



## PUBLIC SERVICE MOTIVATION AS AN INTERVENTION VARIABLE OF SELF-EFFICACY, COMPETENCE, AND ORGANISATIONAL COMMITMENT ON STATE APPARATUS PERFORMANCE

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### Abstract

This study examines the impact of service motivation as a mediating variable for self-efficacy, competence and organizational commitment on the performance of the State Civil Apparatus. A random sampling approach was used to randomly select 209 respondents. Questionnaires were used to collect data. SEM-PLS with structural equation modelling (SEM) was used for data analysis. Service motivation is the most dominant variable in influencing performance. It is recommended for policy makers to motivate the State Civil Service Apparatus in terms of carrying out their work, having good health in carrying out their duties, having more confidence, having high integrity, being skilled in carrying out tasks, being able to adapt to colleagues well. Furthermore, it is also necessary to increase the role of self-efficacy, competence, training, and commitment from the organization, so that all supporting components to improve performance can go hand in hand for the progress of the organization.

**Keywords:** Self-Efficacy, Competence, Organizational Commitment, Service Motivation, Employee Performance

**JEL Classification:** M50, O15

## 1. INTRODUCTION

The Bureaucratic Reform Movement initiated in 1998 in Indonesia has resulted in many changes in the social and governance context. Public demand for a more effective and optimal bureaucracy in providing public services is stronger than in the previous period (Sellang, 2019). In order to support this, several regulations have been issued that regulate how the bureaucracy should be run, namely Law of the Republic of Indonesia No. 25 of 2009 concerning Public Services, Presidential Regulation No. 81 of 2011 concerning the Grand Design of Bureaucratic Reform 2010-2025, Law No. 5 of 2014 concerning State Civil Apparatus and many other related regulations.

All these regulations are issued in order to produce state administrators or public servants

who can satisfy the demands and fulfil the needs of the community so as to be able to demonstrate the performance of a reliable state civil apparatus. Law of the Republic of Indonesia Number 25 of 2009 states that the Performance of the State Civil Apparatus is all forms of activities of the State Civil Apparatus in the context of regulation, guidance, provision of facilities, services and others as an effort to fulfil the needs of the community in accordance with applicable laws and regulations or called public services.

Based on the results of research by Haque et al., (2019); Haque et al., (2021); and Martin et al., (2022) the function of the performance of the State Civil Apparatus is that it can be an evaluation tool to improve future work



programmers and job functions during a certain period.

The purpose of the performance of the State Civil Apparatus as defined above is to provide public services (Kusnendar, 2020). The basis for providing public services by the State Civil Apparatus to the community is the Regulation of the Minister of Administrative Reform of the Republic of Indonesia Number 30 of 2014 concerning Guidelines for Public Services, namely state administrators to their communities providing quality public services.

The creation of quality public services is required from the State Civil Apparatus who have a motivational drive to provide services to the public in the form of quality services. This is in accordance with the statement put forward by Bayran & Zoubi, (2020) that if ASN is highly motivated, the State Civil Apparatus will invest more time and strive to achieve institutional targets. Added Adnan Hakim, (2021); Bayran, (2020) said that public service motivation is a belief in values and attitudes by prioritizing the interests of many people, taking good actions towards others and being willing to sacrifice themselves for the good of the organization or the community.

Public service motivation will optimize public services in achieving predetermined targets (Wisika et al., 2022) and be able to improve performance in their respective fields of work (Setiadi, 2018). Based on this understanding, it is reasonable to suggest that the creation of quality public services requires public service motivation in order to increase the level of position in public organizations as measured through the dimensions of value beliefs and attitudes with indicators of compassion, self-sacrifice and attitude towards duty (Bayran, 2020).

The position of the State Civil Apparatus in public organizations as referred to above needs to be improved. This requires the belief of the State Civil Apparatus supported by their ability to fully implement their abilities to complete the work given by their superiors even though it is full of challenges or risks in a certain periodization, which is called self-efficacy (Bandura et al., 1999; Lestaringasih et al., 2021; Silitonga et al., 2022). When someone does not

have confidence in their abilities then that person experiences failure. A person's lack of ability or even inability to fully implement their abilities or competencies, which results from a lack of confidence in their abilities, will often experience failure (Pekkala, 2022). To be confident, state civil apparatus must be supported by both technical and structural competence.

Competence is another factor that causes increased performance besides self-efficacy (Rohmawati et al., 2022; Wei, et al., 2018; Purba et al., 2018; Mus et al., 2017). This is in accordance with the statement (Goetz, 2022) that the success of an organization depends on several factors such as competence. Increasing the competence of ASN will encourage a significant increase in the performance of the State Civil Apparatus and vice versa, a decrease in the competence of the State Civil Apparatus will encourage a significant decrease in the performance of the State Civil Apparatus (Muliati et al., 2022).

Research by (Rohmawati et al., 2022) states that competence is a pillar that places state administrators as effective machines for the government and as a parameter of apparatus proficiency in achieving one's performance as measured through indicators of skills, knowledge, including the level of education and training and work attitude. The statement (Pasae et al., 2021; Kang, 2021) that employee behavior is a reflection of competence that shows the skills possessed by employees. Even though the State Civil Apparatus already has the competence, motivation and confidence to improve performance, it still requires commitment from the organization that oversees it to take an active role in the organization according to the provisions of the organization.

