



Structural Modeling Analysis of Public Service Motivation on Civil Servants' Performance through Innovative Behavior

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Abstract

Efforts to improve the performance of civil servants (ASN) continue to be made, one of which is through research to address this issue. This has been carried out by many researchers in various countries and regions in Indonesia. However, research focused on the performance of civil servants in the South Sulawesi Provincial Government is still limited. Therefore, the researcher conducted a study by developing a research model aimed at analyzing the direct influence of public service motivation on innovative behavior, analyzing the direct influence of public service motivation and innovative behavior on civil servant performance, and analyzing the indirect influence of public service motivation on civil servant performance through innovative behavior. The research design is a survey with a quantitative research approach. This study was conducted within the Regional Government Organizations in the South Sulawesi Provincial Government, located in Makassar City. The population of this study includes all civil servants (ASN) within the South Sulawesi Provincial Government in 2021, totaling 22,956 individuals. To determine the sample size from a population to be studied, the Taro Yamane or Slovin (15) formula was used with a precision of 10% and a confidence level of 90%, resulting in a sample size of 100 individuals. The sample selection process utilized purposive sampling. The data analysis technique used in this study is Structural Equation Modeling (SEM) with the AMOS application. The research results have proven a positive and significant influence of public service motivation on the innovative behavior of civil servants. Additionally, innovative behavior significantly impacts civil servant performance. An interesting finding from the research indicates that public service motivation, when considered directly, has less impact on improving civil servant performance. However, it does have an indirect impact on performance when mediated by the variable of innovative behavior. The novelty of this research lies in the discovery of a new approach to enhancing the performance of civil servants (ASN). It emphasizes the crucial role of innovative behavior as a mediator between public service motivation and the performance of civil servants, especially within the Regional Government Organizations in the South Sulawesi Provincial Government.

Keywords: *Public Service Motivation; Innovative Behavior; Performance of Civil Servants*

Introduction

Achieving sustainable governance is of paramount importance in achieving optimal performance of civil servants (ASN). This is primarily because good and sustainable governance creates a conducive

work environment (Nuraini, 2020) and provides clear guidance for ASN in carrying out their duties. Sustainable governance is part of the green economy (Anwar, 2022), making this research aligned with one of its research focuses, which is related to the green economy. Therefore, through this research, a new concept will be developed to ensure better performance of ASN for the benefit of the community as a manifestation of improving sustainable governance.

ASN performance is a crucial factor in the success of government tasks. In this regard, optimizing ASN performance can be observed from two main aspects: public service motivation and employee innovative behavior. This research is based on the theory of Public Service Motivation (PSM), which posits that human behavior is driven not only by self-interest but also by altruistic motives and concern for others with the aim of doing good for society (Perry et al., 2010).

Furthermore, recent research in Ethiopia, Africa, suggests that high public service motivation can enhance employee performance in providing better services to the public (Mishra & Hassen, 2023). Other studies explain the relationship between public service management and individual performance (Fan et al., 2022). Additionally, research highlights the importance of employee innovative behavior through the mediating role of public service motivation in improving public services (Nguyen et al., 2022), which can impact individual performance (Asbara et al., 2022; Vuong, 2022). Therefore, research on ASN performance is crucial for measuring the effectiveness and efficiency of ASN work and improving their performance in the future.

In this context, a concept will be discovered to maximize public service motivation and innovative behavior within the government organization, thereby enhancing the quality of public services and the overall welfare of the community, as reflected in improved ASN performance. The current problem lies in the phenomenon that is still widely complained about by the public, which is that many civil servants still have a mentality of wanting to be served. According to the guidance from the Minister of Administrative and Bureaucratic Reform, public service by civil servants is no longer bureaucratic but about serving the public. In several government departments in the South Sulawesi Provincial Government, there are still employees who are not tech-savvy and do not keep up with the times. Some employees do not fully understand their job descriptions, which affects their performance.

These existing conditions need to be addressed through research, focusing on the motivation of civil servants in public service and the aspect of employee innovative behavior. As the PSM theory states that individuals have intrinsic motivation to provide good public services, understanding and enhancing their motivation can improve public service performance. Additionally, innovative behavior in public service can also help improve the quality of services and bureaucratic efficiency, and innovation often arises when an employee or civil servant has a strong public service motivation. Therefore, the research problem in this study is how public service motivation plays a role in improving ASN performance and how innovative behavior influences ASN performance, both directly and indirectly.

