Public service motivation as an intervening variable self-efficacy, competence, and organizational commitment to the performance of the state civil apparatus

Darmayanti[1*], Badia Perizade[2], Isnurhadi[3], Yulianisy April[4]

[1,2,3,4]Universitas Sriwijaya, Indonesia.

Corresponding author: Darmayanti (*Email: darmayantidarmayanti3@gmail.com*)

Abstract

This study aims to examine the impact of self-efficacy, competence, and organizational commitment on the performance of State Civil Servants (ASN), both directly and through the mediating role of public service motivation. The research sample consisted of 209 ASN employed in Regional Apparatus Organizations (OPD) responsible for generating Regional Original Revenue (PAD) within the South Sumatra Provincial Government. The sample was chosen through the Proportionate Stratified Random Sampling method. Data were collected using questionnaires and analyzed with Structural Equation Modeling (SEM) utilizing Lisrel 8.8 software. The findings indicate that: (1) Self-efficacy positively and significantly influences ASN performance, meaning that higher self-efficacy leads to better performance, while lower self-efficacy results in reduced performance; (2) Competence has a positive and significant effect on ASN performance, where greater competence enhances performance, whereas a lack of competence may hinder it; (3) Organizational commitment positively and significantly affects ASN performance, implying that stronger organizational commitment improves performance, while weaker commitment leads to lower performance; (4) Public service motivation serves as a mediating factor between self-efficacy and ASN performance; (5) Public service motivation also mediates the relationship between competence and ASN performance; and (6) public service motivation acts as a mediator between organizational commitment and ASN performance. In summary, higher levels of self-efficacy, competence, and organizational commitment among ASN contribute to increased public service motivation, which ultimately leads to improved performance.

Keywords: ASN performance, Commitment, Competence, Public service motivation, Self-efficacy.

1. Introduction

The performance of the State Civil Apparatus (ASN) has a strategic role in determining the effectiveness of the bureaucracy and public services. Optimal performance will improve the quality of services to the community, support policy implementation, and accelerate the achievement of national development goals. However, the effectiveness of public services by ASN is still a concern, especially based on community assessments in Indonesia and South Sumatra Province. Service quality evaluations were carried out by various institutions such as the Corruption Eradication Commission, the Directorate General of Economic Affairs of the Ministry of Home Affairs, and the BPK, which showed that public services at the regional level were still not optimal [1, 2].

The effectiveness of public services is impacted by several factors, including the lack of integrity among officials, which plays a role in the prevalence of corruption. Based on the evaluation, the SPI score of South Sumatra Province exhibited a rising trend from 2018 to 2021 but then experienced a decline in 2022 with a score of 65.59%, indicating an increased risk of corruption (Data processed from the results of the 2018–2022 National SPI survey). The table below shows that for Regional Governments in South Sumatra Province, including Penukal Abab Lematang Ilir Regency, the regional government received a lower score compared to other Regency and City Regional Governments in South Sumatra Province, with scores of 63.49%, 64.33%, 64.70%, 57.63%, and 65.49%, respectively. This indicates that the Regional Government of Penukal Abab Lematang Ilir Regency has the highest level of corruption risk, classified as very vulnerable to corruption (red) among other Regional Governments in South Sumatra Province.

Table 1.
Percentage of Regional Government Integrity Assessment Survey (SPI) Data Results in South Sumatra Province 2018-2022.

No	Regency/ City	Year (%)				
		2018	2019	2020	2021	2022
1	Banyuasin	66.4	66.90	66.74	72.51	69.95
2	Empat Lawang	64.81	73.95	65.25	73.72	62.74
3	Lahat	66.99	74.30	67.44	63.20	70.92
4	Muara Enim	68.28	74.56	68.74	73.73	70.60
5	Musi Banyuasin	67.57	82.43	67.69	63.03	70.52
6	Musi Rawas	66.18	82.43	66.79	73.92	75.54
7	Musi Rawas Utara	63.75	64.32	64.49	65.08	63.77
8	Ogan Ilir	66.43	67.22	67.06	69.61	65.25
9	Ogan Komering Ilir	66.57	77.23	66.82	74.91	66.72
10	Ogan Komering Ulu Timur	68.58	69.34	69.28	67.95	66.22
11	Ogan Komering Ulu	69.01	69.45	69.32	65.31	66.22
12	Ogan Komering Ulu Selatan	64.84	65.43	65.30	67.74	65.04
13	Penukal Abab Lematang Ilir	63.49	64.33	64.70	57.63	65.49
14	Kota Lubuk Linggau	74.09	74.81	74.78	77.40	68.30
15	Kota Pagaralam	67.62	68.44	68.31	49.68	63.45
16	Kota Palembang	77.89	70.62	78.33	70.54	63.84
17	Kota Prabumulih	74.04	74.83	74.55	68.77	75.54

Source: Data processed from the results of the 2018 – 2022 National SPI survey (KPK, 8 November 2023).

The low integrity and high risk of corruption of ASN in the Regional Government of South Sumatra Province, such as in PALI Regency and Palembang City, demonstrate behavior that is contrary to the principles expected of state administrators, who should prioritize the public interest [3, 4]. Therefore, enhancing ASN performance requires fostering strong work motivation, ensuring sufficient competence, and strengthening self-efficacy and organizational commitment.

Quality public services require motivated ASNs to provide optimal services. Bayram and Zoubi [4] stated that ASNs with high motivation will invest more time and effort to achieve institutional targets. Motivation is one of the predictors of ASN performance. In addition, public service motivation can be measured through beliefs, values, and attitudes that prioritize the interests of society, as well as a willingness to make sacrifices for the sake of the organization or the public [3, 4]. Thus, high motivation will improve the performance of ASN in carrying out their duties.

Public service motivation (PSM) plays a significant role in shaping individuals' self-efficacy and competence, as it drives a strong desire to contribute to society through public service. Research by Pancasila et al. [5], Erawati and Wahyono [1], Barton et al. [6], and Rahmi [7] highlights that PSM enhances an individual's confidence in their abilities (self-efficacy) and their perceived competence in performing tasks. This motivation encourages individuals to develop skills, work diligently, and feel more capable in their roles, ultimately leading to greater effectiveness in public service delivery and achieving organizational goals. Thus, fostering public service motivation is key to improving both personal development and institutional performance. This concept supports that the role of motivation can be a mediator *self-efficacy* on performance, which is indicated by a condition where someone feels doubtful about implementing their abilities completely, resulting from a lack of self-confidence, then they will experience failure. Therefore, public service motivation

factors are needed that are able to mediate self-confidence and abilities to improve performance, which is supported by commitment from the organization [8].