There are various factors that cause the low performance of the state civil apparatus, so then, this research is entitled public service motivation as an intervening variable for self-efficacy, competence and organizational commitment to the performance of the State Civil Apparatus. To strengthen the research concept, there are several previous studies that support or are in line with the title of this study,

including previous studies by Loomba & Karsten (2019); Hsu et al., (2019), Fuadi (2020), Mujanah (2020), Lestariningsih et al., (2021); Amofah & Saladrignes (2022), Neneh (2022) which found that self-efficacy has a positive effect on performance. Then research by Purba et al., (2018), Wey et al., (2018), Hartanti & Yuniarsih (2018), Podgorska & Pichlak (2019), Swanson et al., 2020, Goetz & Wald (2022) the results of his research found that competence has a positive effect on performance. Research by Sungu et al. (2019), Setyaningsih & Sunaryo (2021), Spurk et al. (2019) which found that organizational commitment affects performance.

Furthermore, previous research related to the role of service motivation variables as mediating variables, this concept is supported by previous research conducted by Kundu, Kumar & Lata (2019), Cetin & Askun (2018) with the results of their analysis saying that the effect of perceived role clarity on innovative work behaviour through motivational mediation. The role of motivation that can mediate self- efficacy on performance. Public service motivation is an attitudinal belief manifested in service behavior that provides care for the best interests of government agencies and society (Bayram & Zoubi, 2020; Nofal Wiska, Asrinaldi, Aidinil Zeta, 2022). The above statement is supported by Bayran & Zoubi, (2020) that an employee who has motivation in public service, then he will invest more time and endeavor to achieve institutional targets.

There are research gaps or previous research results that have different research results, including research by Loomba & Karsten (2019) which found that self-efficacy has no effect on performance because it is hampered by the organization. Research by Wijayanto & Dotulang (2017) shows that competence has no effect on performance. Research by (Zhang, 2022; Tuan Mansor et al., 2020; Hodgkinson et al., 2018; Ribeiro et al., 2018) states that if individuals have a negative view of their organisation, individuals will feel objections to carrying out the assigned tasks, so they will work not seriously and even end their career in the organization. Then related to

public service motivation, previous research by Bayran & Zoubi, (2020) stated that there was a weak negative relationship and contrary to the positive relationship as reported in the literature.

The novelty of the study is the research subject, namely the State Civil Apparatus in the Regional Government in South Sumatra Province. This study is a development of research in the form of a dissertation by a student of the Faculty of Economics, Sriwijaya University. Furthermore, the placement of motivation variables, which in general, previous studies used work motivation in general as a mediating variable, but in this study public service motivation was used as a mediating or intervening variable.

In addition, the analytical tools that researchers use in this study use structural equation modeling analysis tools with the help of the SEM-PLS program, which is the latest analytical tool that is more able to analyses cases or research data in a complex manner, if in ordinary regression analysis tools, it can only analyses at the stage between latent variables, for SEM-PLS analysis tools can analyses data for more complex research variables, so that it can measure each indicator used in measuring variables in this study.

## 2. LITERATURE REVIEW AND HYPOTHESES

### 2.1. Performance

The basic idea of performance theory is the awareness and earnest intention of individuals to set goals and simplify what individuals do to achieve consciously. (Xie et al. 2017). Goals as stated by Locke include performance standards in the form of measurements for performance evaluation, standards of acceptance of certain behavior's, minimum limits of work, part of the work achieved, the ultimate goal of the action or series of actions, and the deadline for completing the task. (Desta, Tadesse, & Mulusew 2022; Haldorai, Kim, & Garcia 2022).

Goal setting theory as the Grand Theory that derives performance theory is the result of in-depth thinking from scientist Dr. Edwin Locke at the end of 1960 through the

publication of "Toward a theory of task motivation and incentives" about the relationship between goals and individual performance on tasks or human actions in an effort to achieve targets, specific goals, and continue to strive to increase towards higher goals determined by the organization.

This theory consists of 4 (four) moderators, namely: 1) ability, 2) commitment, 3) feedback, and 4) situational. (Itzhakov & Latham 2020; Chen et al. 2021). Good performance is usually based on setting specific and difficult goals rather than simple and easy goals. Therefore, there are 5 (five) principles of goal setting, namely clarity, challenge, commitment, feedback, and task complexity. (E. A. Locke & Latham 2020; Blegur, Haq, & Barida 2021).

The most important aspect based on theory is that performance is a dominant factor with concrete, gradual, measurable actions, and a calculated product of a work result. (Pervaiz, Li, & He 2021; Demirkol 2021). Meanwhile, there is also another most important aspect that is on the cognitive process to build goals and is a determinant of behavior. The cognitive properties of performance consist of: 1) Goal granularity or specific goals related to the level of quantitative precision of goals, 2) Goal difficulty, related to the level of expertise required, 3) Goal intensity, related to the process of determining how to achieve goals (Agnoli et al., 2019; G. Latham, Seijts, 2016).

Individual performance is the result of work based on predetermined standards, while organizational performance is a combination of individual performance and group performance. There are several approaches taken in assessing work performance, subjective procedures that include assessing work skills carried out by superiors to subordinates, subordinates to superiors, in work groups, co-workers, outside observations, and themselves. These procedures rely heavily on human opinion; hence they are subject to human-induced errors.

Performance theory is developed in the form of sustainability, becoming a reference in the formulation of moral theory, the sustainability of dynamic and varied goal setting, the basis for the goodness of achieving goals to fulfil the needs of society. In essence,

this sustainable performance theory is modified on the basis of a moral point of view, minimizing materialism and individualism. One of the performance practices in management science is challenging negotiations and producing optimal performance. Target achievement is set substantially with flat and declining goals that are successful through the negotiation process. (Gkizani & Galanakis 2022; E.A. Locke & Latham 2020).

