relationship between employee job satisfaction and performance (Fernandez & Moldogaziev,

2011). It was found that there was a significant and positive effect between employee job satisfaction and employee performance in several studies in Indonesia (Ridlwan et al., 2021; Sidabutar et al., 2020). From the explanation above, the seventh hypothesis is taken as follows:

H7: Employee job satisfaction has a significant relationship with employee performance.

Several business and public management literature from research results have found that organizational commitment has a positive relationship with individual performance and organizational performance (Camilleri & Van Der Heijden, 2007; Jaramillo et al., 2005; Vandenabeele, 2009). While research conducted in Indonesia found that organizational commitment can improve employee performance (Maswani et al., 2019; Ali & Syah, 2019). From several research results that have been carried out previously, the eighth hypothesis can be taken as follows:

H8: Organizational commitment has a significant and positive relationship with employee performance.

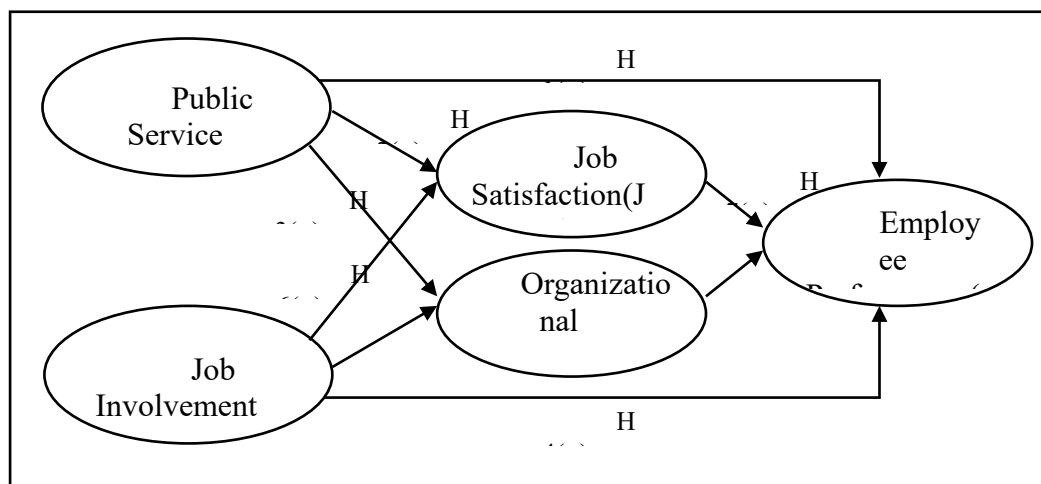


Figure 1. Research Model

RESEARCH METHODS

Data

The data taken in this study was carried out using a survey method, namely by distributing questionnaires directly. Sample used selected based on saturated sampling technique, namely the technique of determining this sample is done if all members of the

population are used as samples. The sample criteria are Civil Servants who are non-echelon officials at local government agencies that carry out licensing and non-licensing services in Tangerang Regency. The data was obtained for one month, namely in September 2021. The characteristics of the samples taken in carrying out the research included: gender, age, education level, years of service and rank/class. Where the number of samples taken in carrying out this research as many as 55 people. The locus of this research was chosen because it is a government agency that specifically carries out licensing and non-licensing services to the public either directly or online and by paying attention to employee income from the results of the regional allowances obtained relatively the same according to their class.

Measurements

The measurement of the variables studied was taken from several previous studies. Where the variable of public service motivation is measured by 5 statements adopted from Qi & Wang (2016). The job involvement variable was measured using 5 statements adapted from the questionnaire Qi & Wang (2016). Similar to the previous two variables, the job satisfaction variable is measured using 2 statements from Qi & Wang (2016). The organizational commitment variable is measured using 6 statements adopted from Benkhoff (1997) and the last variable of employee performance is measured by 13 statements adapted from Na-Nan et al. (2018). The total measurement of the five variables is 31 statements. All statements submitted are measured using a scale. The scale used is a Likert scale with 5 scales starting from the number 1 (one) which indicates a strongly disagree attitude to 5 (five) which indicates a strongly agree attitude.