Furthermore, referring to previous research, it has been found that public service motivation significantly contributes to various aspects, including the enhancement of innovative behavior (Lesmana et al., 2022; Nguyen et al., 2022) and has a positive impact on individual performance (Fan et al., 2022; Mishra & Hassen, 2023; Putri & Fachmi, 2022; Schwarz et al., 2020). However, this contrasts with other research that, although public service motivation influences innovative behavior and individual performance, the impact of public service motivation on innovative behavior is only 32.3% (Wicaksono & Lesmana, 2022); and on performance, it is relatively low at 26.1% (Kristanti & Eko Yudiantmaja, 2022). Furthermore, their research reveals that high motivation alone is not sufficient to improve employee performance (Dewi et al., 2020).

The novelty of this research is based on the differences in previous research findings. Therefore, the researchers argue that although in theory the relationship between public service motivation and performance is positively correlated (Perry et al., 2010), there is a gap in previous research. To address

this gap, it is necessary to identify it with innovative behavior as a mediating variable. Our framework of thought is that when individuals (ASN) can perform meaningful work with a strong sense of public service motivation, it will lead to the emergence of innovative behavior. This, in turn, should be positively related to the improvement of ASN performance. Additionally, another aspect of novelty is the scarcity of research exploring the relationship between public service motivation, innovative behavior, and ASN performance in the Regional Government Organizations of South Sulawesi Province. Therefore, this research is expected to contribute to the advancement of knowledge by elaborating a new model aimed at improving ASN performance.

Methodology

The research design employed in this study is a survey, which involves analyzing facts and data that support the required information to address and answer the research questions related to the performance of civil servants (ASN) in the South Sulawesi Provincial Government. The research approach used is quantitative. Quantitative research is used to address issues through precise measurement techniques of specific variables, leading to conclusions that can be generalized regardless of time, situation, and the type of data collected, especially quantitative data.

This research was conducted within the Regional Government Organizations in the South Sulawesi Provincial Government, located in Makassar City. The population of this study includes all civil servants (ASN) within the South Sulawesi Provincial Government in 2021, totaling 22,956 individuals. To determine the sample size from a population to be studied, you can use the formula from Taro Yamane or Slovin (Riduwan, 2018) with a precision of 10% and a confidence level of 90%. The calculation results in a sample size of 100 individuals. To select who will be included in the sample, purposive sampling was utilized, which means selecting samples based on specific considerations or criteria in line with the research objectives.

The variables in this study consist of the public service motivation (PSM) variable measured with four indicators (Bellé, 2013; Perry, 2000): "The meaning of public service is very important to me," "Making a difference in society is more meaningful to me than personal achievement," "I am willing to make significant sacrifices for the common good," and "I am not afraid to stand up for the rights of others." The innovative behavior (IB) variable is measured with five indicators (Janssen, 2000; Scott & Bruce, 1994): "Generating new ideas for difficult issues," "Producing solutions for problems," "Gathering support for innovative ideas," "Introducing innovative ideas systematically into the work environment," and "Evaluating the usefulness of innovative ideas." The endogenous variable in this research is the performance of civil servants (PE), measured with five indicators (Chiang & Hsieh, 2012; Vu, 2022): "Fulfilling job responsibilities," "Meeting performance standards and expectations," "Effectiveness in the job," "This employee performs better than many other employees doing the same job," and "Producing high-quality work."

The primary data collection method to be used in this research is the use of personally administered questionnaires. Data will be collected using closed-ended questionnaires, which are designed to gather data about public service motivation in its efforts to enhance the performance of civil servants (ASN) through innovative behavior. The questionnaire used in this study is both direct and closed, meaning it is directly given to the respondents, and the respondents can choose one of the pre-defined answer options. The questions in the questionnaire are constructed using a Likert scale with five response options, with each level assigned a score ranging from the lowest level (score 1) to the highest level (score 5) (Sugiyono, 2016). The data analysis technique used in this research is the Structural Equation Modeling (SEM) method, using the AMOS application. The data analysis to be conducted in this research involves causal relationship analysis to examine the relationships between variables. In order to understand the relationships between research variables and identify an empirical model of the relationships between variables and their supporting factors, the SEM (Structural Equation Model) analysis tool will be employed.