Improving ASN performance in providing quality public services not only requires motivation, but also self-efficacy. Research conducted by Loomba and Karsten [9] and Lestariningsih, et al. [10] indicates that self-efficacy positively influences performance. Self-efficacy pertains to an individual's confidence and capability in performing specific tasks. ASN with high self-efficacy are more effective in completing tasks within the required timeframe [11].

In addition to public service motivation and self-efficacy, competency is a crucial factor in enhancing the performance of ASN (Aparatur Sipil Negara, or civil servants). Competency, which includes the knowledge, skills, and abilities required to perform tasks effectively, directly impacts the efficiency and quality of service provided by civil servants. When combined with a strong sense of public service motivation and high self-efficacy, competent individuals are more likely to perform their duties with greater expertise and confidence, leading to improved outcomes in public administration. As such, developing competencies among ASN is essential for achieving optimal organizational performance and ensuring the effective delivery of public services. Competence encompasses the application of abilities, knowledge, and skills in accordance with established standards [12]. Competency also reflects the ability to influence other people in an organization. Organizational success also depends greatly on individual competence [13]. Several studies indicate that competence positively influences ASN performance [12, 13]. Higher competence enhances individual performance, meaning that the greater a person's competence, the better their performance [12, 14].

Enhancing ASN competency plays a crucial role in boosting performance, whereas a decline in competency negatively affects ASN performance. Competency is the main pillar in the effectiveness of ASN as state administrators, which is measured through indicators of skills, education/training, and work attitudes [15, 16]. The Regional Government of South Sumatra Province has made efforts to manage ASN so that they possess high competence, with a focus on ASN in PAD-producing OPDs who are tasked with organizing and managing regional income.

Besides competency, ASN performance is also affected by organizational commitment. Organizational commitment positively and significantly influences ASN loyalty and enhances performance. This commitment motivates ASN to consistently achieve the organization's established targets [17]. It reflects ASN's loyalty and engagement in supporting organizational goals, as well as their willingness to remain part of the organization.

Previous research shows that ASN with high organizational commitment have positive characteristics, including high trust, acceptance of professional goals, and the desire to provide the best in their profession [18]. Organizational commitment also contributes to the socialization process of ASNs in their profession by reinforcing the professional values upheld within the organization [19]. ASNs who have attitudes and behaviors that support the achievement of organizational goals tend to improve their performance. Meeting the needs of ASN by organizations motivates them to provide public services and strengthens organizational commitment. Organizational commitment can be measured through loyalty and attitude towards tasks, with indicators such as pride in the organization, compliance with rules, and focus on tasks.

ASN loyalty is reflected in compliance with organizational regulations, which contributes to improved performance [20]. In PAD-producing OPDs in South Sumatra Province, including BAPENDA, regulations such as Standard Operating Procedures (SOP) and Regional Regulations related to levies function as guidelines in achieving regional revenue targets to support the APBD. Financial performance evaluations are routinely conducted by the Directorate General of Regional Financial Development, Ministry of Home Affairs of the Republic of Indonesia, to assess and improve the financial health and management of regional governments. According to Locke and Gary [21] and Locke and Schattke [22] these evaluations play a crucial role in setting clear performance goals, monitoring progress, and ensuring that financial resources are used efficiently and effectively. Regular financial assessments help identify areas for improvement, guide decision-making, and promote accountability and transparency in the management of regional finances, ultimately supporting sustainable development and good governance. ASN performance is assessed based on their interaction, coordination, communication, and active participation in innovation to achieve organizational targets. This research aims to evaluate the impact of self-efficacy, competence, and organizational commitment on ASN (Aparatur Sipil Negara, or civil servant) performance, both directly and through the mediating role of public service motivation. By exploring how self-efficacy enhances an individual's confidence in their abilities, how competence influences the effectiveness of task performance, and how organizational commitment drives dedication to the public sector, the study seeks to understand the interconnected dynamics that affect civil servant performance. Additionally, it investigates the mediating role of public service motivation, which may amplify the influence of these factors on performance, leading to a more effective and efficient public service. This research aims to provide valuable insights into how improving these factors can enhance the overall performance of ASN in Indonesia.

Research can answer the research gap related to public service motivation, where Bayram and Zoubi [4] found a weak negative relationship, contrary to positive findings in previous literature. ASN as state administrators should have values, attitudes, and beliefs that prioritize the public interest [4]. However, low public service motivation can cause ASN to be reluctant to sacrifice time and energy for quality services and to play a lesser role in decision-making [23, 24].

Loomba and Karsten [9] stated that self-efficacy does not influence performance if hindered by organizational factors. Moreover, individuals with negative perceptions of the organization tend to lack commitment, neglect their responsibilities, and may even choose to leave when faced with excessive workloads [23, 24]. Based on Purwanto et al. [20], Xie et al. [25], Locke and Gary [21], Locke and Schattke [22], the lack of organizational commitment in resolving problems contributes to the poor performance of the Regional Revenue Agency (BAPENDA) of South Sumatra Province. Failure to achieve organizational goals reflects ineffectiveness in implementing performance standards, measurable evaluation, and completing tasks within specified time limits [26].

Building on this background, the researchers are motivated to undertake a study entitled "Public Service Motivation as a Variable *Intervening Self-Efficacy*, Organizational Competence, and Commitment to the Performance of State Civil Apparatus." The objective of this study is to empirically examine both the direct and indirect effects of various factors, such as self-efficacy, competence, and organizational commitment, on ASN (Aparatur Sipil Negara, or civil servant) performance, with a particular focus on public service motivation as a key consideration. By exploring how these factors influence ASN performance directly and how public service motivation mediates these effects, the study aims to provide a comprehensive understanding of the mechanisms that drive civil servant performance. This approach allows for a deeper insight into the role of intrinsic motivation in enhancing performance and efficiency within the public sector. The findings are expected to offer deeper insights into the determinants of ASN performance. The novelty of this research lies in testing a conceptual model that integrates theory *Goal-Setting, Motivation,* and *Social Cognitive* in government, emphasizing the role of public service motivation as a mediating variable. This approach is expected to fill previous research gaps and provide both theoretical and practical contributions to ASN performance management.