## 2.2. Service Motivation

Law of the Republic of Indonesia Number 25 of 2009 states that the Performance of the State Civil Apparatus / ASN Performance is all forms of ASN activities in the context of regulation, guidance, guidance, provision of facilities, services and others as an effort to fulfil the needs of the community in accordance with applicable laws and regulations or called public services.

Based on the results of research by Haque et al., (2019); Haque et al., (2021); Martin et al., (2022) the function of ASN performance is that it can be an evaluation tool to improve future work programmers and job functions during a certain period. The purpose of ASN performance as defined above is to provide public services (Kusnendar, 2020).

Meanwhile, the basis for providing public services by ASN to the community is the Regulation of the Minister of Administrative Reform of the Republic of Indonesia Number 30 of 2014 concerning Guidelines for Public Services, namely state administrators to their communities to provide quality public services. The creation of quality public services is required from ASNs who have a motivational drive to provide services to the public in the form of quality services.

This is in accordance with the statement made by Bayran & Zoubi, (2020) that if ASN is highly motivated, then the ASN will invest more time and strive to achieve institutional targets. Hakim and Hamid (2021) said that public service motivation is a belief in values and attitudes by prioritizing the interests of many people, taking good actions towards others and being willing to sacrifice themselves

for the good of the organization or the community.

Public service motivation will optimize public services carried out by ASN in achieving predetermined targets (Wisika et al., 2022) and be able to improve ASN performance in their respective fields of work (Setiadi, 2018). Based on this understanding, it is reasonable to suggest that the creation of quality public services requires public service motivation from ASNs in order to increase the level of ASN's position in public organizations as measured through the dimensions of trust values and attitudes with indicators of compassion, self-sacrifice and attitude towards ASN duties (Bayran & Zoubi, 2020).

The ability to fight for the budget from the financial dimension, in this case in the form of physical realization of the activity program which is divided into 2 (two), namely: 1) the level of receipt of Regional Original Revenue (PAD) and 2) the level of expenditure allocation (BPKAD South Sumatra Province, 2021).

### 2.3. Self-efficacy

Self-efficacy is a person's belief in their ability to master situations and produce favorable outcomes. It is supported by capabilities that are capable of designing strategies and strategies to achieve goals optimally and with little risk in various circumstances. It has been measured that the unsuccessful outcomes often experienced by individuals are due to the inability to implement competencies fully (Pekkala & van Zoonen, 2022).

There are several important factors that influence self-efficacy, including success obtained from past studies and field facts which are dominant factors in determining efficacy, because the basis of a properly understood past will be one of the factors of individual success. Each individual has a different story of success and it will affect the results of different efficacy for further success. (Bandura, Freeman, & Lightsey, 1999).

Then the success obtained from seeing other people. Basically, the success of the self alone, but also need to learn and understand the

success obtained from others carefully. One example that can be put forward is the modelling produced to prove the ability and capacity of individual efficacy. (Y. Hwang, 2021). Personal capacity can also be assessed from various activities that are fun and fulfilling. When the achievement of goals is obtained from a significant performance, the value of success obtained from people other than oneself becomes crucial. (Litsardopoulos, et al., 2021; Maryani, et al, 2021).

Based on social cognition theory, self-efficacy is developed and strengthened in four strategies, namely: individual strengths, overall ability, individual experience, and psychological state. (Bandura, Freeman, & Lightsey, 1999). Self-efficacy influences a person's belief in whether or not the goals that have been set are achieved. Furthermore, it is stated that positive self-efficacy is a person's belief that he is able to achieve the work or achievement he wants. (Lestariningsih et al., 2021).

Indicators of independence are closely related to the ability to stand alone with courage and responsibility for all behaviour as an adult human being in carrying out his obligations to meet his own needs. To create independence, it is influenced by: structured parenting patterns, intensive communication media input, strong religious understanding, jobs that demand dexterity and speed in solving problems. (Giancola et al., 2022). Indicators of work ability relate to the results of work achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and seriousness and time (Iskamto, 2021). Based on the theoretical description of experts on performance and also previous research, the following hypothesis can be made.

### 2.4. Competence

The term competence is starting to be widely used and with different perceptions, such as the use in the field of human resource management. Spencer and Spencer say, competence is a basic characteristic of individual behavior that is related to effective reference criteria and or superior performance in work or situations. (Rahmawati et al., 2021).

Based on this, competence is the basic foundation of people's characteristics and identifies how to behave or think, equate situations, and support for a long period of time. Brian defines competence as the knowledge, skills, abilities, or personal characteristics of individuals that directly affect job performance. (Rahmawati et al., 2021).

The adjective of competence is competent which means capable, able, and agile. The definition of competence is in principle the same as the definition of "a person's ability or capacity to perform various tasks in a job, where this ability is determined by two factors, namely, intellectual ability and physical ability" (M. Ali, 2021). Definition of competence as proficiency or ability (Roe, 2002) competence can be described as the ability to carry out a task, role or task, the ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning carried out.

Meanwhile (Armstrong, 2004) defines competence as what people bring to a job in the form of different types and levels of behavior. Competence is defined as an underlying characteristic of an individual that is causally related to criteria referenced as superior and or effective performance in a job or situation. (Rahmawati et al., 2021). Competence refers to the employee's skills that he has, competence is seen in employee behavior. Employee behavior as a reflection of competence shows what skills the employee has (Pasae et al. 2021; Kang & Lee, 2021). Competence shows actions in using the abilities, knowledge and skills possessed according to the standards set (Swanson et al., 2020).