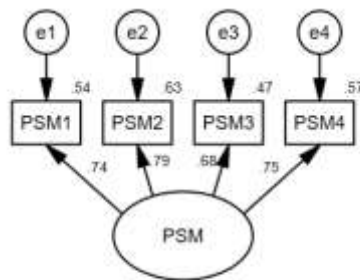
Results and Analysis

CFA Test Results

The following are the results of the Confirmatory Factor Analysis (CFA) for each of the variables under study, where the public service motivation (PSM) variable, measured with four indicators (Bellé, 2013; Perry, 2000), is as follows: "The meaning of public service is very important to me," "Making a difference in society is more meaningful to me than personal achievement," "I am willing to make significant sacrifices for the common good," and "I am not afraid to stand up for the rights of others." The innovative behavior (IB) variable, measured with five indicators (Janssen, 2000; Scott & Bruce, 1994), is as follows: "Generating new ideas for difficult issues," "Producing solutions for problems," "Gathering support for innovative ideas," "Introducing innovative ideas systematically into the work environment," and "Evaluating the usefulness of innovative ideas." The endogenous variable in this study is the performance of civil servants (PE), measured with five indicators (Chiang & Hsieh, 2012; Vu, 2022): "Fulfilling job responsibilities," "Meeting performance standards and expectations," "Effectiveness in the job," "This employee performs better than many other employees doing the same job," and "Producing high-quality work." The results of the testing are summarized in Table 1 below and the goodness-of-fit model testing is presented in Figures 1 and 2.

Table 1. CFA Test Results

Variable	Item	Standard Loading $\geq 0,5$	Validity	AVE $\geq 0,5$	CR $\geq 0,7$	Reliability
PSM	PSM1	0,738	valid	0,55	0,90	reliabel
	PSM2	0,791	valid			
	PSM3	0,682	valid			
	PSM4	0,752	valid			
IB	IB1	0,721	valid	0,56	0,93	reliabel
	IB2	0,831	valid			
	IB3	0,793	valid			
	IB4	0,746	valid			
	IB5	0,637	valid			
PE	PE1	0,761	valid	0,60	0,94	reliabel
	PE2	0,786	valid			
	PE3	0,766	valid			
	PE4	0,789	valid			
	PE5	0,779	valid			



GOODNESS OF FIT MODEL
 Prob=.363; Chisquare=2.027; CMIN/DF=1.014
 RMR=.007; NFI=.986; CFI=1.000; TLI=.999
 IFI=1.000; RFI=.958; GFI=.990
 AGFI=.952; RMSEA=.012

Figure 1. CFA Test Results and Goodness of Fit Exogenous Variable Models

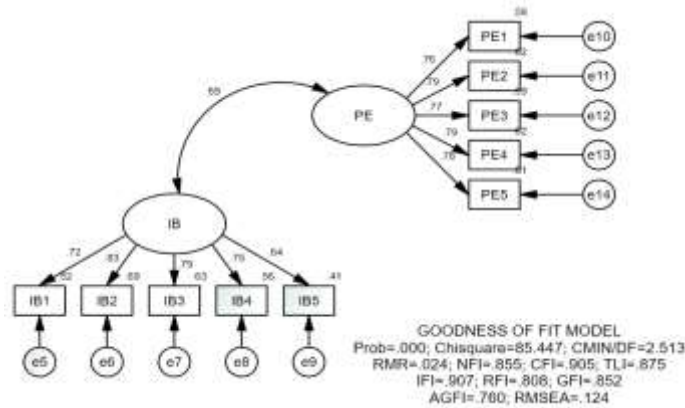


Figure 2. CFA Test Results and Goodness of Fit Endogenous Variable Models

Based on the results of the Confirmatory Factor Analysis (CFA) for each variable summarized in Table 1, it was found that all items met the validity criteria because the loading factor values for each item were greater than the specified standard of 0.5. Furthermore, calculations were performed for the Average Variance Extracted (AVE) and Composite Reliability (CR) values, where all variables had AVE values greater than 0.5 and CR values greater than 0.7, indicating that the items used were considered reliable. Additionally, from the results of the construct testing in Figures 1 and 2, it is evident that both exogenous and endogenous constructs meet the goodness-of-fit model criteria, with reference to one of the criteria being met. Since the validity and reliability of all constructs meet the minimum requirements and have met the goodness-of-fit model criteria, indicating that the data is relevant for model inference, the researcher proceeded with the procedure for a complete Structural Equation Modeling (SEM) to test the proposed hypotheses.

Hypothesis Test Results

Figures 3 and Table 2 present the results of hypothesis testing for the model developed in this study.

