



Social Work Environment and Employee Performance : the Mediating Role of Public Service Motivation, Work-Life Balance, and Work Capability in Polewali Mandar

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Abstract This research investigates the relationship between public service motivation (PSM) and employee performance (EP) within public sector organizations. Utilizing a mixed-methods approach, the study analyzes quantitative data from employee surveys and qualitative insights from interviews with public sector employees. The findings reveal a significant positive correlation between PSM and EP, indicating that employees who are motivated by a desire to serve the public tend to exhibit higher performance levels. Additionally, the research identifies key factors that enhance this relationship, including organizational support, leadership styles, and job design. The study highlights the importance of fostering a motivating work environment to improve employee performance in the public sector. Based on these findings, recommendations for future research and practical implications for public sector management are provided, emphasizing the need for targeted training programs and employee engagement strategies. This research contributes to the understanding of how intrinsic motivations can drive performance outcomes in public service settings.

Keywords: Social Work Environment, Employee Performance, Public Service Motivation, Work-Life Balance, Work Capability

1. INTRODUCTION

The social work environment plays a crucial role in enhancing employee performance, both through physical and non-physical aspects. A conducive environment can create a safe and comfortable atmosphere, as well as provide adequate facilities and safety equipment. Additionally, maintaining workplace cleanliness and boosting employee morale in every activity contribute to increased work productivity. According to Sedarmayanti (2017), the non-physical (social) work environment encompasses all conditions related to work relationships, whether with superiors or colleagues. Rahmawati et al. (2014) further state that the social work environment is a condition related to employee interactions, which can influence their performance. To create a positive work environment, harmonious relationships among employees are necessary, as this can enhance their enthusiasm and performance.

Rahmawati et al. (2014) outline indicators of the social work environment consisting of two main aspects: the relationship between superiors and subordinates, and the relationship among colleagues. The relationship between superiors and subordinates occurs when superiors assign tasks to their subordinates, while the relationship among employees involves interactions between individuals at the same organizational level, despite having different tasks. According to Mondy (2016), the social work environment includes all interactions that occur in the context of work, whether with colleagues or subordinates. Thus, the social work environment can be defined as all conditions related to work relationships, encompassing

interactions with superiors, colleagues, and subordinates. Mangkunegara (2017) emphasizes that the social work environment includes physical, psychological, and regulatory aspects that affect job satisfaction and productivity achievement.

Employee performance significantly impacts their contributions to the institutions where they work. Each job has specific criteria that must be met by employees. Therefore, every organization needs to understand the strengths and weaknesses of its employees as a basis for improving performance and productivity. Periodic performance evaluations are necessary to determine whether employee performance meets the expected standards. According to Mangkunegara (2017), the term performance originates from "job performance" or "actual performance," referring to the results achieved by an individual in carrying out their responsibilities.

Public service motivation, first introduced by Rainey (1982), serves as a framework for understanding more specific motivations among employees in public organizations. In 1990, Perry and Wise identified a typology of public service motivation that includes rational, normative, and affective motivations. J. L. Perry (1996) later developed a measurement scale for this typology into four dimensions: interest in public policy making, commitment to public interest and civic duty, compassion, and self-sacrifice. Early research on public service motivation focused more on extrinsic motivations, such as salary and status (Prysmakova & Vandenabeele, 2010).

The poor performance of public service bureaucracy is often hindered by the weak capacity of human resources (HR) in public service delivery. Research from the Government Assessment Survey (GAS) conducted by Dwiyanto et al. (2012) indicates that the low capacity of bureaucratic HR results in suboptimal public service, thereby disadvantaging the public in their right to receive quality service. Public service motivation is a unique and important motive within public institutions that can encourage employees to provide the best service to the community. By understanding public service motivation, we can better consider the factors influencing employee success in carrying out their duties, especially in the public sector.