2. Research Methods

This study adopts a descriptive causality approach, aiming to examine whether the independent variables such as self-efficacy, competence, and organizational commitment have a significant or insignificant impact on the dependent variable, ASN performance, both directly and through intervening variables like public service motivation. By using this approach, the study seeks to establish causal relationships and understand the pathways through which these factors influence ASN performance. The analysis will help determine the strength and nature of the direct effects, as well as the role of public service motivation in mediating these effects, providing valuable insights for improving civil servant performance [27]. Apart from that, this research is exploratory in nature, which aims to provide an initial understanding regarding the concepts or patterns used. An exploratory approach is used to research phenomena that are not yet widely known or understood, so that this research can provide new insights regarding the problems being studied.

This study employs quantitative data derived from primary sources, collected through questionnaires distributed directly to respondents [28]. The research population consists of State Civil Apparatus (ASN) working in Regional Apparatus Organizations (OPD) responsible for producing Regional Original Income (PAD) in South Sumatra Province. The sampling technique employed is *Proportionate Stratified Random Sampling*, which includes ASN tasked with managing PAD, with criteria of having served as an administrator for at least two years, possessing more than 15 years of work experience, and holding a supervisory position. Respondents include Secretaries, Heads of Divisions, and Heads of Departments responsible for increasing PAD across 17 Regency and City Regional Governments in South Sumatra.

The data for this study were gathered by distributing questionnaires through online channels and offline from May to October 2023. The questionnaire was designed with standardized answers to facilitate the data collection process, which included open statements to support quantitative data as well as closed questions [28]. The questionnaire measurements utilize an interval scale ranging from 1 to 10, with responses spanning from strongly disagree to strongly agree. This interval scale was selected to support the application of parametric statistical analysis. The collected data are then analyzed using the *Structural Equation Modeling* (SEM) method with the assistance of the LISREL 8.8 program to examine the relationships between variables in greater depth. SEM allows for the simultaneous analysis of complex relationships among multiple variables, enabling the study to test both direct and indirect effects. By using this method, the study can evaluate the validity of the proposed model, assess the strength of the relationships between self-efficacy, competence, organizational commitment, public service motivation, and ASN performance, and provide a comprehensive understanding of the factors that influence civil servant performance.

3. Results and Discussion

3.1. Results

3.1.1. Analysis Sem-Pls

SEM-PLS analysis is conducted through two stages: measurement model analysis (outer model) and structural model analysis (inner model).

3.1.1.1. Measurement Model Results (Outer Model)

The measurement model test is conducted to assess the validity and reliability of indicators in measuring the constructs. An indicator is considered valid if it has a loading factor value greater than 0.5, which indicates that the indicator strongly represents the construct it is intended to measure. Additionally, a construct is deemed reliable if its AVE exceeds 0.5, meaning that the construct explains more than half of the variance in its indicators, and if its CR is greater than 0.7, indicating sufficient internal consistency. These criteria ensure that the constructs are both valid and reliable for further analysis in the structural model. Based on these validity and reliability testing criteria, the following are the results of the CFA model estimation for all constructs in the research model:
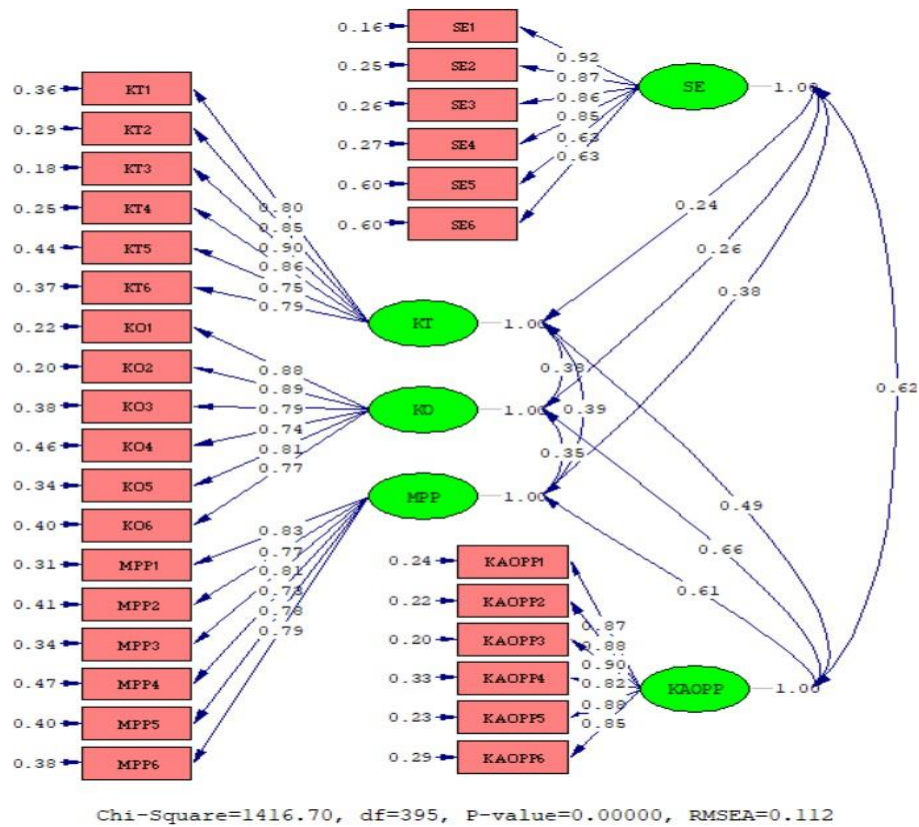
Figure 1.
Measurement Model Test Results.
Source: *Output* SEM Analysis Results with Lisrel, 2023).

Based on the CFA model estimation results shown in the figure above, all exogenous construct indicators have a loading factor greater than 0.5. This indicates that all indicators are valid in measuring the exogenous constructs, as they demonstrate strong relationships with the constructs they represent. As a result, the measurement model is considered valid, and the next step in the analysis is to proceed with construct reliability testing. This involves checking whether the AVE exceeds 0.5 and the CR is greater than 0.7 to ensure that the constructs are reliably measured. The following are the results of calculating the CR and AVE values for the three exogenous constructs.

Table 2.
Results of Construct Validity and Reliability Testing.

