

The Impact of Public Service Motivation on Employee Performance: A Survey in Hai Phong City

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ABSTRACT

This study investigates the impact of Public Service Motivation (PSM) on employee performance, with particular attention to the mediating role of organizational commitment, within the context of public service institutions in Hai Phong City. Specifically, the research explores both the direct influence of PSM on employee performance and its indirect effect through organizational commitment. Utilizing the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, data were collected from a sample of 34 public officials to assess these relationships. The empirical findings reveal that PSM exerts a positive and statistically significant influence on employee performance, affirming its role as a critical driver of effectiveness in public sector work. Furthermore, PSM significantly enhances organizational commitment, fostering emotional attachment, a sense of duty, and a deeper awareness of long-term contribution among employees. In turn, organizational commitment is shown to have a robust positive effect on employee performance, as committed individuals tend to maintain higher work standards and consistently strive to achieve institutional goals. Crucially, organizational commitment also acts as a significant mediator in the relationship between PSM and performance, amplifying the positive effects of motivation through strengthened institutional loyalty.

Keywords: Public service motivation; Employee performance; Organizational commitment; Hai Phong City.

1. INTRODUCTION

Organizations are social systems in which individuals come together to work toward shared objectives by leveraging available resources (Ambarwati, 2018). A critical element in every organization is the presence of a hierarchical structure involving both leadership and subordinates. Among the various resources an organization manages, human resources stand as the most vital asset. Human capital is not only capable of coordinating other resources but also serves as the engine for innovation, decision-making, and problem-solving (Sayudin et al., 2023). Unlike inanimate assets such as capital or machinery, human resources possess emotions, ambitions, creativity, and the capacity to respond to challenges and opportunities in dynamic environments. Hence, they play a decisive role in achieving organizational success.

Employee performance is a fundamental measure of organizational effectiveness. It refers to the quality and quantity of outcomes achieved by individuals in accordance with their roles and responsibilities. Performance is influenced by ability, effort, and opportunity, and is closely tied to motivation and commitment (Simamora et al., 2022; Zebua, 2020). In public sector contexts, employee performance extends beyond task completion to include the provision of quality services that meet the needs of the community (Amelia & Setyawati, 2023; Phenylephrine, 2021). Therefore, public service organizations must ensure that their employees not only perform duties efficiently but also embrace a service-oriented mindset.

One of the key factors influencing performance in the public sector is Public Service Motivation (PSM). PSM refers to the intrinsic desire of individuals to serve the public interest and contribute to the common good. It encompasses rational motives (e.g., influencing policy for societal benefit), normative motives (e.g., loyalty to public service values), and affective motives (e.g., emotional commitment to social causes) (Buana & Supartha, 2023). Individuals with high PSM are characterized by altruism, ethical conduct, and a strong desire to create positive social impact.

Empirical studies consistently affirm the positive relationship between PSM and employee performance. For instance, Medah et al. (2023) and Safitri (2022) found that high levels of PSM are associated with stronger work commitment, ethical behavior, and responsiveness to public needs. This intrinsic motivation enhances job satisfaction and drives employees to exceed expectations, ultimately contributing to organizational productivity. However, other research, including that of Fitriyadi and Syah (2024) and Mulyani et al. (2017), presents mixed findings, indicating that PSM may not directly influence performance unless mediated by other factors such as organizational commitment.

Organizational commitment refers to an individual's emotional and psychological attachment to their organization, often categorized as affective, normative, or continuance commitment (Frimayasa & Lawu, 2020). It plays a crucial role in determining employee behavior, including absenteeism, turnover, and performance outcomes. Research by Rudini (2024) and Hessari et al. (2024) confirms that employees with high organizational commitment are more productive and loyal, contributing positively to institutional performance.

Several studies have highlighted the mediating role of organizational commitment in the relationship between PSM and performance. Sinarti (2022) and Afrizal et al. (2022) found that when employees feel supported and valued by their organization, their motivation to serve the public is reinforced, leading to higher performance. In particular, Hidayati and Sunaryo (2019) demonstrated that PSM fosters job satisfaction and organizational loyalty, which in turn enhance employee output.