The suitability of individuals to carry out these standards with the field of knowledge they master shows that their competence is good. Human resource competence describes a human resource's ability to carry out or perform work based on skills, knowledge and work attitudes. Based on the theoretical description of experts on performance and also previous research, the following hypothesis can be made.

## 2.5. Organizational Commitment

Organizational Commitment according to Gibson in Muranaka, (2012) is a sense of identification, loyalty involvement that workers show towards the organization or organizational unit. Commitment is shown in an attitude of acceptance, strong belief in the values and goals of the organization, and a strong urge to maintain membership in the organization for the achievement of organizational goals.

Organizational commitment is used to develop the socialization process into a profession through the emphasis given through professional values. (Pusztai & Csók, 2020; Muslu, 2022). Organizational commitment is the degree of personal identification with the profession and the intensity of involvement. Organizational commitment is a belief in and acceptance of the profession's goals and values, and a willingness to devote considerable effort to the profession, with a strong requirement to maintain membership in the profession. Simply put, professional commitment is loyalty and identification with one's profession.

Organizational commitment variables have 6 (six) indicators to measure them, namely: 1) Pride in being a member of the organization, 2) Compliance with problems that occur in the organization, 3) Identification with the organization, 4) Meaningfulness in the organization, 5) Prioritizing / focusing on work, 6) Desire to end a career in the organization. (Hodgkinson et al. 2018; Ribeiro, Yücel, & Gomes, 2018). Research by Lestari et al., (2021); Pandey et al., (2008); Bogler & Somech, (2004) shows Individuals with higher organizational commitment maintain positive characters, such as high trust and acceptance of professional goals, a desire to give their best to their profession, and a strong desire to maintain membership. Based on the theoretical description of experts about performance and also previous research, the following hypothesis can be made.

## 2.6. Hypotheses

Based on the theoretical description of experts on performance and also previous research, the following hypothesis can be made:

- H1: there is an effect of self-efficacy on the service performance of the State Civil Apparatus.
- H2: there is an influence of competence on the service performance of the State Civil Apparatus.
- H3: there is an effect of organizational commitment on the service performance of the State Civil Apparatus.
- H4: there is an effect of service motivation on the service performance of the State Civil Apparatus.
- H5: there is an effect of self-efficacy on performance mediated by service motivation of the State Civil Apparatus
- H6: there is an effect of competence on performance mediated by the service motivation of the State Civil Apparatus
- H7: there is an effect of organizational commitment on performance mediated by service motivation of the State Civil Apparatus.
- H8: there is an effect of self-efficacy on the service motivation of the State Civil Apparatus.
- H9: there is an influence of competence on the service motivation of the State Civil Apparatus.
- H10: there is an effect of organizational commitment on the service motivation of the State Civil Apparatus.

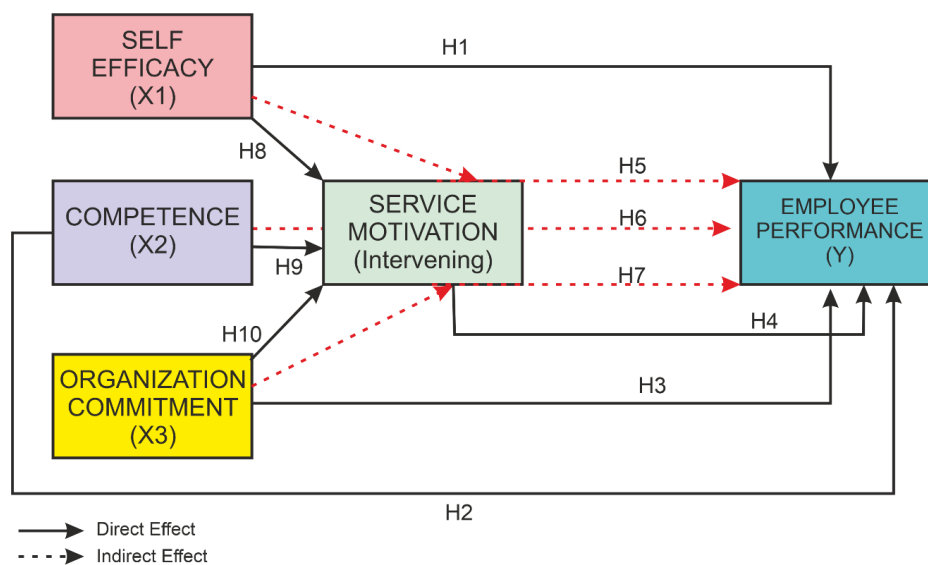


Figure 1. Research Hypothesis Model

### 3. RESEARCH METHODS

Quantitative techniques with secondary data analysis are used in planning. Secondary data is used as the primary source in the secondary analysis approach. Secondary data is obtained using a statistical approach in accordance with material data or mature data received at the relevant agencies or institutions. Considering that the information expected to be obtained is about the symptoms that occur at the time of the research, the descriptive technique is considered the most appropriate for carrying out this research. Cause and effect is important for research on endogenous and exogenous

relationships and influences so that hypotheses can be tested empirically and statistically (Podsakoff, et al., 2003). The research data were then analyzed using the Structural Equation Modeling (SEM) method with the help of SEM-PLS software.

In this study, the Maximum Likelihood Estimation technique was used to calculate the sample size. With a suitable sample size for SEM is between 100 and 200 (Ghozali, 2017). The research sample totaled 209 employees. A purposive and convenience sampling approach was used. The questionnaire was distributed via online media using Google Form, and distributed via links in WhatsApp or Telegram.

