

**THE EFFECT OF PUBLIC SERVICE MOTIVATION ON JOB  
PERFORMANCE THROUGH SATISFACTION AND  
COMMITMENT: CASE OF PUBLIC OFFICER IN IMMIGRATION  
OFFICE MALANG**

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**Abstract**

Public service motivation has become an important fundamental thing in an employee who works in the public sector. The purpose of this article is to explore the exploration of various outcomes related to the public service motivation, that are satisfaction, commitment, and job performance. About 51 public officers was participated in this study. Data was analyzed by using PLS-SEM to examine direct and indirect effect of public service motivation on job performance. Public service motivation had positive effects on job performance among public officers in Immigration office Malang. Both satisfaction and commitment strengthened these positive effects. As a practical implication, public administrators can probably relate to and learn from the officers motivational bases in trying to figure out how to work within public organizations. Because of this study highlights how public officers may differ on public service motivation and reveals the struggle in reconciling their roles within public organizations.

**Research paper**

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

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## **Introduction**

Public organizations serve the role of providing public services, creating and implementing public policy that must be accessed by civil society. As a vital role in the Indonesia development, change in public service has been underway for the past 25 years to improve government human resource systems. This will implies to every public officer who must serves well within public sector organizations and endeavors to further the missions of his respective organizations.

For many public organizations, talented officers are the foundation of competitive advantage for gaining sustainable development. As human resource in organization has a important and strategic role in order to reach organizational goals. Public organization is highly dependent on human behavior and its coutcomes that working in it. Similarly, the existence of public officers in government organizations is important considering their role in determine public organization's success. Public employees could operate within an integrated system and interrelated activities to accomplish a specific policy purpose while also reflecting on values of social equity, democracy, and responsiveness. Thus, the movement of public administration toward self-accountability suggests a need to consider internal organizational controls.

The empirical results of Alonso and Lewis (2001), based on Perry and Wise (1990) on the needs of the government in reframing motivational questions in public sector employees, have examined the linkages between PSM and employee performance in the federal sector. Well-managed public

organizations tend to produce higher levels commitments from of employees; hence this condition leads to higher levels of PSM and performance (Camilleri and Heijden, 2007). There is a need to overcome some problems to be applied in the administrative system not only for better bureaucratic efficiency but also to get employees who are motivated and satisfied and more committed to their organization, in which this will increase their performance. The aim of this paper is to examine how mediating role of job satisfaction and organizational commitment whether increase or not the effect of public service motivation job performance.

## **Literature Review and Hypotheses Development**

### ***Public Service Motivation and Its Outcomes***

The development public service motivation model is based study of Perry and Wise (1990) who previous research in which its object that have been identified and actively participate in the research process. As they hypothesized before that many high-PSM employees in public agencies would depend less on utilitarian incentives. But it has been argued that public organizations would need to emphasize “normative and affectual incentives” rather than though utilitarian reward systems which might work well in private organizations.

Alonso and Lewis (2001) examine the motivational model of public services that is associated with performance and merit. There is important evidence that PSM positively influences the value and performance appraisal, clearer evidence that employees are expected to receive material

rewards for outstanding performance that achieves higher performance scores and ratings. Thus, there is no evidence that the existing relationship between material rewards and performance issues with employees those who have high PSM. This shows that the motivation of public services is closely related to individual performance.

Civil servants can argue that individuals with different value systems or personalities will exhibit different types of commitments, and therefore it is not wise to focus on only one measure of commitment. However, the relative homogeneity of the respondents, related to seniority and job characteristics, can allow assumptions to be made for most people who will be able to find alternative jobs, even if they feel satisfaction at work (Mouloud, Bougherra, and Samir, 2016; Dinc and Plakalovic, 2016). As Leisink and Steijn (2009) examined the extent to which public service motivation among employees in various segments of the public sector in the Netherlands, as well as whether PSM was in line with the relationship between public service motivation and commitment, and the willingness to exert effort and work performance.

The important link between public service motivation for employee performance was reinforced by Taylor (2008), Belle (2012), Cheng (2015). An additional argument from the Leisink and Steijn (2009) study is to support the view that public service motivation can increase with age (or more strictly that older public sector workers tend to demonstrate these motivations) and levels of education.

### ***Antecedents of Job Performance***

Job performance among public officers is related with job satisfaction (Akbar, 2014; Komara and Nelliawati, 2014; and Suwardi and Utomo, 2011; Radovic-Markovic and Salamzadeh, 2012). This would confirm Ajzen (2011) that argued about relationship pattern of satisfaction and performance through the theory of planned behavior. Previously Camilleri and Heijden (2007) tested the mediating role of public service motivation and commitment in the effect among antecedents of employee performance. Findings of this study show that how well the organization is managed will lead to higher commitment, thus will lead to higher levels of PSM and job performance.