	Loading factor (λ)	**Validity**	**e**	**AVE**	**CR**	**Remarks**
Competence Construct (KT)						
KT1	0.80	Valid	0.36			
KT2	0.85	Valid	0.29			
KT3	0.90	Valid	0.18	0.684	0.928	reliabele
KT4	0.86	Valid	0.25			
KT5	0.75	Valid	0.44			
KT6	0.79	Valid	0.37			
Organizational Commitment Construct (KO)						
Indikator	loading factor (λ)	Validity	e	AVE	CR	Remarks
KO1	0.88	Valid	0.22			
KO2	0.89	Valid	0.20			
KO3	0.79	Valid	0.38	0.666	0.923	reliabele
KO4	0.74	Valid	0.46			
KO5	0.81	Valid	0.34			
KO6	0.77	Valid	0.40			
Public Service Motivation Construct (MPP)						
Indicator	loading factor (λ)	Validity	e	AVE	CR	Remarks
MPP1	0.83	Valid	0.31			
MPP2	0.77	Valid	0.41			
MPP3	0.81	Valid	0.34	0.616	0.906	reliabele
MPP4	0.73	Valid	0.47			
MPP5	0.78	Valid	0.40			
MPP6	0.79	Valid	0.38			
Civil Servant Performance Construct (KAOPP)						
Indicator	loading factor (λ)	Validity	e	AVE	CR	Remarks
KAOPP1	0.87	Valid	0.24			
KAOPP2	0.88	Valid	0.22			
KAOPP3	0.90	Valid	0.20	0.750	0.947	reliabele
KAOPP4	0.82	Valid	0.33			
KAOPP5	0.89	Valid	0.23			
KAOPP6	0.85	Valid	0.29			
Self-Efficacy Construct (SE)						
Indicator	loading factor (λ)	Validity	e	AVE	CR	Remarks
SE1	0.92	Valid	0.16			
SE2	0.87	Valid	0.25			
SE3	0.86	Valid	0.26	0.643	0.914	reliabele
SE4	0.85	Valid	0.27			
SE5	0.63	Valid	0.60			
SE6	0.63	Valid	0.60			

Based on the results of calculating the CR and AVE values for each construct, the CR value for all constructs was greater than 0.7, and the AVE for all constructs was greater than 0.5. This indicates that all constructs meet the required construct reliability criteria. The CR values greater than 0.7 demonstrate sufficient internal consistency, while the AVE values greater than 0.5 indicate that each construct explains more than half of the variance in its indicators. Therefore, it can be concluded that the constructs in the model are both reliable and valid for further analysis.

3.1.1.2. Structural Model Results (Inner Model)

3.1.1.2.1. Goodness of Fit Model Testing

The model fit test, commonly referred to as the *goodness-of-fit* test in Structural Equation Modeling (SEM) analysis, is conducted by evaluating several goodness-of-fit indicators to assess how well the proposed model fits the observed data. These indicators include the Chi-Square value, which measures the discrepancy between the observed and expected covariance matrices, along with the associated probability and degrees of freedom (df) to determine statistical significance. Other key indicators include the GFI and AGFI, which assess the overall fit of the model, as well as the TLI and CFI, which compare the fit of the model to a baseline model. Additionally, the RMSEA and RMR are used to evaluate the model's error or residuals, with lower values indicating better model fit. By examining these indicators, researchers can determine the adequacy of the model and ensure its validity in explaining the relationships among the constructs. The following are the model estimation results along with the goodness-of-fit test results:

Chi-Square=1416.70, df=395, P-value=0.00000, RMSEA=0.112
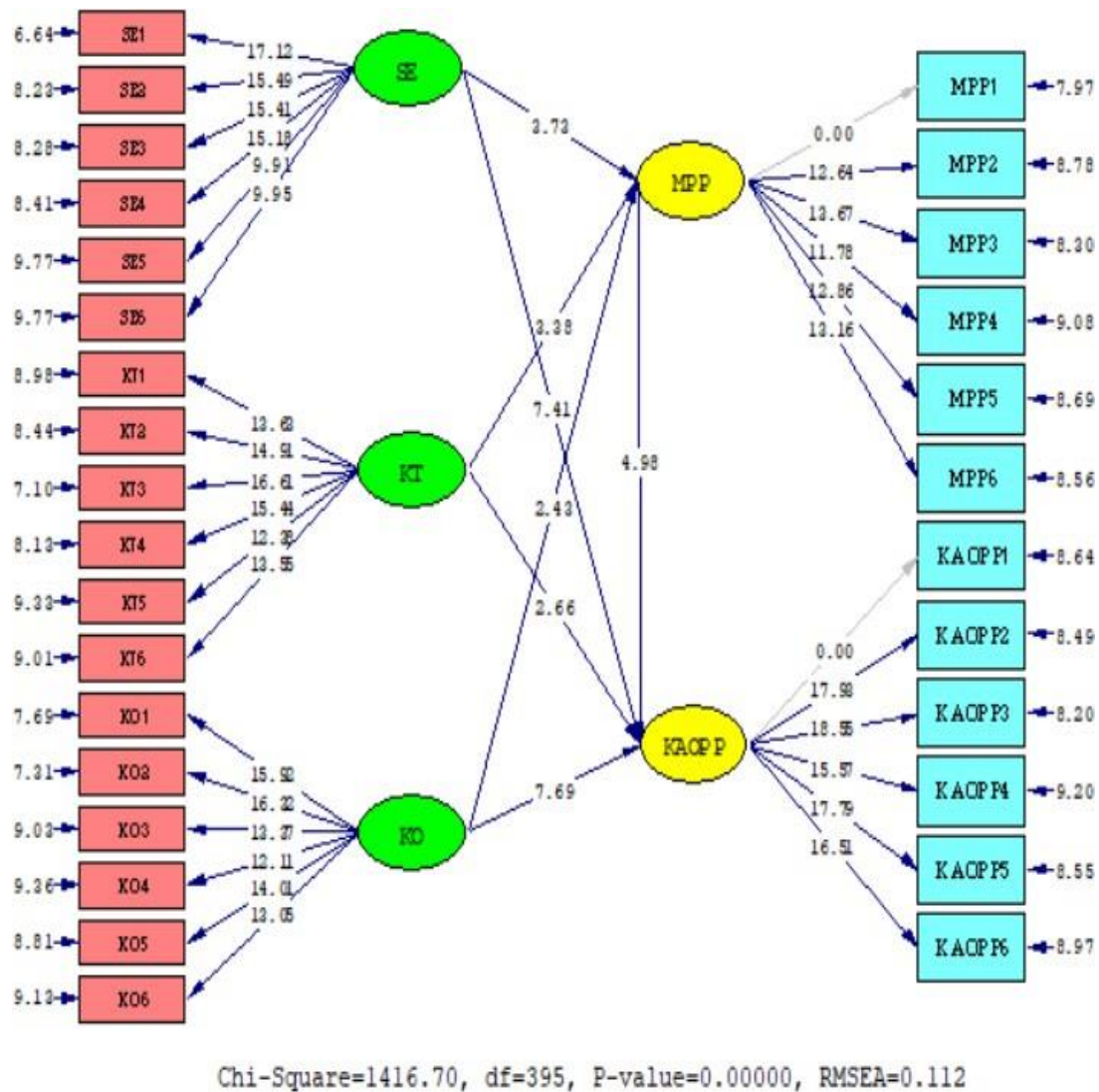
Figure 2.
Original test results: *Goodness of fit* structural model.
Source: Output SEM Analysis Results with Lisrel, 2023.