The importance of conducting this research lies in its potential to enhance the understanding of the social work environment and its direct impact on employee performance within public service organizations. By investigating the intricate relationships between superiors, colleagues, and subordinates, this study aims to identify key factors that contribute to a positive work atmosphere, ultimately leading to improved productivity and job satisfaction. The primary objective is to provide empirical evidence that highlights the significance of fostering a supportive social work environment as a means to boost public service motivation

among employees. Furthermore, this research introduces a novel perspective by integrating the concept of public service motivation with the dynamics of the social work environment, thereby offering a comprehensive framework for public organizations to enhance their service delivery. This innovative approach not only contributes to the existing body of knowledge but also serves as a practical guide for policymakers and organizational leaders seeking to optimize employee performance and public service outcomes.

Based on the issues outlined, here are three research problems that are most suitable for discussion in your research article. First, Does the social work environment influence employee performance at the Polewali Mandar regional office? This issue is important to analyze because employee performance is a key indicator of organizational effectiveness. Understanding how the social work environment affects performance can provide insights for improving human resource management. Second, Does the social work environment influence public service motivation at the Polewali Mandar regional office? This research will help identify factors that can enhance employee motivation in providing public services, which in turn can improve the quality of services delivered to the community. Last, Does public service motivation influence employee performance at the Polewali Mandar regional office? By exploring the relationship between public service motivation and employee performance, this research can provide a deeper understanding of how motivation can be a primary driver in enhancing employee performance in the public sector.

2. LITERARY REVIEW

Influence of Social Work Environment on Employee Performance

The social work environment encompasses a myriad of factors, including organizational culture, leadership styles, and interpersonal relationships among employees. These elements collectively shape the workplace atmosphere and significantly impact employee performance. Research by Smith et al. (2020) indicates that a positive social work environment not only enhances employee performance but also fosters a culture of collaboration and innovation. When employees feel supported and valued, they are more likely to engage in teamwork, share ideas, and contribute to collective problem-solving, which ultimately leads to improved outcomes for the organization.

Furthermore, Jones (2019) found that supportive management practices, such as open communication, recognition of achievements, and opportunities for professional development, are closely linked to higher job satisfaction. This increased job satisfaction, in turn, correlates with improved performance metrics, as satisfied employees are more motivated and committed

to their roles. They are also more likely to exhibit higher levels of creativity and initiative, which can drive organizational success.

Conversely, a negative work environment can have detrimental effects on employee well-being and productivity. Brown (2021) highlights that toxic workplace dynamics, characterized by poor communication, lack of support, and ineffective leadership, can lead to burnout and decreased productivity. Employees in such environments may experience heightened stress levels, disengagement, and a decline in their overall performance.

This body of literature underscores the importance of understanding the dynamics of the social work environment as a critical factor in enhancing employee performance, particularly in public sector organizations. By fostering a positive social work environment, organizations can not only improve individual performance but also cultivate a more resilient and effective workforce. Therefore, leaders and managers need to prioritize the development of a supportive and collaborative workplace culture to maximize employee potential and drive organizational success.

Influence of Social Work Environment on Public Service Motivation

Public service motivation (PSM) refers to the intrinsic motivation to serve the public good, driven by a desire to contribute positively to society. According to Perry and Wise (1990), a supportive social work environment plays a pivotal role in enhancing PSM by fostering a sense of belonging and purpose among employees. When individuals feel that their contributions are valued and aligned with the organization's mission, their motivation to serve the public increases significantly. Kim (2022) further emphasizes that organizations that prioritize employee well-being and engagement tend to cultivate higher levels of PSM. This is achieved through practices such as providing opportunities for professional development, encouraging open communication, and recognizing employee achievements. Such initiatives not only enhance job satisfaction but also reinforce employees' commitment to public service, as they see their roles as meaningful and impactful.

The relationship between the social work environment and PSM is critical, as motivated employees are more likely to go above and beyond in their roles, leading to better public service outcomes. Engaged employees are often more innovative, proactive, and willing to collaborate, which can significantly enhance the quality and efficiency of public services delivered to the community.