This study builds on these theoretical foundations to examine the impact of Public Service Motivation on employee performance in Hai Phong City, with a focus on the mediating effect of organizational commitment. Although previous research has yielded important insights, there remains a gap in understanding how these dynamics operate within Vietnam's public institutions, particularly at the city level. By investigating this relationship, the study seeks to contribute to a more nuanced understanding of performance drivers in the Vietnamese public sector.

2. METHOD STUDY

This study adopts a quantitative research design, characterized by systematic, planned, and structured procedures from the initial formulation of the research framework to data collection and analysis. The primary objective of the study is to examine and explain the influence of Public Service Motivation (PSM) on Employee Performance, with Organizational Commitment acting as a mediating variable, within the context of the Regional Revenue Agency of Hai Phong City. As an explanatory study, this research seeks to clarify the positional relationships among variables and to determine the causal links between them. The rationale for using this methodological approach lies in its ability to test hypotheses and offer empirical evidence regarding the nature and strength of relationships between the studied constructs.

The research was conducted at the Regional Revenue Agency of Hai Phong City. The study commenced following the approval of the research proposal by the relevant supervisory body. A census sampling technique—also referred to as saturated sampling was employed, whereby all members of the population were included as respondents. Accordingly, the study involved all 34 employees of the agency as units of analysis.

The data utilized in this research are quantitative in nature, gathered through both primary and secondary sources. Primary data were collected directly from employees via a structured questionnaire, specifically designed to capture measurable insights related to the core variables: PSM, organizational commitment, and employee performance. This instrument was developed to ensure clarity and relevance, enabling respondents to provide accurate and reflective feedback. Secondary data were obtained from internal documents and performance reports maintained by the agency.

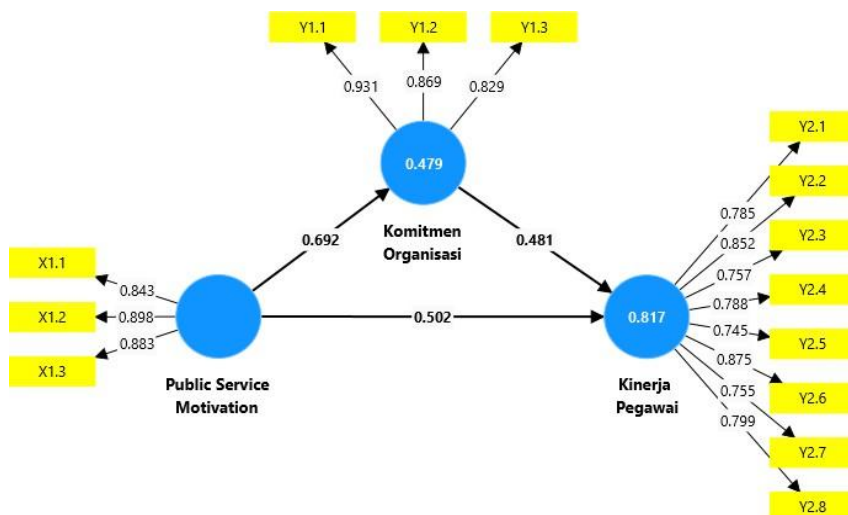
The data collection process was executed through direct distribution of questionnaires to all employees. These questionnaires were carefully crafted to align with the study's analytical framework, focusing on capturing nuanced perceptions and attitudes of respondents toward the research problem. The gathered data offer a comprehensive and empirical foundation to explore the dynamics between public service motivation, organizational commitment, and employee performance, thereby supporting robust and credible conclusions.