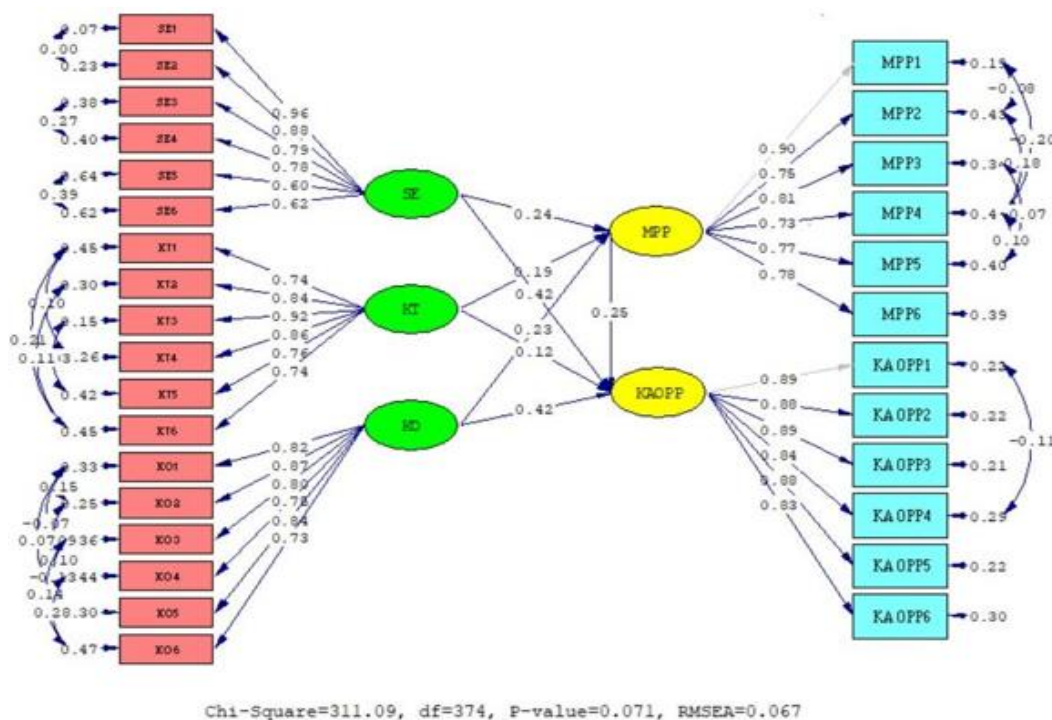The following are the test results *goodness of fit model for* this research:

Table 3.
Goodness of fit model.

Goodness of fit index	Cut of Value	Hasil	Evaluasi Model
Absolut fit measure			
• GFI	≥ 0.90	0.690	No Fit
• RMSEA	≤ 0.08	0.110	No Fit
• CMIN/DF (N>200)	<3.00	3.586	No Fit
• ECVI	Closer to the ECVI saturated value than the ECVI independence value	ECVI = 7.48. ECVI saturated = 4.47; ECVI independence model = 72.45	No Fit
Incremental Fi Measure			
• CFI	> 0.90	0.930	Good Fit
• IFI	≥ 0.90	0.930	Good Fit
• RFI	≥ 0.95	0.890	No Fit
• NFI	≥ 0.95	0.900	No Fit
Persimonius Fit Measure			
• PNFI	The greater. the better	0.820	Good Fit
• PGFI	The greater. the better	0.580	Good Fit

The results of the structural model estimation show that the SEM model does not meet the required goodness-of-fit criteria. This can be seen from the RMSEA value of 0.110, which still exceeds the limit of <0.08, as well as the CMIN/DF value of 3.586, which exceeds the limit of <3.00 for a sample of more than 200. Therefore, the SEM model in this research still needs improvement to meet the specified goodness-of-fit standards.

Goodness of fit model does not meet the required criteria; efforts are made to modify the model/*Modification Indices (MI)* by making correlations between *error* indicators that correspond to values in *Modification Indices (MI)* on *Lisrel output*. This does not mean that all parameters appearing in the MI table need to be added, but it can help to improve the model.

The results of the model improvements can be seen in the following image:

Chi-Square=311.09, df=374, P-value=0.071, RMSEA=0.067

Figure 3.
Repair (Final) Test Results *Goodness of fit* structural model.
Source: Output Scientific Software International [29]).

Below are the overall test results *goodness of fit* after model improvement this research:

Table 4.
Goodness of fit model.

Goodness of fit index	Cut of Value	Hasil	Evaluasi Model
Absolut fit measure			
• GFI	≥ 0.90	0.690	No Fit
• RMSEA	≤ 0.08	0.110	No Fit
• CMIN/DF (N>200)	<3.00	3.586	No Fit
• ECVI	Closer to the ECVI saturated value than the ECVI independence value	ECVI = 7.48. ECVI saturated = 4.47; ECVI independence model = 72.45	No Fit
Incremental Fi Measure			
• CFI	> 0.90	0.930	Good Fit
• IFI	≥ 0.90	0.930	Good Fit
• RFI	≥ 0.95	0.890	No Fit
• NFI	≥ 0.95	0.900	No Fit
Persimonius Fit Measure			
• PNFI	The greater. the better	0.820	Good Fit
• PGFI	The greater. the better	0.580	Good Fit

The model estimation results after improvement show a low RMSEA value of $0.067 < 0.08$ *(good fit)*, so the value *probability chi-square* $0.071 > 0.05$, which means a *good fit*. This indicates that the model improvement efforts were successful, demonstrating a good fit of the model, so it can be used to test research hypotheses.