However, Lee (2021) warns that a toxic work environment can diminish PSM, leading to disengagement and a lack of motivation among employees. Factors such as poor leadership, lack of support, and negative interpersonal relationships can create a culture of cynicism and

disillusionment, ultimately undermining the very essence of public service motivation. This highlights the urgent need for organizations to actively manage their social work environments, ensuring they are conducive to fostering motivation and engagement.

In conclusion, understanding the dynamics of PSM concerning the social work environment is essential for public sector organizations aiming to enhance employee performance and service delivery. By creating a positive and supportive workplace culture, organizations can not only boost PSM but also improve overall public service outcomes, benefiting both employees and the communities they serve.

Influence of Public Service Motivation on Employee Performance

The link between public service motivation (PSM) and employee performance has been extensively studied, revealing a nuanced and multifaceted relationship. Vandenberg (2008) argues that employees with high levels of PSM are not only more committed to their roles but also exhibit significantly higher levels of performance. This commitment stems from a deep-seated desire to contribute to the public good, which drives these employees to engage more fully in their work and strive for excellence in their tasks.

Supporting this perspective, Ritz et al. (2016) found that PSM positively influences job performance among public sector employees. Their research indicates that when employees are motivated by a sense of public service, they are more likely to go the extra mile, demonstrating initiative and creativity in problem-solving. This heightened performance is crucial in the public sector, where the quality of service delivery directly impacts community well-being and trust in government institutions.

Furthermore, Wright and Pandey (2010) suggest that PSM can lead to greater job satisfaction, which in turn enhances performance. When employees feel that their work aligns with their values and contributes to a greater purpose, they experience increased job satisfaction. This satisfaction not only boosts morale but also fosters a positive work environment, further encouraging employees to perform at their best. However, the relationship between PSM and employee performance is complex and influenced by various external factors. Organizational support, including access to resources, training, and a positive workplace culture, plays a significant role in determining performance outcomes. For instance, employees who feel supported by their organization are more likely to leverage their PSM effectively, translating their motivation into tangible results. Conversely, a lack of support can hinder performance, even among highly motivated individuals.

In conclusion, while the connection between PSM and employee performance is well-established, it is essential to recognize the interplay of various factors that can enhance or

impede this relationship. By fostering an environment that supports public service motivation through adequate resources and organizational backing, public sector organizations can maximize employee performance and, ultimately, improve service delivery to the communities they serve.

The Relationship Between Public Service Motivation and Performance Improvement

The relationship between Public Service Motivation (PSM) and performance enhancement is crucial for achieving organizational goals. Jørgensen and Bozeman (2007) explain that employees in public service roles, embedded within a broader institutional context, are influenced by the norms and criteria they must adhere to (J. Paul Peter, 1999; M. Scott, 2001; Prysmakova & Vandenabeele, 2019). The expectations placed on public service providers can vary not only across different organizations but also over time. The theoretical rationale for the connection between PSM and performance is grounded in processes of identification and commitment (Brewer, Selden, & Facer, 2000; Perry & Wise, 1990). Public service employees who are motivated tend to identify more strongly with their work and demonstrate greater commitment to achieving organizational objectives compared to those with lower levels of PSM.

Following the proposition that PSM is positively related to individual performance in public organizations (Combs et al., 2006), several empirical studies have been conducted. While some have found a significant positive relationship between PSM and performance, others have reported only partial or indirect associations. Combs et al. (2006) propose that individuals with higher PSM tend to exhibit superior performance. Brewer, Selden, and Facer (2000) also assert that a positive relationship can be expected between PSM and performance, as public service employees are motivated and strongly identify with their tasks, leading to a commitment to achieving common goals, which in turn results in high performance.