Where the data obtained from the variables of public service motivation, job involvement, and job satisfaction are declared entirely valid. As for the organizational commitment variable of 6 there are 5 valid statements and employee performance variables from 13 statements leaving 11 statements that are declared valid. Thus, from the 32 statements in the pre-test after the analysis, those that were declared valid to be questionnaires in this study became 28 statements.

Data Analysis

The research carried out is a quantitative research using the Structural Equation Model (SEM) method while processing and analyzing data using SmartPLS 3.2.9 software. The

pretest data were then processed to test the validity and reliability tests. The validity test is carried out by looking at the results of the loading factor value and the average variance extracted (AVE) value. To assess validity, the loading factor value must be greater than 0.7 and the average variance extracted (AVE) value must be greater than 0.5, however, for the initial stage of developing the measurement scale, the loading factor value 0.5 - 0.6 is still deemed sufficient according to Chin (1998). To test the reliability of a construct by looking at the Composite Reliability value and the Cronbach's Alpha value must be greater than 0.7 for confirmatory research. If the Cronbach's Alpha value is getting closer to the value 1, then the reliability test is getting better (Hair Jr et al. 2014). Meanwhile, hypothesis testing is based on looking at the P-Values with a significance level below 0.05 and if the T Value is 1.96, then each indicator is significant to the variables and the research hypothesis can be accepted.

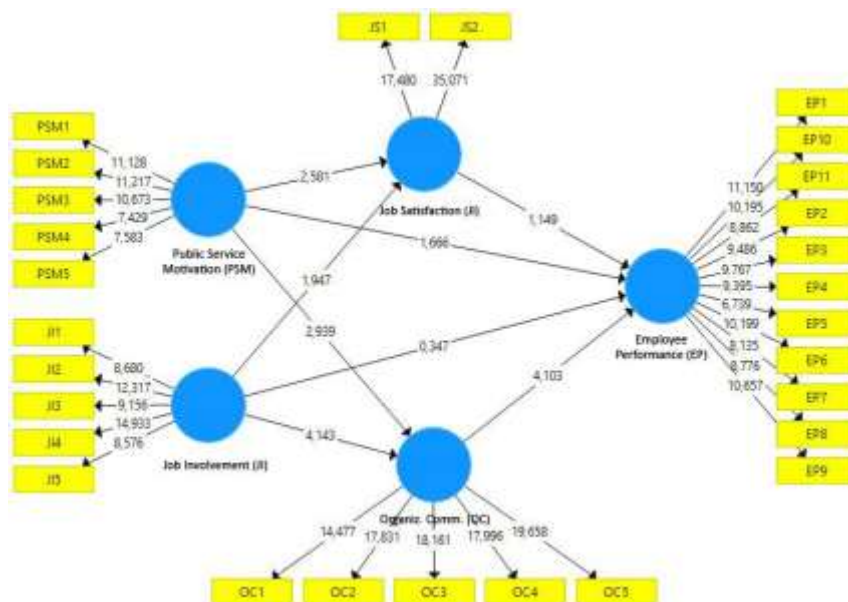


Figure 2. Path Diagram and T-Statistics

RESEARCH RESULTS AND DISCUSSION

A. Research Results

Respondent Profile

Respondents of this research are Civil Servants (PNS) non-echelon officials in agencies that carry out licensing and non-licensing services in Tangerang Regency, amounting to 55 people. Of the number of respondents consisting of: 69.09% are male and 30.91% are female, with the majority of undergraduate education at 54,55% with the majority being between 41-

50 years of age 38,18% and the majority of the respondents working years are 11-15 years old by 36,36%.

Measurement Model

Test the validity of the confirmatory convergent reflective measurement model as proposed by Chin (1998) ie the value of the loading factor must be greater than 0.7. The measurement of construct validity in this study can be declared valid because all indicators in each variable have a loading factor of more than 0.7 and the Average Variance Extracted (AVE) has a value greater than 0.50 (Hair Jr et al., 2014). The results of the calculation of the Average Variance Extracted (AVE) for the Public Service Motivation variable (PSM) the AVE value of 0.562, Job Involvement (JI) the AVE value of 0.562, Job Satisfaction AVE value of 0.822, Organizational Commitment AVE value of 0.653, and Employee Performance variable AVE value of 0.552.