Organizational commitment is often characterized by an employee's psychological and emotional attachment to an organization. Theoretically, commitment to an organization is logically tied to quality of relations between employees with the organization. However, that commitment originated in the social psychology and sociology areas of research. Generally employees are committed to an organization because their jobs are satisfying and pleasurable (Doshmanli et al., 2018). Allen and Meyer (1990) argue about possibility to integrate motivation theories and organizational commitment theories in understanding relationship of organizational commitment and job satisfaction phenomena because of the overlap usage of motivation theories such as job satisfaction and commitment theories. From that perspective a research has been conducted which could shows that job satisfaction is a causally antecedent of

organizational commitment. Both satisfaction and commitment also well known as antecedents of job performance.

Some of scholars and behavioral scientists state that organizational commitment is a predictor of job satisfaction; another would say generally job satisfaction as a main determinant of organizational commitment (Salamzadeh et al., 2014). Strong relationship and correlation between job satisfaction, organizational commitment and job performance cannot be ignored.

Job satisfaction felt by employees gives some impact one of which is an increase in the productivity side, where the high productivity led to an increase of job satisfaction of employees. Shore and Martin (1989) and also Saari and Judge (2004) examine the impact of job satisfaction on the performance and found that job satisfaction is positive and significant effect on performance.



**Figure 1.** Conceptual Model

The relationships depicted above represented through a indirect effect in structural model, which focusing on job satisfaction and

organizational commitment as intervening variables in the effect of public service motivation on job performance. Employees who fulfilled their work satisfaction can be interpreted that their organizational commitment is very high and tends to survive in the organization. While dissatisfied employees will choose out of the organization and look for alternative work that is more satisfying. Based on the previous findings and theoretical described previously, we expect that public service motivation could predict job performance with mediating role of job satisfaction and organizational commitment.

Based on this description and the empirical and theoretical studies in the previous section, the hypotheses proposed in this study is as follows:

**H<sub>1</sub>:** Job Satisfaction has important mediating effect in increasing public service motivation on job performance.

**H<sub>2</sub>:** Organizational commitment has important mediating effect in increasing public service motivation on job performance.

## **Methodology**

Population of this study was the public officers in immigration office in Malang, East Java. Sampling method in this study was used census, that all of public officers was taken as respondents. This study used likert's scale ranging from one to five (1 = very disagree, 5 = very agree), the instrument was developed which combined portions of existing surveys related to public service motivation, job satisfaction, organizational commitment, and job performance among public officer in immigration office Malang.

Public service motivation is measured based on Perry and Wise (1990) instrument which developed a four-component model to test public service motivation among employees, which consists of four dimensions, namely (1) attraction to policy making, (2) compassion, (3) commitment to the public interest, and (4) social justice. Reliability of this construct which shown from Cronbach alpha value was found about 0,816.

Job satisfaction is a positive attitude of the workforce includes feelings and attitudes towards work through one of the assessment work as respect in achieving one of the important values of work (Locke, 1969; Radovic Markovic et al., 2013). A job satisfaction scale which adapted from Saari and Judge (2004) was used in this study, contains five dimensions as follows: pay satisfaction, satisfaction on job itself, promotion satisfaction, supervisor satisfaction, co-worker satisfaction. Reliability of this construct which shown from Cronbach alpha value was found about 0,853.

The instrument for organizational commitment ( $X_3$ ) in this study was adapted from the concept of Allen and Meyer (1990) who are developed a three-component model to test commitment which consists of three dimensions, namely (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Reliability of this construct which shown from Cronbach alpha value was found about 0,809.

Job performance is the ability of a person in the execution of his duties with the motivation to get work done optimally. The instrument for job performance ( $Y_1$ ) in this study which is adapted from the concept of adapted from Pearce and Porter (1986), contains four dimensions as follows: quality



of performance, quantity of performance, completing tasks on time, cooperative working with others. Reliability of this construct which shown from Cronbach alpha value was found about 0,736.

The data analysis method used is Partial Least Square (PLS) with the calculation process assisted by the SmartPLS software application program. Analysis with PLS is used because the model used in this study is quite complicated. PLS analysis has two models, namely the inner and the outer model. Outer model, which is also called the outer relation or measurement model, showed the specification of the relationship between variables and indicators. In other words, the outer model defines the characteristics of the construct with its manifest variables. While the inner model which is also called inner relation or structural model shows the specification of the relationship between hidden or latent variables, that is, between exogenous variables and endogenous variables (Ghozali, 2008).