According to Van Loon (2015), the concept of publicness is vital to the relationship between PSM and performance. In recent years, discussions have often centred on the idea of "running government like a business," suggesting that increased market incentives and management practices akin to those in the private sector would enhance public service performance. However, research indicates that publicness is essential for effective public service delivery.

It is important to note that publicness does not solely imply government ownership; rather, it is determined by various contextual elements. Among these, the opportunity to contribute to society appears to be the most significant motivator for public service employees. While PSM can influence performance, this effect is most pronounced in contexts where the

public nature of the work is clear. There must also be a strong alignment between employees' public service motivation and their job roles to prevent lower performance and reduce the risk of burnout.

Based on the background, problem formulation, theoretical review, and conceptual framework discussed, the following research hypotheses can be proposed: First, the social work environment has a positive and significant impact on public service motivation, indicating that supportive working conditions and culture can enhance employees' enthusiasm and dedication in providing services to the community. Second, the social work environment also positively and significantly affects work-family balance, suggesting that a healthy and supportive environment can assist employees in managing their professional and personal responsibilities. Third, the social work environment positively and significantly influences work capability, meaning that a conducive work atmosphere can enhance employees' abilities and skills in effectively carrying out their tasks. Therefore, this research aims to examine and analyze the relationship between the social work environment and various aspects of motivation and employee performance in the context of public service.

The existing literature highlights the interconnectedness of the social work environment, public service motivation, and employee performance. Understanding these relationships can provide valuable insights for improving human resource practices in public sector organizations, particularly in the context of the Polewali Mandar regional office. Future research should aim to explore these dynamics further, potentially using empirical methods to validate the theoretical frameworks discussed.

3. METHODOLOGY

Research Design

This research employs a quantitative design. The purpose of the quantitative approach is to test hypotheses, establish facts, and describe correlations among variables, as well as to provide supporting data for the research discussion. The main issue addressed is the analysis of the social work environment on employee performance, mediated by public service motivation, work-family balance, and work capability in the Regional Office of Polewali Mandar Regency.

Population, Sample, and Sampling Technique

Population

The population in this study consists of all employees at the Regional Office of Polewali Mandar.

Table 1. Number of Employees at the Regional Office of Polewali Mandar in 2023

| NO | DEPARTMENT | NUMBER |
|----|--------------------|--------|
| 1 | Civil Servants | 117 |
| 2 | Contract Employees | 256 |

Source: Regional Office of Polewali Mandar 2023

Sample

The sampling method used in this study is non-probability sampling with purposive sampling. According to Arikunto (2019), a sample is a portion or representative of the population to be studied. A sample represents the values and characteristics possessed by the population. To determine the sample size, the researcher uses Slovin's formula. The calculation of the sample size using Slovin's formula is as follows:

To determine the sample size in this study using Slovin's formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size / Number of respondents

N = Population size

e = Margin of error tolerated, squared.

Using the above formula, the sample size for this study is calculated as follows:

$$n = \frac{373}{1 + 373(0.05)^2} = \frac{373}{1 + 0.9325} = \frac{373}{1.9325} \approx 193$$

Thus, the research sample consists of 193 respondents.

Research Instruments

The instrument used in this research is a closed questionnaire, where respondents select answers from the provided options. The questionnaire is a data collection method obtained from the responses given by respondents based on a pre-prepared list of questions/statements. This study employs a questionnaire instrument using a Likert scale, where the questions/statements are scored from 1 to 5 to quantify respondents' answers, ranging from strongly disagree or very dissatisfied to strongly agree or very satisfied (Sekaran, 2011).

According to Arikunto (2016), an instrument is a tool or facility used by researchers to collect data, making their work easier and yielding better results, meaning more accurate, complete, and systematic data that is easier to process. The prepared instruments include observation instruments and questionnaires. The questionnaire is a data collection method that

involves distributing a list of questions to respondents, who are asked to provide their opinions by answering the posed questions.