Table 1: Construct Reliability and Convergent Validity

Constructs	Cronbach's Alpha	CR	AVE
Public Service Motivation (PSM)	0.804	0.865	0.562
Job Involvement (JI)	0.805	0.865	0.562
Job Satisfaction (JS)	0.785	0.902	0.822
Organizational Commitment (OC)	0.867	0.904	0.653
<i>Employee Performance (EP)</i>	0.919	0.931	0.552

Discriminant Validity test is declared valid because the square root of the AVE of each construction has a higher value than the highest correlation with other constructs (Fornell Larcker criterion) (Hair Jr et al., 2014). The reliability test of this study can be stated that all variables are considered reliable by looking at the value of the calculation of Cronbach's Alpha (CA) and the value of Composite Reliability (CR). The results of the calculation of Cronbach's Alpha (CA) and Composite Reliability (CR) values for the variables of Public Service Motivation (CA=0.804; CR=0.865), Job Involvement (CA=0.805; CR=0.865), Job Satisfaction (CA=0.785; CR= 0.902), Organizational Commitment (CA=0.867; CR=0.904) and Employee Performance Variavel (CA=0.919; CR=0.931).

Table 2: Discriminant Validity (Fornell Larcker criterion)

	JS	JI	EP	OC	PSM
JS	0.907				
JI	0.492	0.750			
EP	0.570	0.619	0.743		
OC	0.543	0.784	0.775	0.808	
PSM	0.516	0.646	0.670	0.721	0.749

Analysis Structural test was conducted to determine the value of R Square (R²). The value of R Square (R²) is to show how much variance in the dependent latent variable is explained by the independent latent variable. From the results of data analysis, it is found that the Job Satisfaction (EP) variable is jointly influenced by the Public Service Motivation (PSM) and Job Involvement (JI) variables with an R Square (R²) value of 0.310, which means that the Public Service Motivation variable (PSM) and Job Involvement (JI) can explain 31% of the variance of the Job Satisfaction (JS) variable, while the remaining 69% can be explained by other variables. The second analysis shows that the variable Organizational Commitment (OC) is jointly influenced by the variables of Public Service Motivation (PSM) and Job Involvement (JI) with an R Square (R²) value of 0, 693, which means that the variables of Public Service Motivation (PSM) and Job Involvement (JI) can explain 69.3% of the variance of the Organizational Commitment (OC) variable, while the remaining 30.7% can be explained by other variables. The last R Square (R²) analysis showed that the variable Employee Performance (EP) was jointly influenced by the variables of Public Service Motivation (PSM), Job Involvement (JI), Job Satisfaction (JS) and Organizational Commitment (OC) with an R value Square (R²) of 0.649, it can be interpreted that the variables of Public Service Motivation (PSM), Job Involvement (JI), Job Satisfaction (JS) and Organizational Commitment (OC) can explain 64.9% of the variance of Employee Performance (EP) variables, while the remaining 35.1% can be explained by other variables not included in this study

Table 3. Test of R-Square

	R Square	R Square Adjusted
JS	0.310	0.283
EP	0.649	0.620
OC	0.693	0.681

The results of the calculation of the Structural Model significance test are in the form of Path Coefficients and Path Diagrams (figure 2) above, while the results for testing the research model hypotheses are presented in table 4 :

Table 4. The Results of Hypothesis Testing

Hypothesis	Relationship	Original Sample	T Statistics	P Values	Results
H1	Public service motivation (PSM) → Employee Performance (EP)	0.193	1,666	0.096	Not Supported
H2	Public service motivation (PSM) → Job Satisfaction (JS)	0.340	2,581	0.010	Supported
H3	Public service motivation (PSM) → Organizational Commitment (OC)	0.368	2,939	0.003	Supported
H4	Job involvement (JI) → Employee Performance (EP)	-0.041	0.347	0.729	Not Supported
H5	Job involvement (JI) → Organizational Commitment (OC)	0.546	4.143	0.000	Supported
Hypothesis	Relationship	Original Sample	T Statistics	P Values	Results
H6	Job involvement (JI) → Job Satisfaction (JS)	0.273	1,947	0.052	Not Supported
H7	Job Satisfaction (JS) → Employee Performance (EP)	0.181	1,149	0.251	Not Supported
H8	Organizational Commitment (OC) → Employee Performance (EP)	0.570	4.103	0.000	Supported