## 4. RESULT AND DISCUSSION

### 4.1. Result

The research data analysis used Structural Equation Modeling with the help of the Partial Least Squares (SEM-PLS) programmer. SEM is one type of multivariate analysis. Ghozali (2016) states that SEM makes it easier for researchers to connect theory with existing evidence related to research. PLS is broken

down into two sub models. This means that the measurement model (outer model) is used to test the validity and reliability of the prediction model, while the structural model (inner model) is used to test causality or hypotheses (Ghozali, 2016). Convergent validity is evaluated through external exposure. Questionnaire statements are validated if the external exposure loading exceeds 0.70. The results of the data analysis are shown in Figure 2 and Table 3.

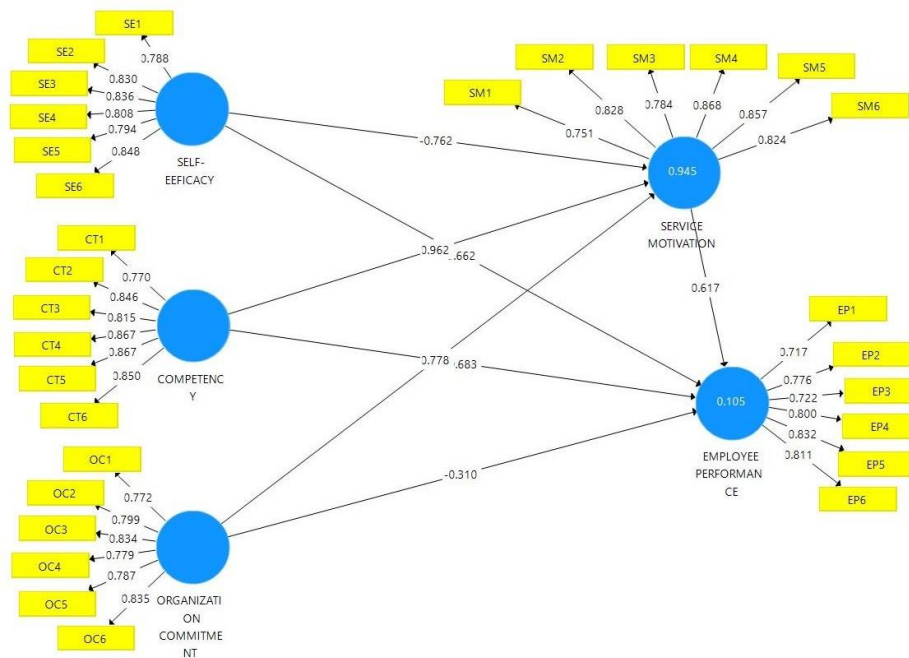


Figure 2. Full Model of Research

Table 1. Model Fit Validity Test Results Loading Factor

INDICATOR	LOADING FACTORS ( $\lambda \geq 0.5$ )					RESULT
	COMPETENCY	PERFORMANCE	COMMITMENT	EFFICACY	MOTIVATION	
CT1	0.770					Valid
CT2	0.846					Valid
CT3	0.815					Valid
CT4	0.867					Valid
CT5	0.867					Valid
CT6	0.850					Valid
EP1		0.717				Valid
EP2		0.776				Valid
EP3		0.722				Valid
EP4		0.800				Valid
EP5		0.832				Valid
EP6		0.811				Valid
OC1			0.772			Valid
OC2			0.799			Valid
OC3			0.834			Valid

OC4	0.779	Valid
OC5	0.787	Valid
OC6	0.835	Valid
SE1	0.788	Valid
SE2	0.830	Valid
SE3	0.836	Valid
SE4	0.808	Valid
SE5	0.794	Valid
SE6	0.848	Valid
SM1	0.751	Valid
SM2	0.828	Valid
SM3	0.784	Valid
SM4	0.868	Valid
SM5	0.857	Valid
SM6	0.824	Valid

**Table 2:** Reliability Test Result Based on Fit Model

VARIABLE	COMPOSITE RELIABILITY	AVERAGE VARIANCE EXTRACTED (AVE)	RESULT
	$\geq 0.7$	$\geq 0.5$	
COMPETENCY	0.933	0.700	RELIABLE
EMPLOYEE PERFORMANCE	0.901	0.604	RELIABLE
ORGANIZATION COMMITMENT	0.915	0.642	RELIABLE
SELF-EFFICACY	0.924	0.669	RELIABLE
SERVICE MOTIVATION	0.924	0.672	RELIABLE

**Table 3:** Structural Parameter Estimates Direct Effect: Path Analysis Model (N=209)

HYPOTHESIS	ORIGINAL SAMPLE	SAMPLE MEAN	T - STATISTIC S	P - VALUE S
COMPETENCY → EMPLOYEE PERFORMANCE	0.683	0.687	2.564	0.011
COMPETENCY → SERVICE MOTIVATION	0.962	0.963	31.252	0.000
ORGANIZATION COMMITMENT → EMPLOYEE PERFORMANCE	0.310	0.349	0.784	0.433
ORGANIZATION COMMITMENT → SERVICE MOTIVATION	0.778	0.758	4.145	0.000
SELF-EFFICACY → EMPLOYEE PERFORMANCE →	0.662	0.715	1.657	0.098
SELF-EFFICACY → SERVICE MOTIVATION	0.762	0.741	3.927	0.000
SERVICE MOTIVATION → EMPLOYEE PERFORMANCE	0.617	0.613	2.419	0.016