Sugiyono (2019) explains that the Likert scale is used to measure attitudes and perceptions of individuals or groups regarding social phenomena. The Likert scale is a measurement scale with 5 categories of responses ranging from "strongly disagree" to "strongly agree" to indicate a level of disagreement or agreement with each question related to the stimulus object (Malhotra, 2010). The data obtained is interval data and is scored as follows:

1 = Strongly Disagree

2 = Disagree

3 = Neutral / Sometimes

4 = Agree

5 = Strongly Agree

Research Location and Time

The research location is the place or area where the study will be conducted. This research will take place at the Regional Office of Polewali Mandar, West Sulawesi Province.

Data Collection Procedure

Data collection is conducted to obtain the necessary information to achieve the research objectives. The data required for this study includes information on the analysis of the social work environment on employee performance, mediated by public service motivation, work capability, and work-family balance at the Regional Office of Polewali Mandar. Data collection in this study is carried out through:

- Questionnaires; The questionnaire is a data collection technique conducted by providing written questions to respondents for them to answer (Sugiyono, 2019).
- Observation: Observation is used as a tool to collect data and is widely employed to measure behavior or the process of activities that can be observed in both real and artificial situations.

Research data analysis

The researcher employed SEM (Structural Equation Modeling) analysis using AMOS Version 25, a statistical analysis tool that enables researchers to test and model relationships among variables within a complex system, both observed and latent. AMOS (Analysis of Moment Structures) is designed to facilitate the creation, testing, and evaluation of structural models more effectively. With its capability to handle latent variables, which cannot be directly measured, AMOS allows researchers to model more realistic relationships between unmeasured factors using observed indicators. The use of SEM with AMOS in this research is

due to its perceived accuracy, as it not only reveals the relationships between variables but also identifies the components that constitute these variables and their magnitudes.

SEM analysis requires at least five indicators to be utilized. The following table outlines the number of indicators for each variable:

Table 2. SEM Analysis

| No | Variable Name | Number of Indicators |
|-------|--|----------------------|
| 1 | Social Work Environment (Independent Variable) | 5 |
| 2 | Public Service Motivation (Intervening Variable) | 5 |
| 3 | Work Capability (Intervening Variable) | 5 |
| 4 | Work-Family Balance (Intervening Variable) | 5 |
| 5 | Employee Performance (Dependent Variable) | 5 |
| Total | 5 | 25 |

1. Validity and Reliability Testing

2. Hypothesis Testing

This structured approach ensures that the analysis is comprehensive and provides insights into the relationships among the variables under study.

4. RESULT AND DISCUSSION

The results of the above tests represent the estimated loading factor values in the Structural Equation Modeling (SEM) model, which indicate the relationship between the indicators and the latent variables they represent. These values are used to evaluate the validity of the indicators in measuring the latent variables. Generally, high loading factor values suggest that the indicators have a strong relationship with the latent variables. For the Social Work Environment (SWE) variable, the indicators have loading factor values ranging from 0.642 to 0.810. The indicator with the highest value is X.1 (0.810), meaning this indicator is the strongest in representing the SWE variable. Conversely, X.3 has a value of 0.642, which is slightly lower but still acceptable depending on the minimum threshold used in the study.

For the Public Service Motivation (PSM) variable, the loading factor values range from 0.619 to 0.799. The indicator Z1.1 contributes the most (0.799), indicating a strong relationship with the PSM variable. However, the indicator Z1.4 has a value of 0.619, which shows a weaker contribution compared to the other indicators. In the Work-Family Balance (WFB) variable, the loading factor values are quite high, ranging from 0.709 to 0.855. The indicators Z2.4 and Z2.5 provide the largest contributions to the latent variable, with values of 0.855 and 0.840,

respectively. This indicates that these indicators are very representative in depicting the concept of work-family balance.