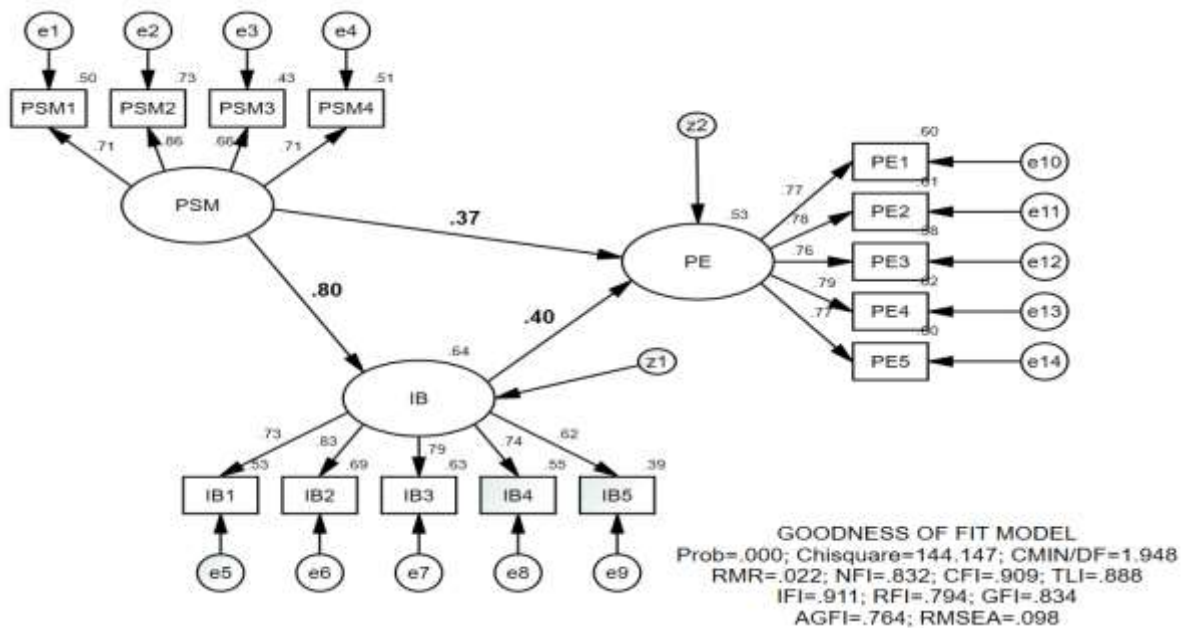


Figure 3. Full Model Test Results

Table 2. Full Model Feasibility Test Results

<i>Goodness of fit index</i>	<i>Cut-of Value</i>	Conclusion
<i>Significance Probability</i>	0,000	Marginal Fit
<i>CMIN/DF</i>	1,948	Fit
<i>RMR</i>	0,022	Fit
<i>NFI</i>	0,832	Marginal Fit
<i>CFI</i>	0,909	Fit
<i>TLI</i>	0,888	Marginal Fit
<i>IFI</i>	0,911	Fit

From the data processing results presented in Figure 3 and Table 2, it is evident that the proposed model meets the model fit criteria, as indicated in Table 2. Several goodness-of-fit criteria are satisfied, such as CMIN/DF < 2.0; RMR < 0.05; CFI > 0.9; and IFI > 0.9. Therefore, this model can be used for hypothesis testing, the results of which are outlined in Table 3. Based on the analysis results, the hypothesis testing results are as follows:

1. The Influence of Public Service Motivation on Innovative Behavior

The influence of Public Service Motivation on Innovative Behavior shows a positive coefficient (0.800). The significance test resulted in a C.R value of 5.077, which is greater than 1.96, with a probability of 0.000, which is less than 0.05. The positive coefficient value, C.R greater than 1.96, and significance level less than 0.05 indicate that Public Service Motivation has a positive and significant influence on Innovative Behavior. Therefore, this statistical test successfully accepts Hypothesis 1.

2. The Influence of Public Service Motivation on the Performance of Civil Servants (ASN)

The influence of Public Service Motivation on the Performance of Civil Servants (ASN) shows a positive coefficient (0.368). The significance test resulted in a C.R value of 1.936, which is less than 1.96, with a probability of 0.053, which is greater than 0.05. The positive coefficient value, C.R less than 1.96, and significance level greater than 0.05 indicate that Public Service Motivation has a positive but not significant influence on the Performance of Civil Servants (ASN). Therefore, this statistical test rejects Hypothesis 2.

3. The Influence of Innovative Behavior on the Performance of Civil Servants (ASN)

The influence of Innovative Behavior on the Performance of Civil Servants (ASN) shows a positive coefficient (0.399). The significance test resulted in a C.R value of 2.073, which is greater than 1.96, with a probability of 0.038, which is less than 0.05. The positive coefficient value, C.R greater than 1.96, and significance level less than 0.05 indicate that Innovative Behavior has a positive and significant influence on the Performance of Civil Servants (ASN). Therefore, this statistical test successfully accepts Hypothesis 3.