Based on table 4 the results of hypothesis testing, obtained from the 8 hypotheses proposed, 4 hypotheses have T Statistics above 1.960 (T Statistics > t table 1.960), namely H2, H3, H5 and H8, so that the processed data supports the research hypothesis that was built. it can be concluded that there is a significant and positive influence. Meanwhile, for the other 4 hypotheses, namely H1, H4, H6 and H7 from the results of data processing, the T Value value is below 1.960 (T Statistics < t table 1.960), so the results obtained do not support the proposed hypothesis, so it can be concluded that there is no effect significant.

The results of the Intervening or mediation test show the results of the indirect influence of Public Service Motivation and Job Involvement on Employee Performance through Job Satisfaction and Organizational Commitment.

Table 5. The Results of Intervening Testing

Variable	Original Sample	T Statistics	P Values
Job Involvement (JI) → Job Satisfaction (JS) → Employee Performance (EP)	0.049	0.864	0.388
Public Service Motivation (PSM) → Job Satisfaction (JS) → Employee Performance (EP)	0.062	1.002	0.317
Job Involvement (JI) → Organizational Commitment (OC) → Employee Performance (EP)	0.311	2,649	0.008
Public Service Motivation (PSM) → Organizational Commitment (OC) → Employee Performance (EP)	0.210	2,670	0.008

Seen from table 5, the results of the intervening test show the results of the T Statistics test between the variables of Job Involvement (JI) on Employee Performance (EP) through Job Satisfaction (JS), the T Statistics value is 0.864 (T Statistics < t table 1.960) with an Original sample value of 0.049 it is concluded that there is no influence between employee job involvement on employee performance through job satisfaction. While the results of the T Statistics test between Public Service Motivation (PSM) and Employee Performance (EP) mediated by Job Satisfaction (EP), the T Statistics value is 1.002 (T Statistics < t table 1.960) with an Original sample value of 0.062, so it can be concluded that there is no significant influence between Public Service Motivation on Employee Performance through job

satisfaction. The results of the T Value test between job Involvement (JI) variables on Employee Performance (EP) through Organizational Commitment (OC) obtained a T Statistics value of 2.649 (T Statistics > t table 1.960) with an Original sample value of 0.311, so it was concluded that there was a significant and positive relationship between employee job involvement on employee performance through organizational commitment. The results of the T Value test between the variables of Public Service Motivation (PSM) on Employee Performance (EP) through Organizational Commitment (OC) obtained a T Statistics value of 2.670 (T Statistics > t table 1.960) with an Original sample value of 0.210, so it can be concluded that there is a significant effect significant and positive between Public Service Motivation on Employee Performance through Organizational Commitment. 960) with an Original sample value of 0.311, it is concluded that there is a significant and positive relationship between employee job involvement and employee performance through organizational commitment. The results of the T Value test between the variables of Public Service Motivation (PSM) on Employee Performance (EP) through Organizational Commitment (OC) obtained a T Statistics value of 2.670 (T Statistics > t table 1.960) with an Original sample value of 0.210, so it can be concluded that there is a significant effect significant and positive between Public Service Motivation on Employee Performance through Organizational Commitment. 960) with an Original sample value of 0.311, it is concluded that there is a significant and positive relationship between employee job involvement and employee performance through organizational commitment. The results of the T Value test between the variables of Public Service Motivation (PSM) on Employee Performance (EP) through Organizational Commitment (OC) obtained a T Statistics value of 2.670 (T Statistics > t table 1.960) with an Original sample value of 0.210, so it can be concluded that there is a significant effect significant and positive between Public Service Motivation on Employee Performance through Organizational Commitment.