3. RESULTS AND DISCUSSION

In data analysis using SmartPLS, there are several criteria to assess the outer model, including the results of validity and reliability tests, as explained below:

Convergent Validity

To test convergent validity, the value of outer loading (also called loading factor) is used. An indicator is considered to meet convergent validity in the good category when its outer loading value is greater than 0.6. Based on that, the measurement model results can be shown in Figure 5.2 below:



Picture 1. Appearance of PLS Inner Model – SmartPLS

Source: Processed data, 2025

The figure shows the results of the outer model analysis, which describe the relationship between latent variables and their indicators through the loading factor values. The Public Service Motivation variable (X1) is measured by three indicators (X1.1, X1.2, X1.3) with loading factor values of 0.843, 0.899, and 0.883, respectively, showing that all of these indicators make a significant contribution to the latent variable. The Organizational Commitment variable (Y1) is measured by three indicators (Y1.1, Y1.2, Y1.3) with loading factor values of 0.931, 0.869, and 0.829, which also show a strong connection between the indicators and the latent variable. Meanwhile, the Employee Performance variable (Y2) is measured by eight indicators (Y2.1 to Y2.8), with loading factor values ranging from 0.752 to 0.852, indicating a significant contribution from each indicator to the Employee Performance latent variable. All loading factor values are above the minimum threshold (0.7), so the model demonstrates good indicator validity. The results of the factor loading evaluation analysis are explained as follows:

Evaluation of Loading Factor – Public Service Motivation

The Public Service Motivation variable consists of three indicators, and the results of the convergent validity test are shown in the following table:

Table 1. Evaluation of Loading Factor – Public Service Motivation

Indicator	Loading Factor
Commitment to public interest and obligations as a citizen	0.843
Empathetic trait	0.898
Self-sacrifice	0.883

Source: Data processed, 2025

Based on the data analysis, the results of the convergent validity test for the Public Service Motivation variable show that the loading factor values for the construct indicators are all greater than 0.7. Thus, it can be concluded that the measurement of indicators for the Public Service Motivation variable meets the convergent validity test. Furthermore, based on each loading factor value, the indicator "Commitment to public interest and obligations as a citizen" has a value of 0.843, the "Empathy" indicator has a value of 0.898, and the "Self-sacrifice" indicator has a value of 0.883. Among them, the Empathy indicator has the highest score (0.898), contributing the most to the formation of the Public Service Motivation variable. On the other hand, the Commitment to public interest and obligations as a citizen indicator has the lowest value (0.843).

Evaluation Loading Factor Organizational Commitment

Organizational commitment consists of three indicators, and the results of the convergent validity test are shown in the following table:

Table 2. Evaluation Loading Factor Organizational Commitment

Indicator	Loading Factor
Affective Commitment	0.931
Continuance Commitment	0.869
Normative Commitment	0.829

Source: Data processed, 2025

Based on the data analysis, the loading factor test results for the Organizational Commitment variable show that all indicators have values greater than 0.7. Thus, overall, it can be concluded that the measurement of indicators for the Organizational Commitment variable meets the convergent validity test. When viewed from the loading factor value of each indicator, the Affective Commitment indicator has the highest value, at 0.931, which shows the greatest contribution to forming the Organizational Commitment variable. Furthermore, the Continuance Commitment indicator has a loading factor value of 0.869, which also contributes significantly. Meanwhile, the Normative Commitment indicator has a loading factor value of 0.829, which, despite being the lowest, still shows a significant contribution to the Organizational Commitment variable.

Evaluation Loading Factor Employee Performance

Employee performance consists of eight indicators, and the results of the convergent validity test are shown in the following table:

Table 3. Evaluation Loading Factor Employee Performance

Indicator	Loading Factor
Quantity	0.785
Quality	0.852
Timeliness	0.757
Cost Efficiency	0.788
Service Orientation	0.745
Initiative	0.875
Cooperation	0.755
Leadership	0.799

Source: Data processed, 2025

Based on data analysis, the results of the loading factor test for the Employee Performance variable show that all

indicators have values greater than 0.7. Therefore, it can be concluded that the measurement of indicators for this variable meets the convergent validity test. The Quantity indicator has a loading factor value of 0.785, which shows a strong contribution in describing this variable. The Quality indicator has a loading factor value of 0.852, which is one of the highest contributions to forming the Employee Performance variable. The Timeliness indicator has a loading factor value of 0.757, showing that completing work on time also contributes significantly. Furthermore, the Cost Efficiency indicator has a loading factor value of 0.788, reflecting the importance of cost efficiency in supporting employee performance.