To test the moderating variable's influence, the Sobel test can be conducted. The Sobel test analysis can be performed using an online application at www.danielsoper.com. The Sobel test results are presented in Figure 4. From the SEM analysis results in testing the Influence of Public Service Motivation on the Performance of Civil Servants (ASN) through Innovative Behavior, it shows a positive coefficient (0.319). The significance test of the indirect influence is conducted using the Sobel test as shown in Figure 4, resulting in a probability value of 0.027, which is less than 0.05. The positive coefficient value and significance level less than 0.05 indicate that Public Service Motivation indirectly has a positive and significant impact on the Performance of Civil Servants (ASN) through Innovative Behavior. Therefore, this statistical test successfully accepts Hypothesis 4.

Table 3. Hypothesis Test Results

Variable	Std. Estimate	Estimate	C.R	P	Conclusion
Public Service Motivation → Innovative Behavior	0,800	0,630	5,077	0,000	Accepted
Public Service Motivation → Performance	0,368	0,290	1,936	0,053	Rejected
Innovative Behavior → Performance	0,399	0,399	2,073	0,038	Accepted
Public Service Motivation → Innovative Behavior → Performance	0,319	0,251	1,923	0,027	Accepted

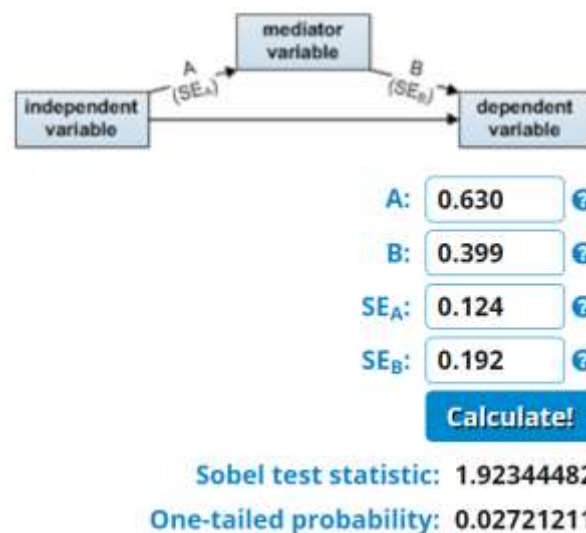


Figure 4. Sobel Test Results

Discussion

The research conducted has demonstrated a significant influence of public service motivation on the innovative behavior of civil servants. In this context, public service motivation argues that human behavior is driven not only by self-interest but also by altruistic motives and a concern for others with the aim of doing good for society (Perry et al., 2010). Referring to previous research, it has been found that public service motivation significantly contributes to various aspects, including the enhancement of innovative behavior (Lesmana et al., 2022; Nguyen et al., 2022). Furthermore, innovative behavior also has a significant impact on the performance of civil servants. Work innovation can improve efficiency, effectiveness, and job quality while creating a more positive and innovative work environment. Therefore, it is essential for organizations to encourage and support employee work innovation. Through employee work innovation, efficiency and effectiveness in performing tasks can be improved, resulting in better services to the public.

An interesting finding from the research conducted is that public service motivation directly has a relatively low impact on improving the performance of civil servants. This finding contrasts with recent research conducted in Ethiopia, Africa, which suggests that high public service motivation can enhance employee performance in providing better services to the public (Mishra & Hassen, 2023). However, public service motivation appears to have an impact on performance when mediated by innovative

behavior. This means that there needs to be a role for innovative behavior emerging from civil servants who are motivated to provide quality services to the public, which, in turn, affects performance. As the Public Service Motivation (PSM) theory suggests, individuals have intrinsic motivation to provide good public service. Thus, by understanding and enhancing their motivation, public service performance can be improved. Additionally, innovative behavior in public service can help improve service quality and bureaucratic efficiency, with innovation emerging when an employee or civil servant has a strong public service motivation.

Conclusion

Based on the research results, it can be concluded that public service motivation has a positive and significant influence on the innovative behavior of civil servants. However, its direct impact on the performance of civil servants is not significant. In other words, improved public service motivation can enhance innovative behavior, while the impact on civil servant performance is limited. Another finding indicates that innovative behavior also has a positive and significant influence on the performance of civil servants. Therefore, the more innovative an civil servant is at work, the more it can improve their performance within the organization. Interestingly, public service motivation indirectly affects civil servant performance when mediated by innovative behavior. So, when public service motivation improves, innovative behavior also improves, ultimately influencing the enhancement of civil servant performance.

The research results provide evidence, among other things, that public service motivation alone may not be strong enough to improve civil servant performance. Therefore, the researchers hope that future studies will explore variables that can influence public service motivation, such as leadership quality, organizational culture, and others. This is expected to make the research findings more valuable for the performance of government organizations, especially in the South Sulawesi Provincial OPDs.

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