B. Discussion

The results of the first hypothesis testing show that there is no significant relationship between PSM and employee performance, this finding is in line with the results of previous studies which did not find a direct effect of public service motivation on performance (Bright, 2007). Perry (2011) which states that the relationship between public service motivation and

individual performance is less clear and may be mediated by individual and organizational characteristics. The results of this study are not in line with the results of the study Vandenabeele (2009) who found direct and indirect effects of public service motivation on self-reported performance among Flemish civil servants. Naff & Crum (1999) found a significant relationship between Public Service Motivation and Performance, which is in line with other studies (Camilleri & Van Der Heijden, 2007; Xiaohua, 2008; Palma, 2016). Qi & Wang (2016) from the results of his research suggests that between public service motivation and organizational performance there is a significant and positive relationship, as well as research conducted Zhu & Wu (2016).

While the results of the intervening test of public service motivation with employee performance mediated by organizational commitment show organizational commitment can mediate public service motivation to increase employee performance although directly public service motivation does not affect employee performance, but this is in line with the findings of Vandenabeele (2009) which states a positive relationship between public service motivation and performance through normative and affective organizational commitment while continuance commitment does not play a mediating role. Camilleri & Van Der Heijden (2007) Organizational commitment is the link between Public Service Motivation and Employee Performance through Job Satisfaction. It shows that job satisfaction cannot mediate between Public Service Motivation and employee performance, these results are not in line with the research conducted. Vandenabeele (2009) where Public Service Motivation has an influence through Job Satisfaction.

The research results from the results of the second hypothesis test indicate that there is a significant and positive influence between public service motivation and job satisfaction. This can illustrate that the motivation of great public servants creates great satisfaction as well, this is also expressed by Taylor (2008) Job satisfaction has been found to be a consequence of public service motivation in public organizations. Vandenabeele (2009) measure PSM and found that four dimensions, including politics, public interest, self-sacrifice and democratic governance, had a statistically significant effect on job satisfaction. Likewise with research Naff & Crum (1999) who found a significant relationship between PSM and job satisfaction, which is in line with the results of other studies (Moynihan & Pandey, 2007; Xiaohua, 2008; Palma, 2016; Kim,

2005), but the results of this study are not in line with the results of research from Qi & Wang (2016) where public service motivation is not significantly related to job satisfaction.

From the third hypothesis, it is shown that there is a significant and positive influence between public service motivation and organizational commitment. This is in line with several studies including research conducted by Taylor (2008) suggests that there is a significant and positive relationship between public service motivation and organizational commitment. Public service motivation has a positive and significant relationship with organizational commitment (Palma, 2016). Xiaohua (2008) stated the results of his research that there is a positive relationship between public service motivation with affective commitment and normative commitment while continuance commitment has no relationship, while Qi & Wang (2016) and Kim (2005) stated the results of his research that there is a positive relationship between public service motivation and affective commitment. Most of the empirical studies in the European and American contexts state that public service motivation leads to higher affective commitment (Moynihan & Pandey, 2007; Vandenabeele, 2009; Ritz, 2009).

The results of the fourth hypothesis research show that there is no significant effect between job involvement on employee performance, these results are not in line Miller & Monge (1986), which suggests that the correlation between participation and productivity is significant, as are the results obtained from the study Qi & Wang (2016) which suggests that there is a positive relationship between employee engagement and organizational performance. Several other researchers who show several empirical studies and support meta-analysis that participation has a positive and direct impact on productivity (Guthrie, 2001; Fernandez & Moldogaziev, 2013). Job involvement has a significant effect on Organizational Performance (Zhu & Wu, 2016).

The results of the intervening test between job involvement and employee performance mediated by organizational commitment can be concluded that organizational commitment can mediate employee job involvement to improve employee performance, while job satisfaction cannot mediate job involvement on employee performance. These results do not support the results of research conducted from Fernandez & Moldogaziev (2013) who found that empowerment practices improve performance, although job satisfaction appears to be the more important mediating variable.