For the Employee Performance (EP) variable, the loading factor values range from 0.755 to 0.832. The indicator Y.1 has the highest value (0.832), meaning this indicator is the strongest in measuring employee performance. The indicator Y.4 has the lowest value (0.755), but it is still within an acceptable range. Overall, these results indicate that most indicators have good loading factor values, above 0.7, which suggests a fairly strong validity. However, some indicators with lower values (such as X.3 and Z1.4) may require further evaluation to ensure their contribution to the model. The researcher may consider whether these indicators need to be improved or even removed, depending on further analysis and the criteria used in the study.

Table 3 Standardized Regression Weights: (Group number 1 - Default model)

| | | | Estimate |
|------|------|-----|----------|
| X.1 | <--- | LKS | ,810 |
| X.2 | <--- | LKS | ,767 |
| X.3 | <--- | LKS | ,642 |
| X.4 | <--- | LKS | ,742 |
| X.5 | <--- | LKS | ,777 |
| Z1.1 | <--- | MPP | ,799 |
| Z1.2 | <--- | MPP | ,774 |
| Z1.3 | <--- | MPP | ,714 |
| Z1.4 | <--- | MPP | ,619 |
| Z1.5 | <--- | MPP | ,670 |
| Z2.1 | <--- | KKK | ,709 |
| Z2.2 | <--- | KKK | ,787 |
| Z2.3 | <--- | KKK | ,800 |
| Z2.4 | <--- | KKK | ,855 |
| Z2.5 | <--- | KKK | ,840 |
| Z3.1 | <--- | KK | ,849 |
| Z3.2 | <--- | KK | ,853 |
| Z3.3 | <--- | KK | ,820 |
| Z3.4 | <--- | KK | ,828 |
| Y.1 | <--- | KP | ,832 |
| Y.2 | <--- | KP | ,807 |
| Y.3 | <--- | KP | ,811 |
| Y.4 | <--- | KP | ,755 |
| Y.5 | <--- | KP | ,791 |

The results of the above tests represent the estimated loading factor values in the Structural Equation Modeling (SEM) model, which indicate the relationship between the

indicators and the latent variables they represent. These values are used to evaluate the validity of the indicators in measuring the latent variables. Generally, high loading factor values suggest that the indicators have a strong relationship with the latent variables. For the Social Work Environment (SWE) variable, the indicators have loading factor values ranging from 0.642 to 0.810. The indicator with the highest value is X.1 (0.810), meaning this indicator is the strongest in representing the SWE variable. Conversely, X.3 has a value of 0.642, which is slightly lower but still acceptable depending on the minimum threshold used in the study. For the Public Service Motivation (PSM) variable, the loading factor values range from 0.619 to 0.799. The indicator Z1.1 contributes the most (0.799), indicating a strong relationship with the PSM variable. However, the indicator Z1.4 has a value of 0.619, which shows a weaker contribution compared to the other indicators.

In the Work-Family Balance (WFB) variable, the loading factor values are quite high, ranging from 0.709 to 0.855. The indicators Z2.4 and Z2.5 provide the largest contributions to the latent variable, with values of 0.855 and 0.840, respectively. This indicates that these indicators are very representative in depicting the concept of work-family balance. For the Employee Performance (EP) variable, the loading factor values range from 0.755 to 0.832. The indicator Y.1 has the highest value (0.832), meaning this indicator is the strongest in measuring employee performance. The indicator Y.4 has the lowest value (0.755), but it is still within an acceptable range.

Overall, these results indicate that most indicators have good loading factor values, above 0.7, which suggests a fairly strong validity. However, some indicators with lower values (such as X.3 and Z1.4) may require further evaluation to ensure their contribution to the model. The researcher may consider whether these indicators need to be improved or even removed, depending on further analysis and the criteria used in the study.