3.1.2. Testing the Influence between Variables

In SEM analysis, the direct effect of exogenous variables on endogenous variables is assessed by evaluating the t-value of the path coefficient that connects them. The t-value measures the strength and significance of the relationship between the variables. If the t-value exceeds 1.96, the effect of the exogenous variable on the endogenous variable is considered statistically significant, indicating a strong and meaningful relationship between the variables. This threshold is based on a 95% confidence level, meaning that there is a high likelihood that the observed effect is not due to random chance. However, if the t-value is below 1.96, the exogenous variable is regarded as having no significant impact on the endogenous variable. The direction of the exogenous variable's influence is determined by the sign of the path coefficient. A positive sign in the path coefficient represents a direct and favorable influence, indicating that as one variable increases, the other variable also increases. This suggests that both variables move in the same direction, meaning that a positive change in the exogenous variable leads to a positive change in the endogenous variable. In the context of SEM analysis, a positive path coefficient implies a constructive relationship where the effect of the independent variable enhances or supports the outcome of the dependent variable. In contrast, a negative sign signifies an inverse relationship, where an increase in the exogenous variable corresponds to a decrease in the endogenous variable.

Table 5.
Results of the Direct Effect Test.

Path	Path Coefficient	t hitung	Conclusion
SE --> MPP	0.24**	3.47 > 1.96	Positive; significant
KT --> MPP	0.19**	2.65 > 1.96	Positive; significant
KO --> MPP	0.23**	3.08 > 1.96	Positive; significant
MPP --> KAOPP	0.25**	5.17 > 1.96	Positive; significant
SE --> KAOPP	0.42**	8.15 > 1.96	Positive; significant
KT --> KAOPP	0.12**	2.61 > 1.96	Positive; significant
KO --> KAOPP	0.42**	7.85 > 1.96	Positive; significant

Information :
- SE = Self-efficacy.
- KT = Competence.
- KO = Organisational Commitment.
- MPP = Public Service Motivation.
- KAOPP = Civil Servant Performance.

From the analysis results presented in the table above, the following findings were obtained:
1. *Self-efficacy* significantly enhances public service motivation in a positive manner, as evidenced by a calculated t-value of 3.47, which exceeds 1.96, and a positive path coefficient of 0.24. This indicates that the higher the *self-efficacy* of ASN, the greater their motivation for public service. Conversely, a decline in *self-efficacy* will result in a decrease in ASN's public service motivation.
2. Competence significantly influences public service motivation positively, as reflected by a t-value of 2.65, which exceeds 1.96, and a positive path coefficient of 0.19. This suggests that greater competence correlates with stronger motivation for public service. Conversely, a decrease in competence leads to a reduction in public service motivation.
3. Organizational commitment positively and significantly influences public service motivation, as evidenced by a t-value of 3.08, which exceeds 1.96, and a positive path coefficient of 0.23. This indicates that stronger organizational commitment enhances public service motivation, whereas weaker organizational commitment leads to a decline in motivation.
4. Public service motivation positively and significantly affects the performance of ASN, as shown by a t-value of 5.17, which exceeds 1.96, and a positive path coefficient of 0.25. This indicates that higher public service motivation leads to improved ASN performance, whereas lower public service motivation results in decreased performance.
5. *Self-efficacy* has a significant positive impact on ASN performance, as evidenced by a t-value of 8.15, which exceeds 1.96, and a positive path coefficient of 0.42. This indicates that higher *self-efficacy* leads to improved ASN performance, whereas lower *self-efficacy* results in decreased performance.
6. Competency has a significant positive impact on ASN performance, as demonstrated by a t-value of 2.61, which exceeds 1.96, and a positive path coefficient of 0.12. This indicates that higher competency leads to improved ASN performance, whereas lower competency results in decreased performance.
7. Organizational commitment positively and significantly influences ASN performance, as evidenced by a t-value of 7.85, which exceeds 1.96, and a positive path coefficient of 0.42. This indicates that stronger organizational commitment leads to improved ASN performance, whereas weaker commitment results in decreased performance.

3.2. Structural Equations

The results of the SEM analysis form four structural equations that show the relationship between variables. The first structural equation is used to predict public service motivation based on its level of *self-efficacy*, competence, and organizational commitment. The second structural equation forecasts ASN performance based on the levels of public service motivation, *self-efficacy*, competence, and organizational commitment. The following is the form of the four structural equations:

Structural Equation I:
MPP = 0.24 SE + 0.19 KT + 0.23 KO + 0.77
Structural Equation II:
KAOPP = 0.25 MPP + 0.42 SE + 0.12 KT + 0.42 KO + 0.25
Information:
SE = *Self-efficacy*
KT = Competence
KO = Organizational commitment
MPP = Public Service Motivation
KAOPP = ASN Performance

3.3. Coefficient of Determination

The coefficient of determination (R^2) indicates the extent to which exogenous variables collectively impact endogenous variables. Ranging from 0 to 1, the value of R^2 represents the proportion of variance in the endogenous variable that is explained by the exogenous variables. A higher R^2 value suggests a stronger model, as it means that a larger proportion of the variation in the endogenous variable can be attributed to the influences of the exogenous variables. This measure helps assess the explanatory power of the model, with values closer to 1 indicating a more robust and well-fitting model.

Table 6.
Determination Coefficient Values.

Variable	Coefficient of Determination Value					
MPP	=0.240*SE	+0.190*KT	+0.230*NO,		There is an error =0.77	R^2 =0.230
	(0.070)	(0.073)	(0.075)		(0.098)	
	0.470	2,650	3,08		7.820	
COUP	=0.250*MPP	+0.420*SE	+0.120*KT	+0.420*KO	There is an error =0.25	R^2 =0.750
	(0.049)	(0.051)	(0.047)	(0.053)	(0,037)	
	5.170	8.150	2.610	7.850	6,810	

The analysis results indicate that ASN public service motivation is influenced by self-efficacy, competence, and organizational commitment by 23%, while the remaining 77% is determined by other factors beyond these three aspects. This aligns with motivation theory, which suggests that various elements can impact an individual's work motivation. Additionally, ASN performance is shaped by public service motivation, self-efficacy, competence, and organizational commitment by 75%, with the remaining 25% attributed to other influencing factors.

3.4. Testing Results

In this research, public service motivation acts as a mediator in the influence of self-efficacy, competence, and organizational commitment on ASN performance. To test the role of motivation as a mediator, an indirect effect test was carried out according to the LISREL program output.

Figure 4.
Indirect Effect Test Results.

Indirect Influence

$$VAF = \frac{}{\text{Indirect Influence+Direct Influence}}$$

Information:

Variance Accounted For (VAF) is used to measure the mediation effect within a model by calculating the extent to which the independent variable influences the dependent variable through the mediator variable. If the VAF value exceeds 80%, it indicates full mediation, meaning that the mediator primarily explains the influence of the independent variable on the dependent variable. Conversely, if the VAF value is lower, the mediation effect is partial or insignificant, suggesting that the independent variable still has a direct effect on the dependent variable alongside the mediator. A VAF value between 20% and 80% signifies partial mediation, while a VAF value below 20% suggests no significant mediation effect. The indirect influence is determined by testing the indirect effects, which are represented by the path coefficient values that connect the independent variable to the mediator and then the mediator to the dependent variable.