The test results of the fifth hypothesis show that there is a significant and positive relationship between Job involvement and Organizational Commitment. Which shows that the higher the level of employee job involvement, the higher the employee's commitment to the organization. In line with research conducted by Qi & Wang (2016) where there is a positive relationship between employee engagement with affective commitment. Abdallah et al. (2017) suggests that there is a positive and significant effect of job involvement on organizational commitment

The results of testing the sixth hypothesis, indicate that there is no relationship between job involvement and employee job satisfaction. These results do not support the results of research conducted by (Qi & Wang, 2016; Abdallah et al., 2017; Miller & Monge, 1986; Lesmana et al., 2021; Fernandez & Moldogaziev, 2013). Similarly, the results of research from Wang & Yang (2015) that informal participation has a statistically significant and positive effect on job satisfaction.

The results of the seventh hypothesis research show that there is no significant effect between job satisfaction and employee performance. Job satisfaction has been found to be associated with various job-related attitudes and behaviors. The results of this study are in line with the results of research from Qi & Wang (2016), as well as research Maswani et al. (2019) Job satisfaction has no significant and positive effect on employee performance. This argument is not in line with Lesmana et al. (2021) and Fernandez & Moldogaziev (2013) job satisfaction has a significant and positive relationship on performance. Xiaohua (2008) suggests that job satisfaction is correlated with individual performance.

The research results from the results of testing the eighth hypothesis show that there is a significant and positive influence between Organizational Commitment on Employee Performance. In line with research from Maswani et al. (2019); Ali & Syah (2019) which states that organizational commitment can improve employee performance. This is in line with several other studies that have found organizational commitment to be positively related to individual performance (Jaramillo et al., 2005; Camilleri & Van Der Heijden, 2007; Vandenabeele, 2009), but not in line with research from Qi & Wang (2016) suggests that there is no significant relationship between organizational commitment and organizational performance

CONCLUSION

Theoretical Implications

The results of the first test state that high public service motivation is not influential enough to increase high employee performance but mediated by organizational commitment will be able to improve employee performance. The results of the second test of high public service motivation can directly increase employee job satisfaction in the work environment but job satisfaction is not a factor that can mediate to increase performance. While the third test shows that high public service motivation can directly increase employee organizational commitment to the agency and this organizational commitment becomes an indirect factor of public service motivation that can improve employee performance. The results of the fourth test show that employee job involvement does not directly improve the employee's performance and even tends to be negative. The results of the fifth test show that employee job involvement in their agency makes their organizational commitment increase, this organizational commitment becomes an indirect factor that can increase the relationship between job involvement and employee performance. The results of the sixth test prove that employee job involvement may not necessarily increase job satisfaction of the employee, but this is still debatable and job satisfaction is not an indirect factor that can support the relationship between employee job involvement and employee performance. The results of the seventh test show that employee job satisfaction in the agency can directly improve their performance. The results of the eighth test of high organizational commitment can directly increase the high performance of the agency.

Managerial Implications

The results of this study are expected to provide input as well as material that can be used in local government agencies in particular to find out what factors support the creation of good performance from their employees. This study also shows what dimensions need to be considered from each variable that must be maintained and need to be improved. This study implies that the agency must pay attention to service motivation so that it can support the performance of its employees. Agencies must also be able to maintain the level of employee satisfaction in working to improve the performance of the employee concerned. Employees' organizational commitment is a very helpful and supportive variable to improve employee performance. Organizational commitment as an intervening variable also needs to be strengthened because it also has a positive impact on the performance of employees in local government agencies that carry out direct services to the wider community. The more an

employee has a high level of commitment and loyalty to the institution, the higher the performance that the employee can produce.

Limitations and Future Research

This research has several limitations or limitations that need to be improved, namely First in terms of the number of respondents, namely 55 respondents who were taken from local government agencies that carry out licensing and non-licensing services to the community, these two studies are still being explored more widely by later. other researchers. Further research can explore the dimensions of each variable to get more detailed results. The existing dimensions can be further developed, for example by adding moderating variables so that you can find out which is the most important factor in providing services to the community, especially for Civil Servants who are directly related to the community.

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