## **Results**

The results of this model test are based on data analysis from respondents who filled out the questionnaire as a research instrument. The data analyzed using SmartPLS provides output results that are the basis for the validation of the model that has been submitted previously. Outer model for this initial stage shows some indicators in the construct of the variables observed in this study need to be removed from the model to be tested again in the outer model test. Testing the outer model is done by reducing the insignificant factors from the variables in the research model.

The means, standard deviations and correlations for the study variables are shown in Table 1, in which present the correlations between the latent variables, with major correlations were highly statistically significant ( $p < .001$ ). The alpha reliabilities ranged from 0.605 to 0.891, these are all good reliability criteria and clearly acceptable and allowed for further analyses.

**Table 1.** Means, Standard Deviations, and Correlation Coefficients

	AVE	CR	Mean	SD	1	2	3	4
1. Public Service Motivation	0,554	0,831	4.122	2.747	(.732)			
2. Job Satisfaction	0,547	0,855	4.196	2.086	0.363**	(.785)		
3. Organizational Commitment	0,720	0,885	4.390	2.230	0.328**	0.435**	(.809)	
4. Job Performance	0,568	0,836	3.436	2.005	0.520*	0.410**	0,497**	(.736)

Notes: \*p, 0.01; (two-tailed significance); Cronbach's alphas for each scale are italicized and shown in the diagonal.

From Table 1 AVE and composite reliability could be assessed to confirm discrimination and convergent validity among constructs in study. By assessing discriminant validity using the average variance extracted, AVE values for each factor was compared with and exceeded the squared correlations between that factor and all other factors. The average variance extracted (AVE) for the constructs of public service motivation, job satisfaction, organizational commitment and job performance were 0.554, 0.547, 0.720, and 0.568, respectively; While the composite reliabilities were 0.831, 0.855, 0.885, and 0.836, respectively.

Confirmatory factor analysis results show statistical evidence (as reported in Table 2) that each component construct of public service motivation, job satisfaction, organizational commitment and job performance are fits the data well. The fit statistics were within generally

accepted ranges, indicating that our research model with work cooperation as a higher-order reflective construct (highest average of standardized factor loading compared with other variables). It could be seen in Table 2, that the perception of public officers in immigration office shows that compassion as the most important indicator in reflecting their public service motivation.. As for job satisfactoin, satisfaction toward job itself is found to be greatest important indicator in reflecting job satisfaction. While continuance commitment, surprisingly was found to be the most important indicator in reflecting organizational commitment. Lastly, work cooperation among public officers in immigration office was found to be the key factor in reflecting job performance.

**Table 2.** Outer Loading and Mean

Variable	Symbol	Indicator	Loading Factor	t Statistic	Remarks	Mean
<b>Public</b>	X <sub>1,1</sub>	Attraction to policy making	0,650	6,7943	Sign	3,96
<b>Service Motivation</b>	X <sub>1,2</sub>	Compassion	0,851	26,9136	Sign	3,90
	X <sub>1,3</sub>	Commitment to the public interest	0,742	14,5463	Sign	3,73
<b>(X<sub>1</sub>) Job Satisfaction</b>	X <sub>1,4</sub>	Social justice	0,720	10,9098	Sign	3,75
	X <sub>2,1</sub>	Pay Satisfaction	0,587	7,4740	Sign	3,86
<b>(X<sub>2</sub>)</b>	X <sub>2,2</sub>	Promotion Satisfaction	0,761	9,0970	Sign	3,76
	X <sub>2,3</sub>	Supervisor Satisfaction	0,666	7,7477	Sign	3,92
	X <sub>2,4</sub>	Co-worker Satisfaction	0,770	8,3336	Sign	4,16
<b>Organizational Commitment</b>	X <sub>2,5</sub>	Satisfaction toward job itself	0,882	22,7295	Sign	4,14
	X <sub>3,1</sub>	Affective Commitment	0,828	10,7690	Sign	4,00
<b>Commitment</b>	X <sub>3,2</sub>	Continuance Commitment	0,878	32,3997	Sign	3,76

Variable	Symbol	Indicator	Loading Factor	t Statistic	Remarks	Mean
(X <sub>3</sub> )	X <sub>3,3</sub>	Normative Commitment	0,840	22,6968	Sign	3,88
<b>Job Performance (Y<sub>1</sub>)</b>	Y <sub>1,1</sub>	Work Quality	0,606	5,0631	Sign	4,16
	Y <sub>1,2</sub>	Work Quantity	0,637	5,1862	Sign	3,96
	Y <sub>1,3</sub>	Duration of work completion	0,817	8,3363	Sign	4,06
	Y <sub>1,4</sub>	Work cooperation	0,913	21,3846	Sign	3,98