Indirect influence = SE
MPP KAOPP = b1 x b2 Direct
influence = SE
KAOPP = a1

Based on test results *indirect effect* in the image above, the following results are obtained:

1. Self-efficacy's indirect influence on ASN performance, mediated by public service motivation, is significant, as indicated by the calculated t value of 2.95 > 1.96. *Path Coefficient*: 0.06.
2. The indirect effect of competency on ASN performance, mediated by public service motivation, is significant, as

indicated by the calculated t-value of 2.36, which is greater than 1.96. *Path Coefficient*: 0.05.

3. The indirect effect of commitment on ASN performance, mediated by public service motivation, is significant, as indicated by the calculated t-value of 2.73, which is greater than 1.96. *Path Coefficient*: 0.06.

3.5. Research Hypothesis Testing Results
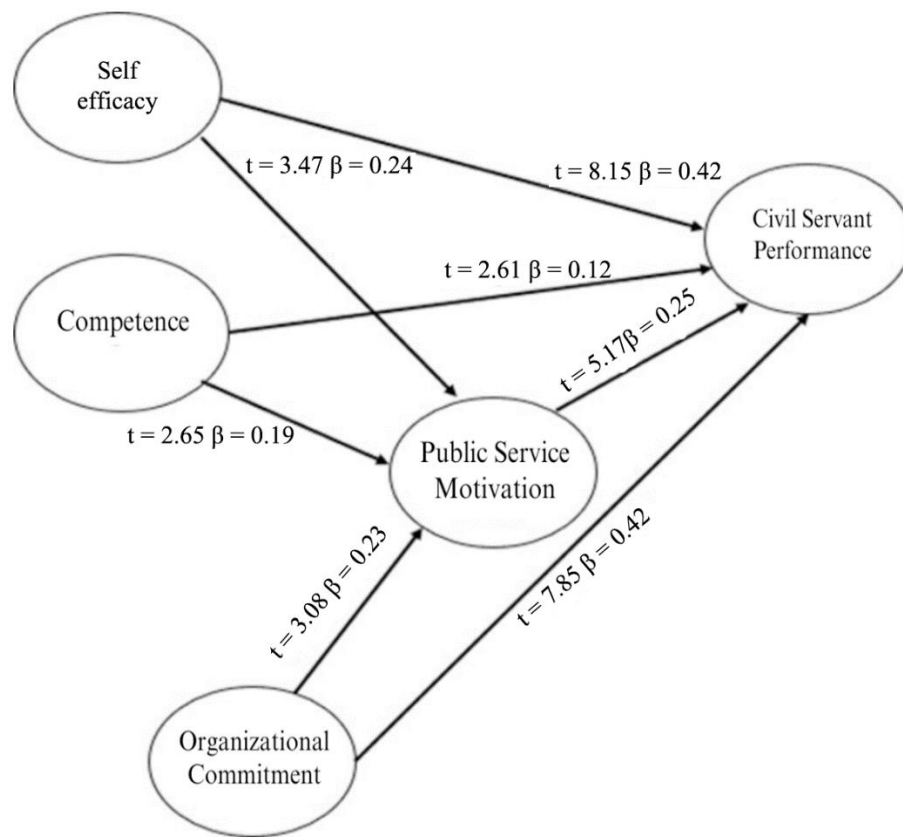
Figure 5.
Hypothesis Test Results.

Based on the results of the SEM analysis carried out in this research, the following hypothesis testing results were obtained:

Table 7.
Summary of Hypothesis Testing Results.

No	Hypotesis	Results	Conclusion
1	Self-efficacy has a positive effect on the performance of civil servants (ASN) in local government agencies (OPD) generating local revenue (PAD) in the Regional Government of South Sumatra Province.	• t = 8.15 > 1.96 • Path Coef = 0.42	H1 Accepted
2	Competence has a positive effect on the performance of civil servants in OPD, generating PAD in the Provincial Government of South Sumatra.	• t = 2.61 > 1.96 • Path Coef = 0.12	H2 Accepted
3	Organizational commitment has a positive effect on the performance of civil servants in OPD, generating PAD in the Provincial Government of South Sumatra.	• t = 7.85 > 1.96 • Path Coef = 0.42	H3 Accepted
4	Self-efficacy has a positive effect on the performance of civil servants in OPD, generating PAD in the Provincial Government of South Sumatra through public service motivation.	• Path Coef = 0.06	H4 Accepted
5	Competence has a positive effect on the performance of civil servants in OPD, generating PAD in the Provincial Government of South Sumatra through public service motivation.	• Path Coef = 0.05	H5 Accepted
6	Organizational commitment has a positive effect on the performance of civil servants in OPD generating PAD in the Provincial Government of South Sumatra through public service motivation.	• Path Coef = 0.06	H6 Accepted

4. Discussion

4.1. The Influence of Self Efficacy on ASN Performance

The results of this study show that self-efficacy positively and significantly influences ASN performance. Higher self-efficacy among ASN leads to improved performance, while lower self-efficacy tends to result in weaker performance. Therefore, efforts to enhance ASN performance should focus on strategies that strengthen self-efficacy. ASN should improve their self-efficacy, especially in terms of carrying out tasks according to their abilities, being calm in facing obstacles, and being able to improve or develop their careers.

Previous studies have extensively examined the relationship between self-efficacy and the performance of ASN (State Civil Apparatus). Alferaih [30], Bahri et al. [31], Bryan and Vitello-Cicciu [32], and Carter et al. [33] have consistently demonstrated that self-efficacy, or the belief in one's ability to perform tasks, has a significant positive impact on the performance of ASN workers. They found that individuals with higher self-efficacy tend to be more confident in facing job challenges and are more motivated to achieve optimal results. This contributes to increased productivity and work effectiveness among ASN workers.

Furthermore, these studies also revealed that self-efficacy plays an important role in enhancing work commitment and better decision-making in the workplace. ASN workers with strong self-efficacy are better at managing stress and work pressure, and they show higher initiative in completing their tasks. The research provides strong evidence that developing self-efficacy among ASN can be a key factor in improving the quality of public services, productivity, and overall performance in the government sector.