**Table 4:** Structural Parameter Estimates InDirect Effect: Path Analysis Model (N=209)

HYPOTHESIS	ORIGINAL SAMPLE	SAMPLE MEAN	T STATISTICS	P VALUES
COMPETENCY → SERVICE MOTIVATION → EMPLOYEE PERFORMANCE	0.594	0.592	2.331	0.020
ORGANIZATION COMMITMENT → SERVICE MOTIVATION → EMPLOYEE PERFORMANCE	0.480	0.462	2.270	0.024
SELF-EFFICACY → SERVICE MOTIVATION → EMPLOYEE PERFORMANCE	0.470	0.454	2.177	0.03

## 4.2. Discussion

Based on Table 3, the correlation between self-efficacy and performance based on the t-count value of 1.657 ( $<1.96$ ) which means that hypothesis 1 is rejected. Self-efficacy does not have a significant influence on performance. The findings of this study imply that an increase in self-efficacy will be followed by an increase in performance and or vice versa. However, the effect of self-efficacy on performance is not significant.

However, according to the theory, the better one's self-efficacy will affect one's performance. However, the role of self-efficacy is still very necessary for an employee if he wants to improve his performance. Researchers believe that self-efficacy requires a driving variable in order to improve ASN performance.

The results of this study are in line with previous research, including by Desiana (2019); Yofi (2022); Lunenburg (2011); Chen, (2020); Khaerana, (2020); Rahmi, (2020); Rajapakshe, (2021) who found that Self Efficacy affects performance.

Based on Table 3, the correlation between competence and performance is 2.564 ( $>1.96$ ) which means hypothesis 2 is proven. Competence has a significant influence on performance. Performance is a function of motivation and ability, which is very meaningful if activities are completed by personnel with a certain level of willingness and ability (Prayogi, 2019).

Competence is a factor that can have an impact on performance. Competence is one of the factors that contribute to better employee performance. Competence is the ability of employees who are owned so as to provide the ability of personnel to work neatly and have an attitude to complete work in accordance with the expertise of the workforce in the field of work which of course has provided a level of the results of their hard work. Studies in line with the findings of Prayogi (2019) show that competence affects employee performance.

Krisnawati and Bagia's research (2021) shows that work competence has a significant effect on employee performance. Work competence plays a role in improving employee

performance both and in the same direction so that if employees have high work competence, employee performance will also be high. These results are in line with previous research conducted by Prayogi (2020), proving the influence of competence on employee performance.

The similarity between this study and previous research lies in similar research variables, namely competence as an independent variable and employee performance as the dependent variable. The results of this study are similar to the results of previous studies which both prove the influence of competence on employee performance. Different results in Hidayat's research (2021) with the results of his research proving that competence has no significant effect on employee performance.

Based on Table 3, the correlation between organizational commitment and performance is 0.784 ( $<1.96$ ) which means hypothesis 3 is not proven. Organizational commitment has an insignificant influence on performance. To achieve the organization's highest goals, human resources must be managed effectively (Arista, 2019).

Employee performance helps the company achieve its sales targets. The number of employees who have an impact on each other so that it affects work inspiration, for example those who work casually, easily feel dissatisfied, easily learn, are unable to work together on time, and so on. Organizational commitment is also one of the components that affect employee performance, and is one aspect that has been studied by many academics.

In organizational behavior, there are various definitions of organizational commitment. Tan (2020) describes organizational commitment as a strong desire to join a group, a strong willingness to work for the organization, and a strong belief and acceptance of the organization's ideas and goals. Meanwhile, performance is the result of employees' efforts in doing something in accordance with their obligations in order to achieve the company's goals, vision and mission.

Sadat et al. (2020) define performance as the level of implementation of an activity or policy implementation plan in order to achieve goals. Performance has a direct impact on operations within a corporate organization; an employee who performs well can help an organization or company grow. The effectiveness of government agencies is largely driven by the work requirements that employees must master. Employees will be motivated to work if their physical and non-physical needs are felt to be met. Commitment is one of the variables that determine whether or not an organization is able to achieve its goals.

Employees who are dedicated to the company often have a work attitude that is full of concern for the business, very responsible in carrying out their work, and very loyal to the organization. Commitment includes beliefs and attachments, both of which provide the energy to do one's best. A person's passion for their career has a significant influence on their success and performance.

Organizational commitment is important in improving employee performance because it is a psychological condition that characterizes the relationship between employees and the organization and influences an individual's decision to stay or leave the organization. However, the psychological prerequisites for each type of commitment are very different. The results of this study support the results of previous research by Rembet et al., (2020) which states that organizational commitment has no significant effect on performance.

Based on Table 3, the correlation between service motivation and performance is 2.419 (>1.96) which means hypothesis 4 is proven. In addition to self-efficacy, motivation is an important aspect that can affect performance. Motivation is an important consideration because it is one of the aspects that affect a person's performance. The stronger the motivation provided by the organization, the more eager individuals focus their energy and thoughts on work. Employee motivation will inspire workers to be enthusiastic at work and produce the best results. Employees will not be motivated if management and goals are not aligned. Based on the findings of previous

research, the stronger the employee's self-efficacy, the better the employee's performance.

The results of previous research by Nailul (2020) show that in general there is a direct influence between rewards and self-efficacy on motivation, rewards on performance and motivation on performance. However, there is no significant direct effect between self-efficacy on performance. Self-efficacy has a significant effect on performance through motivational mediation.