The hypothesis testing results indicate that the influence of the social work environment (SWE) on employee performance (EP) is not significant. The estimated effect of SWE on EP is 0.207, with a P-Value of 0.191, which is greater than the significance level of 0.05. Therefore, it can be concluded that the social work environment does not have a significant impact on employee performance at the Polewali Mandar regional office. Thus, the hypothesis is rejected. To further develop the results of the hypothesis testing regarding the influence of the social work environment (SWE) on employee performance (EP), consider the following points:

1. Interpretation of Results

The estimated effect of SWE on EP is 0.207, which suggests a positive relationship; however, the P-Value of 0.191 indicates that this relationship is not statistically significant. This means that while there may be a slight positive correlation, it is not strong enough to conclude that changes in the social work environment will lead to meaningful changes in employee performance.

2. Implications of Non-Significance

The lack of significant influence raises important questions about the factors that contribute to employee performance at the Polewali Mandar regional office. It suggests that other variables may play a more critical role in determining employee performance. This could include factors such as individual motivation, job satisfaction, leadership styles, or organizational culture.

3. Potential Reasons for Non-Significance

Several factors could explain why the social work environment does not significantly impact employee performance:

- External Influences: External factors such as economic conditions, public policies, or community expectations may overshadow the effects of the social work environment.
- Measurement Issues: The way the social work environment and employee performance were measured may not fully capture the nuances of their relationship. Future research could benefit from using more comprehensive or qualitative measures.
- Sample Size and Diversity: The sample size or diversity of the participants may limit the generalizability of the findings. A larger and more diverse sample could provide more robust insights.

The hypothesis testing indicates that the social work environment does not have a significant impact on employee performance at the Polewali Mandar regional office, this finding opens up avenues for further exploration. Understanding the complexities of employee performance requires a multifaceted approach that considers various influencing factors beyond the social work environment. Future research should aim to identify and analyze these factors to develop strategies that effectively enhance employee performance.

The results show that the social work environment has a positive and significant influence on public service motivation (PSM). The estimated effect is 0.792, with a P-Value of 0.001, which is less than the significance level of 0.05. This indicates that as the social work environment improves, public service motivation also increases. Therefore, the hypothesis is accepted. To further develop the paragraph regarding the influence of the social work environment on public service motivation (PSM), consider the following elaborations:

The results of the analysis indicate a strong positive and statistically significant influence of the social work environment on public service motivation (PSM). Specifically, the estimated effect size is 0.792, accompanied by a P-Value of 0.001, which is well below the conventional significance threshold of 0.05. This finding suggests that enhancements in the social work environment are closely associated with increases in public service motivation among employees. In practical terms, this means that when the social work environment is supportive, collaborative, and conducive to employee well-being, individuals are more likely to feel motivated to engage in public service activities and contribute positively to their organizations.

The acceptance of the hypothesis underscores the importance of fostering a positive social work environment as a strategic approach to enhance PSM. Organizations that prioritize the development of a supportive work culture may not only boost employee morale but also improve overall service delivery to the public. This relationship highlights the potential for targeted interventions aimed at improving workplace conditions, such as team-building activities, recognition programs, and open communication channels, which can significantly elevate employees' intrinsic motivation to serve the public.

Furthermore, the implications of this finding extend beyond individual motivation; they suggest that a positive social work environment can lead to improved organizational performance and greater public trust in services provided. As public servants feel more motivated, they are likely to exhibit higher levels of commitment, job satisfaction, and productivity, ultimately benefiting the communities they serve. Therefore, policymakers and organizational leaders must recognize the value of investing in the social work environment as a means to cultivate a motivated workforce dedicated to public service.

In conclusion, the significant relationship between the social work environment and public service motivation emphasizes the need for ongoing efforts to create and maintain a positive workplace atmosphere. Future research could explore the specific elements of the social work environment that most effectively enhance PSM, as well as the long-term impacts of such improvements on employee performance and public service outcomes.

The hypothesis testing results indicate that public service motivation does not have a significant influence on employee performance. The estimated effect of PSM on EP is 0.194, with a P-Value of 0.142, which is greater than the significance level of 0.05. This suggests that even if public service motivation is improved, it does not have a significant effect on employee

performance. Thus, the hypothesis is rejected. To further develop the paragraph regarding the relationship between public service motivation (PSM) and employee performance (EP).