4.2. The Influence of Competency on ASN Performance

The results of this study indicate that competence has a positive and significant impact on ASN (State Civil Apparatus) performance. The higher the level of competence possessed by ASN, the better the performance achieved, as competent ASN are more capable of performing their tasks effectively and efficiently. Conversely, ASN with lower competence tend to face difficulties in carrying out their duties, which in turn reduces the quality and productivity of their work. Therefore, developing the competence of ASN is a key factor in enhancing the overall performance of government organizations. Enhancing ASN performance can be initiated by strengthening their competencies, as ASNs with higher competency levels tend to demonstrate better performance. Therefore, in an effort to improve ASN performance, ASN should be able to improve their competence, especially in terms of controlling themselves well when working, having high integrity, and being skilled in carrying out their duties as ASN, which still needs improvement.

Previous research has consistently explored the connection between competency and ASN performance, with studies such as those by Abas and Imam [34], Amin [35], Arafat and Darmawati [36], Arubayi and Ejeta [37], and Iriani et al. [38] all reporting similar findings. These studies emphasize that employee competency is a critical factor influencing ASN performance. Competence, which refers to the knowledge, skills, and abilities required for a job, directly impacts an employee's capacity to carry out their duties effectively. Therefore, employees with higher competency levels are more likely to perform well and contribute significantly to the organization.

The findings from these studies underscore the importance of competency development in enhancing ASN performance. Organizations that prioritize training, skills development, and knowledge enhancement can expect improved job performance from their employees. As competency increases, employees are better equipped to handle challenges, make informed decisions, and deliver high-quality services. This reinforces the idea that fostering employee competence is essential for improving the performance and effectiveness of ASN in their roles.

4.3. The Influence of Organizational Commitment on ASN Performance

The results of this study show that organizational commitment positively and significantly affects ASN performance. ASN with a strong commitment to the organization tend to demonstrate higher performance, whereas those with low commitment are less likely to achieve high performance. Therefore, efforts to improve ASN performance through increasing ASN organizational commitment can be done by improving these factors.

Previous studies have extensively examined the relationship between organizational commitment and ASN performance. Numerous researchers have found that higher organizational commitment leads to improved performance among ASN, reinforcing the importance of fostering commitment within organizations to enhance overall effectiveness. Research results [39-43] support the findings that there is a positive influence of organizational commitment on employee ASN performance.

4.4. Influence Self Efficacy on ASN Performance through Public Service Motivation

The results of this study indicate that self-efficacy has a positive and significant effect on ASN performance through public service motivation. This means that when ASN members have higher self-efficacy, it boosts their motivation to serve the public, which then leads to better performance. Self-efficacy, or the belief in one's ability to accomplish tasks, plays a crucial role in motivating individuals, and this increased motivation enhances their work performance. The study highlights the importance of fostering self-efficacy to improve motivation and, ultimately, the performance of ASN. The higher the self-efficacy in the ASN, the higher the public service motivation, and vice versa; ASN with low self-efficacy tend to have low public motivation. Therefore, in an effort to increase motivation for public service, ASN should increase their self-efficacy, especially in terms of carrying out tasks according to their abilities, being calm in facing obstacles, and being able to improve or develop their careers.

Research on the relationship between self-efficacy and public service motivation has never been studied before; previous research only examined employee work motivation and its relationship with employee self-efficacy. The findings of this research support previous studies that have identified a positive relationship between self-efficacy and employee work motivation. Since public service motivation is a subset of work motivation, the results suggest that self-efficacy plays a significant role in enhancing work motivation. Research by Karimi et al. [2] and Sjarifudin et al. [44] has shown that employees who have high self-efficacy and confidence in their abilities tend to be more motivated in their work. This is because self-efficacy boosts individuals' belief in their capacity to overcome challenges, thus increasing their drive to perform tasks effectively.

Moreover, the results of this study are in line with the findings of Çetin and Aşkun [45] and Maulida et al. [46] which also indicates a positive impact of self-efficacy on work motivation. These studies reinforce the idea that when employees believe in their own abilities, they are more likely to engage in their work with greater enthusiasm and commitment. As such, fostering self-efficacy in the workplace can be an effective strategy for boosting work motivation, which in turn can lead to improved job performance and organizational outcomes.

4.5. The Influence of Competency on ASN Performance through Public Service Motivation

The results of this study reveal that competence significantly and positively influences ASN performance through public service motivation. When ASN competence is high, public service motivation increases, whereas lower competence leads to reduced motivation. Strengthening public service motivation can be achieved by enhancing ASN competence, as individuals with higher competency levels are more likely to demonstrate greater motivation in public service. Therefore, in an effort to increase ASN public service motivation, ASN should be able to improve their competence, especially in terms of controlling themselves well when working, having high integrity, and being skilled in carrying out their duties as ASN, which still needs improvement.

Previous studies Basir et al. [47], Charka et al. [48], Chen et al. [49] and Darni Jaya et al. [50] have examined the relationship between competence and work motivation, revealing consistent findings. When employees possess higher levels of competence, they are more likely to feel confident and capable in their tasks, which in turn boosts their motivation. This suggests that organizations should focus on enhancing employees' skills and competencies to foster greater motivation.

4.6. The Effect of Commitment on ASN Performance through Public Service Motivation

The findings of this research reveal that organizational commitment positively and significantly influences ASN performance through public service motivation. ASN with strong organizational commitment tend to exhibit higher public service motivation, while those with weak organizational commitment typically have lower motivation. Therefore, enhancing public service motivation can be achieved by focusing on improving ASN's organizational commitment. Efforts to strengthen this commitment, such as fostering a supportive organizational culture, aligning individual and organizational goals, and providing development opportunities, can lead to increased motivation and, ultimately, improved performance among ASN.

Numerous previous studies have explored the connection between organizational commitment and work motivation. Research by Amri and Ramdani [51], Apridar and Adamy [52], and Biswan [53] supports the notion that organizational commitment positively impacts employee work motivation. These studies highlight that when employees feel committed to their organization, they are more motivated to perform their tasks and contribute to organizational goals.

5. Conclusion

Based on the results and discussion in this research, several conclusions can be drawn as follows:
1. *Self-efficacy* has a positive and significant effect on ASN performance.
2. Competency has a positive and significant effect on ASN performance.
3. Organizational Commitment has a positive and significant effect on ASN performance.
4. Public service motivation can mediate the influence of *self-efficacy* on ASN performance.
5. Public service motivation can mediate the influence of organizational competence on ASN performance.
6. Public service motivation can mediate the influence of organizational commitment on ASN performance.

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