Companies need to pay attention to employee self-efficacy, because the existence of self-efficacy owned by employees supported by company motivation can increase employee morale to realize the company's vision. Research by Yofi (2022) motivation affects performance. With increased confidence in their abilities, service motivation will arise spontaneously, which ultimately improves performance.

Based on Table 4, the correlation between self-efficacy and performance mediated by service motivation with a t-count value of 2.177 (>1.96) means that hypothesis 5 is proven. Thus, service motivation is a good mediating variable for self-efficacy in influencing performance. Employees who have a high sense of self-efficacy and work motivation will complete and carry out their duties.

Motivation in the form of physiological needs, security needs, social needs, appreciation needs, and self-actualization needs affects employee self-efficacy which in turn affects performance. Based on the findings of previous research, the stronger the employee's self-efficacy, the better the employee's performance.

The higher the perception of employee self-efficacy, the intellectually they are able to encourage colleagues to behave more carefully and be confident in their ability to get the job done. Based on the conclusions of this study, it is better to independently improve employee self-efficacy in order to improve performance.

Employee self-efficacy grows along with self-confidence, resulting in employee innovation and individual creativity. The results of previous research by Nailul (2020) show that self-efficacy has a significant effect on performance through motivational mediation.

Companies need to pay attention to employee self-efficacy, because the existence of self-efficacy owned by employees supported by company motivation can increase employee morale to realize the company's vision. Research by Yofi (2022) concluded that Self Efficacy can have a positive effect on performance through motivation.

Employees who have high self-efficacy will always try to achieve higher performance because they are motivated, have clear goals, have stable emotions, and are able to perform. The role of motivation variables as intervening variables have not been fully established based on the findings of this study, but self-efficacy variables can stand alone or have a direct influence on employee performance.

Based on Table 4, the correlation between competence and performance mediated by service motivation with a t-count value of 2.334 (>1.96) means that hypothesis 6 is proven. Thus service motivation is a good mediating variable for competence in influencing performance. Another aspect that may affect performance is competence. Competence is a combination of potential and reality. This suggests that competent employees, especially those with educational and professional backgrounds and knowledge, will more easily achieve higher levels of performance.

Competence is defined in the Decree of the Minister of National Education Number 045/U/2002 as a collection of intelligent and responsible actions that a person has as a condition for being considered capable by the community in carrying out tasks in accordance with certain jobs. Research by Sulantara et al. (2020); Mulyani and Rozak (2022) shows that competence can improve employee performance (Pallawagau, 2021). The findings of previous research above are true that the higher the competence of an employee, the higher the employee's performance.

Based on the responses in this study, employee competency factors include self-control, excellent health, self-confidence, high integrity, skills and adaptability to work more actively, self-concept and good behavior in the agency, and knowledge and adequate skills in carrying out their work appear attractive, so that

the competence of each employee can improve employee performance. These superior talents will improve the quality of work of ASN employees, timeliness in completing tasks, attendance, and the ability to cooperate with colleagues.

Based on research findings, motivation cannot offset the effect of competence on employee performance. Although there is a significant positive relationship between competence and performance, meaning that the better the competence of employees, the better their performance, but with motivation as an intermediary between competence and performance will reduce the effect of competence on performance.

According to organizational behavior theory, one of the basic factors that will influence various processes such as motivation, which will ultimately affect the final result at the individual level, namely performance, is the input component at the individual level, namely diversity in a person. The findings of this study are in line with the findings of Kasiyanto (2019) who found that motivation can mediate competence on performance.

Based on Table 4, the correlation between organizational commitment and performance mediated by service motivation with a t-count value of 2.270 (>1.96) means that hypothesis 7 is proven. Thus service motivation is a good mediating variable for organizational commitment in influencing performance. In today's highly competitive business climate, human resources with high integrity and competence are the capital for an organization or corporation to handle various problems and developments. The performance of an organization or company is determined by the productivity of its human resources.

Therefore, organizations or companies need quality human resources both in terms of knowledge and abilities. The organization plays a role in improving motivation and performance through the programs prepared, the organization must pay attention to the welfare of its employees in order to have the same expectations and vision of the company's progress. Therefore, each employee must be able to provide the best individual performance

for the organization or company. In general, human resource management strategies seek to foster a sense of security and comfort at work. The results of previous research by Nelson (2022) concluded that organizational commitment has a significant effect on performance mediated by work motivation.

Organizational commitment to employees can be shown in several ways, including caring for emotions, work and physical goodness at all levels, paying attention to job satisfaction and employee development. Research by Rosna Ros Hayati, et al. (2022) work motivation is able to mediate organizational commitment that affects employee performance. Organizational commitment is an important component in an organization. This is due to a sense of pride in being part of the organization, high care has an impact on employees who feel more belonging and work happily because they feel they can be part of the organization even though they are only employees, and feel that contributions can be valued.

The values that employees have are the same as the values espoused by the organization, so employees are willing to go the extra mile to achieve maximum performance. Problems with organizational commitment include employees who are not committed to their duties and responsibilities, which can interfere with the achievement of organizational goals.

Based on Table 3, the correlation between self-efficacy and service motivation, the t-count value is 3.927 (>1.96) which means hypothesis 8 is proven. Self-efficacy is able to influence service motivation. One of the resources that play an important role in the success of the company is human resources. This study supports previous research conducted by Nugraha (2022), with data analysis showing a significant relationship between self-efficacy and work motivation. This shows that the greater the self-efficacy of an employee, the greater the employee's work motivation.