The Service Orientation indicator has a loading factor value of 0.745, which indicates a significant contribution, although it is the lowest among all indicators. The Initiative indicator has the highest loading factor value, at 0.875, showing that employee initiative is very influential in shaping performance. The Cooperation indicator has a loading factor value of 0.755, reflecting the importance of team collaboration. Finally, the Leadership indicator has a loading factor value of 0.799, indicating that the ability to motivate and lead also makes a strong contribution to this variable. The Initiative indicator makes the greatest contribution, whereas the Service Orientation indicator provides the smallest contribution in describing the Employee Performance variable.

Structural Model – SEM-PLS

Evaluation of Model Fit

The structural model (or inner model) is evaluated by examining the R^2 values of the latent variables using the Geisser Q^2 test, and by analyzing the magnitude of the structural path coefficients. The stability of the structural path coefficients is assessed using t-statistics obtained from the bootstrapping procedure. The inner model evaluation is based on the R^2 values that represent the relationships among latent variables. The R^2 calculation results are shown in the following table.

Table 4. R^2 and Q^2 Results

Variable	R^2	Q^2
Organizational Commitment	0.479	0.443
Employee Performance	0.817	0.699

Source: Data processed, 2025

Based on the table, the R^2 analysis results show that the Organizational Commitment variable has an R^2 value of 0.479, meaning that the Public Service Motivation variable explains 47.9% of the variance in Organizational Commitment, while the remaining 52.1% is explained by other factors not included in the model. The Q^2 value of 0.443 indicates that the model has good predictive ability for this variable.

The Employee Performance variable has an R^2 value of 0.817, indicating that Public Service Motivation (through Organizational Commitment) explains 81.7% of its variance, while the remaining 18.3% is due to other factors. The Q^2 values of 0.443 and 0.699 indicate strong predictive ability in explaining both Organizational Commitment and Employee Performance.

Hypothesis Testing

Direct influence testing was conducted on five direct hypotheses tested in this study. The hypotheses were tested using the structural equation method with the SEM-PLS approach, by testing the significance of the path coefficients in the model. The PLS approach was used to test complex hypotheses by calculating the influence of independent (exogenous) variables on dependent (endogenous) variables. Therefore, to conclude whether a research hypothesis is proven, the p-value significance level is used with a cut-off value of $\alpha \leq 0.05$ or 5%. Thus, if the p-value on the tested path is ≤ 0.05 , the research hypothesis is accepted.

For indirect influence or mediation, this effect is explained as being of two types: perfect mediation and partial mediation. Perfect mediation occurs when the influence of the independent variable (X) on the dependent variable (Y_2) is fully explained through the mediating variable (Y_1), so that the direct relationship between X and Y becomes

insignificant. Meanwhile, partial mediation occurs when the mediating variable only partially explains the relationship between X and Y2, where the direct relationship remains significant even though there is an influence through the mediating variable. Before analysis is conducted, perfect mediation is assumed if Y1 is the only mechanism connecting X to Y2, whereas partial mediation is assumed when there are other possible pathways for X to directly affect Y2.

Based on the image above, it can be seen that each variable has an influence, and the influence is positive. For more explanation, the results of the direct hypothesis testing are presented in the following table.

Table 5. Direct and Indirect Influence

Hypothesis	Relationship	Original Sample	P-value	Result
H1	Public Service Motivation → Employee Performance	0.502	0.000	Accepted
H2	Public Service Motivation → Organizational Commitment	0.692	0.000	Accepted
H3	Organizational Commitment → Employee Performance	0.481	0.000	Accepted
H4	Public Service Motivation → Organizational Commitment → Employee Performance (Indirect Effect)	0.332	0.000	Accepted

Source: Processed data, 2025

Hypothesis 1: Public Service Motivation → Employee Performance

Based on the research results, the influence of Public Service Motivation on Employee Performance produces a path coefficient value of 0.502. This shows that there is a positive influence between Public Service Motivation and Employee Performance. The test results show a p-value of 0.000 (< 0.05), which means the influence is significant. Based on these results, it can be concluded that Public Service Motivation has a positive and significant effect on Employee Performance, so this hypothesis is accepted.