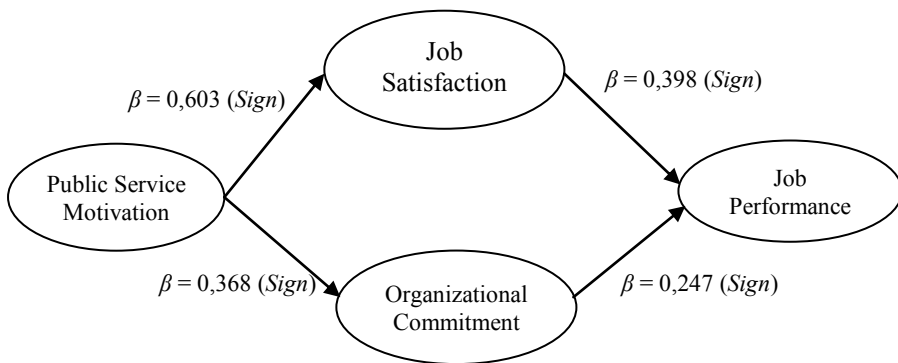
The largest loading coefficient value from the manifest variable observed in this study is an indicator of the job performance construct that is an indicator of work cooperation. This indicator is an indicator with the biggest weighting factor that reflects job performance. The factor of weighting value is also the biggest factor weight value from other indicators observed in this study in reflecting their respective latent variables.

**Table 3.** Path Analysis

Relationship Among Variables	Beta Coefficient	T-Statistic	Cut Off T-Statistic	Remarks
Public Service Motivation on Job Satisfaction	0,603	7,763043	1,96	Sign.
Public Service Motivation on Organizational Commitment	0,368	3,939440	1,96	Sign.
Job Satisfaction on Job Performance	0,398	4,816573	1,96	Sign.
Organizational Commitment on Job Performance	0,247	3,179818	1,96	Sign.

Standardized parameter estimates for the model are presented in table 3. It displays the result of the analysis of model that is proposed in this study. Public officers' perceptions of public service motivation had a signif-

icant positive relationship with job satisfaction (0.603,  $p < 0.01$ ), thus job satisfaction would affect job performance significantly (0.398,  $p < 0.01$ ). The results indicated that the hypothesis 1 was supported. There is important mediating role of job satisfaction in the effect of public service motivation on job performance; While the indirect path in linear model of public service motivation towards job performance have different result. As indicated by the path coefficient, public officers' perceptions of public service motivation had a significant positive relationship with organizational commitment (0.368,  $p < 0.05$ ), thus organizational commitment affect job performance significantly (0.247,  $p < 0.05$ ). The results indicated that the hypothesis 2 was supported. There is important mediating role of organizational commitment in the effect of public service motivation on job performance.



**Figure 2.** Results

## Conclusion

The result of this study concluded that there is a positive significant correlation between public officer perception of overall public service motivation and each of job satisfaction, organizational commitment, as well

as officers' job performance. All of the relationship built in this research model was founded to be significant. Based on result and discussion above, there are some important point as concluded below.

An interesting significant difference was found relating to how public service motivation impacted job satisfaction, in which this effect founded as the greatest one among other relationship. It is important to consider the mediating role of job satisfaction in the relationship between public service motivation and job performance. Findings indicate job satisfaction as the main outcome of public service motivation, as it also plays important antecedent of job performance. High-performance public organizations realize that their success depends on how capable their people are. Therefore, strategic human resources planning for public organization is crucial to keep, maintain, and even increase satisfaction felt by officers.

Result that is not able to address the causality of the relationships hypothesized, because such a research design does not allow for an examination of long-term effects. Besides of the relatively low sample size, any generalization of findings in this study to other groups or organizations outside the sample should be considered cautiously. With the self-reported measures used in this study will raises concerns regarding the possibility that the respondents might have provided socially desirable responses.

Suggestion for future research is to understand how job performance is formed and determined by other attitudinal mechanism beside satisfaction and commitment. There is a special need for further research investigating the role played by public service motivation and other component of attitu-

dinal mechanism. From this perspective, public officers' levels of job satisfaction can be a valuable basis for public organization to enhance an understanding of their need of achievement in order to fulfill the obligation to society by producing higher work outcomes among its officers.

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