Employee motivation is influenced by their level of confidence in their talents. Companies are expected to help employees develop self-efficacy. When an employee believes in his ability, his confidence will grow. Motivating

employees can increase their enthusiasm for their work. It is intended that by providing work incentives, employees will be able to complete the work they are responsible for. Heads of departments and divisions explain the tasks assigned to employees so that the obligations of each employee are clear.

The head of the division explains the authority and responsibilities of employees. In challenging circumstances, someone with low self-efficacy tends to give up. Whereas someone with a high level of self-efficacy will work hard to overcome existing obstacles (Revita 2019).

Based on Table 3, the correlation between competence and service motivation, the t-count value is 31.252 (>1.96) which means hypothesis 9 is proven. Thus, it can be said that competence in influencing service motivation. Motivation is a behavioral activity that works in an effort to meet desired needs. Motivation according to Fahmi (2015) is a set or collection of behavior's that provide the basis for a person to act in a certain goal-oriented manner.

According to Alifia (2021), motivation is an understanding that describes the forces within an individual that initiate and can direct that person's actions. Indicators of work motivation according to Mangkunegara (2016) consist of: physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs. Meanwhile, the definition of competence is to provide a basis that can be accounted for in carrying out Human Resources management so as to be able to help agencies obtain, place, maintain and develop reliable Human Resources for organizations in the era of globalization (Kurniawaty et al, 2022).

According to Edison (2016), competency indicators are understanding, competence and knowledge. Competence is the possession of skills, skills, or abilities in determining or deciding something according to the wishes possessed so that a process can run well. Competence in the contact process can be used as an extrinsic motivation strategy, providing external encouragement.

Competence refers to a person's attributes that are associated with effective performance in a field. Competence is defined as a person's

knowledge, skills, and attitudes, as well as the results of their work, meeting the standards set or recognized by their institution/government (Musafah, 2012).

Based on Table 3, the correlation between organizational commitment and service motivation, the t- count value is 4.145 ( $>1.96$ ) which means hypothesis 10 is proven. So that organizational commitment is able to influence service motivation. As the central key, human resources determine the success of the company (Siregar, 2023).

Therefore, the success or failure of an organization or institution is determined by its human factors or the achievement of employee goals. Someone who is satisfied with their job has a positive impact on personality, self-confidence, work motivation, and organizational commitment to the company, which leads to continuous performance improvement (Darmawan, 2020).

Satisfied employees will show high work motivation (Purba et al., 2019). So the issue of how to increase employee motivation must get better attention by organizations. Motivated employees will feel satisfaction at work so as to improve their performance and influence the provision of services to the community in accordance with the main tasks and functions of their respective departments. Organizational commitment is the employee's commitment to the company where the employee works.

Organizational commitment is a feeling that employees have that they are closely tied to the goals of the organization and achieve the goals and values of the company (Dwiyanti & Bagia, 2020). Employees must have high organizational commitment in order to work well with their colleagues. Organizational commitment and job satisfaction are closely related because employee behavior such as organizational commitment influences individuals to identify, engage and sacrifice for organizational goals (Mulang, 2022).

Ahmad (2020) stated the ambition to grow the business by completing it, as well as the determination of employees to continue working there almost half of the participants reported that they purchased fashion products, such as clothes, shoes, dresses, and the like, by

utilizing AR features. Apart from that, the dominant purchases via the AR feature are made through various social media such as Instagram for Business, Tiktok, and other platforms. Overall, the results of this analysis provide a more in-depth picture of participant characteristics in the context of using AR in the product purchasing process.

## 5. CONCLUSION

The study concluded that self-efficacy, competence, organizational commitment and service motivation partially affect the performance of the State Civil Apparatus in the Government of South Sumatra Province. It is also partially found that self-efficacy, competence, and organizational commitment affect service motivation. This study also found that although the partial effect of organizational commitment and self-efficacy has a small effect, it plays an important role in improving performance. Self-efficacy and organizational commitment are still needed to improve capability and development, but they are not the key variables in improving performance. State Civil Servants in the South Sumatra Provincial Government must have good self-efficacy, so that they can complete difficult tasks, have awareness of their abilities, are able to be calm in facing obstacles at work, are not easily discouraged in carrying out their duties, so that the organization will provide good career development.

Service motivation is the most dominant variable in influencing performance improvement. So it is recommended for policy makers in the South Sumatra Provincial Government to be better able to motivate the State Civil Service Apparatus in carrying out their work, have good health in carrying out their duties, have more confidence, have high integrity, are skilled in carrying out work tasks, are able to adapt to colleagues well. Furthermore, to increase service motivation, the role of the level of employee self-efficacy is also needed, the competence of employees must be considered and given adequate training, as well as the commitment of the organization, so

that all supporting components to improve performance can go hand in hand for the progress of the organization in this case the South Sumatra Provincial Government.

Furthermore, the researcher realizes that this study has not been able to provide truly accurate results. There are many limitations contained in this study, including: this research only takes the object of research in one institution, namely the State Civil Apparatus in the Government of South Sumatra Province, so it has limitations for generalization of research results. Research will certainly provide results that may be different if conducted on employees in other agencies. Second, the research respondents have heterogeneous characteristics,

especially the background of gender, age, length of position, formal education, highest level of education, and experience in the longest position. This affects the respondents' ability to perceive the research questions contained in the questionnaire. This study only applies the survey method through closed questionnaires, so it is less sharp in exploring the expectations and what the respondents really want. Therefore, the conclusions drawn are only based on the data collected through the use of the written instrument. Thirdly, data generated from the use of instruments based on the perception of respondents' answers will cause problems if the respondents' perceptions differ from the actual situation.

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