Hypothesis 2: Public Service Motivation → Organizational Commitment

The study results show that Public Service Motivation has a positive influence on Organizational Commitment with a path coefficient value of 0.692. The significance test results show a p-value of 0.000 (< 0.05), which means that the influence is significant. Thus, it can be concluded that Public Service Motivation has a positive and significant effect on Organizational Commitment, so this hypothesis is accepted.

Hypothesis 3: Organizational Commitment → Employee Performance

The influence of Organizational Commitment on Employee Performance produces a path coefficient value of 0.481. The test results show a p-value of 0.000 (< 0.05), which indicates a significant influence. Based on these results, it can be concluded that Organizational Commitment has a positive and significant effect on Employee Performance, so this hypothesis is accepted.

Hypothesis 4: Public Service Motivation → Employee Performance (through Organizational Commitment)

The study results show that Public Service Motivation has an indirect influence on Employee Performance through Organizational Commitment with a path coefficient value of 0.332. The p-value of 0.000 (< 0.05) shows that this influence is significant. In addition, the direct influence between Public Service Motivation and Employee Performance is also significant, with a coefficient of 0.502. Therefore, the type of mediation that occurs is partial mediation, because Organizational Commitment does not fully mediate the relationship between Public Service Motivation and Employee Performance. This shows that, in addition to Organizational Commitment, Public Service Motivation also has a significant direct influence on Employee Performance.

Influence of Public Service Motivation on Employee Performance

Public Service Motivation has a positive and significant influence on the performance of employees at the Regional Revenue Agency (Bapenda) of Hai Phong. As an implementing institution of regional autonomy tasked with managing Regional Original Revenue (PAD), Bapenda requires employees with high public service motivation. Employees who are positively motivated tend to be more dedicated in carrying out their duties and responsibilities, thus making a significant contribution to achieving PAD targets, which are an important part of regional development.

The main tasks and functions of Bapenda—including formulating revenue policies, carrying out technical tasks such as data collection, evaluation, and reporting—require employees to have a high level of organizational commitment. With various types of regional taxes being managed, such as hotel, restaurant, advertising taxes, and special taxes like swallow's nest and groundwater, Bapenda employees are required not only to work efficiently but also to provide optimal service to the community. In this case, public service motivation becomes a key factor that drives them to work optimally to achieve the organization's vision.

Public service motivation also supports employees in delivering friendly, professional, and procedurally correct services to the public. Employees with higher motivation are able to complete tasks on time, maintain work quality, and ensure efficiency in the use of organizational resources. This reflects their understanding of the importance of serving the community well as a form of moral responsibility towards the organization's success.

Organizational commitment also plays an important role in supporting the performance of Bapenda employees. This commitment is divided into three main dimensions: affective, continuance, and normative. Affective commitment reflects the emotional attachment employees have toward the organization; continuance commitment indicates their awareness of the importance of their contribution to the sustainability of the organization; and normative commitment reflects a sense of moral responsibility to remain with the organization for its success.

Bapenda employees also demonstrate high dedication in every task, especially because they understand that the success of the organization directly reflects their individual success. However, some aspects such as teamwork and leadership still require special attention. Strengthening teamwork is needed to ensure better synergy, while effective leadership can further enhance employee motivation and performance in achieving organizational goals.

The results of this study align with previous research by Hakim and Hamid (2021), who found that Public Service Motivation significantly contributes to improving employee performance. Employees with high public service motivation are better equipped to face work challenges and contribute to organizational success. However, the variation in results reported by Fitriyadi and Syah (2024), who found no significant effect, suggests that organizational context and the nature of employee tasks may play a crucial role in shaping research outcomes.

This study also supports the findings of Safitri (2022), who concluded that public service motivation significantly improves employee performance, indicating that employee performance can be enhanced through strong public service motivation. Therefore, enhancing public service motivation among Bapenda employees is a strategic step in supporting the organization's main functions and duties. In addition, strong organizational commitment must be continuously fostered to ensure the success of Bapenda in managing PAD and providing the best services to the community. These efforts support Bapenda's vision of building a prosperous, excellent, and trustworthy Hai Phong rooted in community development, while ensuring the sustainability of employee contributions to regional growth.

Influence of Public Service Motivation on Organizational Commitment

Public Service Motivation has a positive and significant influence on the organizational commitment of employees at the Regional Revenue Agency (Bapenda) of Hai Phong. High public service motivation encourages employees to develop stronger attachment to the organization—emotionally, continuously, and normatively. This shows that employees with good public service motivation tend to feel more responsible for the success of the organization.

Affective commitment reflects the emotional attachment of employees to the organization. Bapenda employees feel proud to be part of the organization and demonstrate high dedication in every task that supports organizational goals. Although affective commitment shows the lowest value compared to other dimensions, employees still understand that the success of the organization reflects their success as individuals. Efforts to further enhance emotional attachment can support a more harmonious connection between employees and the organization.

Continuance commitment reflects employees' awareness of the importance of their contribution to the sustainability of the organization and their own career paths. Employees realize that leaving the organization may negatively affect their future, so they aim to maintain consistency in their contributions. In the context of the Regional Revenue Agency, this is particularly important considering the substantial responsibilities employees bear in managing the region's original income (PAD).

Normative commitment reflects employees' moral responsibility to remain in the organization. Bapenda employees feel that the organization plays an important role in providing public services to the community. They carry out their duties in accordance with organizational standards as a form of appreciation for the values upheld by the institution. This understanding aligns with Bapenda's mission to deliver quality public services in support of regional development.

These findings are in line with previous studies, such as those by Fitriyadi and Syah (2024) and Augustine et al. (2021), which demonstrate that public service motivation significantly influences organizational commitment. Public service motivation not only enhances employee engagement but also encourages deeper understanding of the organization's important role in community service. However, the differences observed across the dimensions of commitment suggest that organizations still have opportunities to improve certain aspects—particularly the emotional attachment of employees.

At Bapenda in Konawe Selatan Regency, organizational commitment plays a crucial role in supporting the successful management of PAD. With a good level of commitment, employees can remain focused on achieving organizational targets and providing optimal public service. Strong public service motivation reinforces this commitment, motivating employees to work in alignment with the organization's vision. Thus, increasing public service motivation not only enhances individual performance but also strengthens overall organizational commitment.

Influence of Organizational Commitment on Employee Performance

Organizational commitment has a positive and significant influence on the performance of staff at the Regional Revenue Agency (Bapenda) of South Konawe Regency. Employees with a high level of commitment tend to be more dedicated in carrying out their duties and responsibilities, thereby making a significant contribution to the achievement of organizational goals. At Bapenda, the success of managing Regional Original Income (PAD) is highly dependent on employees' dedication and moral responsibility towards the organization.

Affective commitment reflects the emotional attachment employees feel toward the organization. Employees who are proud to be part of Bapenda demonstrate high dedication in performing their tasks optimally. This sense of pride encourages them to maintain the quality of their work, complete tasks on time, and deliver high-quality public service. With strong emotional attachment, employees tend to be more motivated and enthusiastic to contribute to organizational success.

Continuance commitment reflects employees' awareness of the importance of their contribution to the sustainability of the organization. Bapenda employees realize that their career development depends on their continued contributions within the organization. This drives them to maintain performance consistency, ensure cost efficiency, and meet the set targets. Such sustainability awareness is vital in fostering a productive and results-driven work environment.

Normative commitment refers to employees' sense of moral responsibility to perform tasks in accordance with organizational values and standards. Employees with high normative commitment understand that their work at Bapenda is part of their service to the community. This encourages them to act professionally, maintain work quality, and give their best effort in every task. With strong moral obligation, employees strive to contribute meaningfully to organizational success.

Previous studies, such as those by Rizal et al. (2023) and Rudini (2024), have shown that organizational commitment has a positive and significant effect on employee performance. Employees with strong commitment not only demonstrate better performance but also help create a work environment that supports collective goal achievement. These findings align with the current condition at the Regional Revenue Agency, where employee commitment is one of the key determinants of success in PAD management.

However, several aspects still need improvement, such as teamwork and leadership. Employees with high commitment can act as change agents by promoting collaboration and motivating their colleagues to enhance performance. By strengthening teamwork and leadership, the Regional Revenue Agency can ensure that all employees work synergistically to achieve optimal outcomes.

Thus, organizational commitment plays a strategic role in supporting employee performance at Bapenda of Hai Phong. A high level of commitment not only reinforces individual dedication but also helps create a supportive work environment that drives organizational achievement. This aligns with Bapenda's vision to build a prosperous, excellent, and trustworthy South Konawe founded on strong community values.

The Influence of Public Service Motivation on Employee Performance through Organizational Commitment

Public Service Motivation has a positive and significant influence on employee performance through organizational commitment among employees of the Regional Revenue Agency (Bapenda) of Hai Phong. Public service motivation is one of the main factors that encourages employees to demonstrate high dedication to their duties. Employees with strong motivation tend to work harder to serve the community and achieve organizational goals, with organizational commitment acting as an intermediary that strengthens this relationship.

High public service motivation encourages employees to develop affective commitment to the organization. This emotional attachment is reflected in employees' pride in being part of the organization and in their spirit of supporting the success of Bapenda. Affective commitment plays an important role in motivating employees to maintain work quality, complete tasks on time, and deliver friendly and professional service to the public.

In addition to affective commitment, public service motivation also enhances employees' continuance commitment. Employees understand that their contributions to the organization influence their own career sustainability. With high motivation, employees display consistent performance, manage resources efficiently, and strive to meet the organization's targets. This awareness is essential for sustaining long-term employee contributions to Bapenda's success.

Normative commitment, which results from public service motivation, reflects employees' moral responsibility to the organization. Employees of the Regional Revenue Agency feel a moral obligation to continue working for the organization and to perform tasks in accordance with organizational standards. This form of commitment strengthens the link between public service motivation and employee performance, as employees aim not only to fulfill formal duties but also to deliver high-quality public service as an expression of their appreciation for organizational values.

Previous studies, such as those by Fitriyadi and Syah (2024) and Agustina et al. (2021), support these findings, showing that organizational commitment can mediate the influence of public service motivation on employee performance. In Bapenda Hai Phong, this relationship is evident through the ability of employees with strong public service motivation to demonstrate strong organizational commitment, which leads to improved performance.

However, there remains room for improvement in areas such as teamwork and leadership, which can further strengthen the relationship between motivation, commitment, and performance. Good teamwork fosters synergy among employees, while effective leadership can provide additional encouragement. By enhancing these two aspects, organizations can optimize the impact of public service motivation on performance through organizational commitment.

Thus, public service motivation mediated by organizational commitment has a significant impact on employee performance at Bapenda in South Konawe Regency. This relationship underscores the importance of enhancing both public service motivation and organizational commitment as a strategy to realize the vision of a prosperous, excellent, and trustworthy South Konawe rooted in rural development. These efforts not only support the achievement of organizational objectives but also help ensure the delivery of high-quality public services to the community.

4. CONCLUSION

Based on the results and discussion, it can be concluded as follows: (1) This study shows that Public Service Motivation has a positive and significant influence on Employee Performance. The higher the public service motivation possessed by employees, the better the performance they produce. This indicates that the motivation to serve the community is the main driver for employees to achieve work targets and provide maximum contribution in carrying out organizational tasks. (2) Public Service Motivation has also been proven to have a positive and significant influence on Organizational Commitment. Employees with high public service motivation tend to have emotional attachment, awareness of the sustainability of contributions, and strong moral responsibility towards the organization. This motivation pushes them to be actively involved in supporting the organization's goals and carry out tasks with full dedication. (3) Organizational commitment has a positive and significant influence on employee performance. Employees who have a sense of emotional commitment, moral responsibility, and awareness of the importance of sustainability in their careers tend to show better performance. With high organizational commitment, employees can work more productively, maintain work quality, and achieve predetermined targets. (4) Organizational commitment significantly mediates the influence of Public Service Motivation on employee performance. High public service motivation not only encourages employees to work hard but also strengthens their attachment to the organization. This connection shows that organizational commitment plays an important role in strengthening the impact of public service motivation on employee performance, thereby producing optimal performance and supporting the achievement of organizational goals.

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