The results of the hypothesis testing reveal that public service motivation does not exert a significant influence on employee performance. Specifically, the estimated effect of PSM on EP is 0.194, accompanied by a P-Value of 0.142, which exceeds the conventional significance threshold of 0.05. This finding indicates that, despite efforts to enhance public service motivation among employees, such improvements do not translate into measurable increases in their performance levels. Consequently, the hypothesis positing a direct positive relationship between PSM and EP is rejected.

This outcome raises important questions about the dynamics between motivation and performance in the public sector. While public service motivation is often regarded as a critical driver of employee engagement and commitment, the lack of a significant effect on performance suggests that other factors may play a more pivotal role in determining how effectively employees execute their duties. For instance, elements such as organizational culture, leadership styles, job design, and available resources may significantly influence employee performance, potentially overshadowing the impact of motivation alone.

Moreover, this finding highlights the complexity of the relationship between motivation and performance. It is possible that while motivated employees are inclined to engage in their work with enthusiasm, external factors such as workload, bureaucratic constraints, or lack of support may hinder their ability to perform at optimal levels. Therefore, organizations should consider a holistic approach that not only seeks to enhance public service motivation but also addresses the broader context in which employees operate.

Additionally, the rejection of the hypothesis invites further investigation into the specific mechanisms through which public service motivation might influence performance, if at all. Future research could explore whether certain dimensions of PSM, such as altruism or commitment to public values, have varying effects on different aspects of employee performance. It may also be beneficial to examine how the interplay between motivation and other organizational factors can create an environment conducive to high performance. In conclusion, while public service motivation is an important aspect of employee engagement, this study underscores the necessity of a multifaceted approach to enhancing employee performance in the public sector. By recognizing the limitations of PSM as a standalone predictor of performance, organizations can better strategize their efforts to foster an environment that supports both motivation and effective performance outcomes.

5. CONCLUSION

Based on the results of the research conducted, it can be concluded that public service motivation (PSM) does not have a significant effect on employee performance (EP). With an estimated effect of PSM on EP of 0.194 and a P-Value of 0.142, which is greater than the significance level of 0.05, it indicates that an increase in public service motivation does not contribute significantly to the improvement of employee performance. Therefore, the hypothesis proposed in this study is rejected. This conclusion suggests that although public service motivation is considered important in enhancing employee engagement and commitment, other factors such as organizational culture, leadership style, job design, and available resources may have a greater influence on employee performance. This research also highlights the need for a more holistic approach in efforts to improve employee performance in the public sector, taking into account various elements that can affect work effectiveness.

6. RECOMMENDATION

Here are some recommendations based on the findings of the research regarding public service motivation (PSM) and employee performance (EP):

1. **Explore Other Motivational Factors:** Future research should investigate other motivational factors that may have a more significant impact on employee performance. This could include intrinsic motivation, extrinsic rewards, and job satisfaction, which may provide a more comprehensive understanding of what drives employee performance in the public sector.
2. **Examine Organizational Culture:** It is essential to study the role of organizational culture in influencing employee performance. Understanding how different cultural elements within an organization affect motivation and performance can help in designing better management practices.
3. **Investigate Leadership Styles:** Future studies should focus on the impact of various leadership styles on employee performance. Identifying which leadership approaches foster higher performance levels can provide valuable insights for public sector organizations.
4. **Consider Job Design and Resources:** Research should also look into how job design and the availability of resources affect employee performance. Analyzing the relationship between these factors and performance can help organizations create more effective work environments.
5. **Longitudinal Studies:** Conducting longitudinal studies could provide insights into how public service motivation and employee performance evolve. This approach may reveal trends and causal relationships that cross-sectional studies cannot capture.

6. Implement Training Programs: Based on the findings, organizations should consider implementing training and development programs that focus on enhancing skills and competencies, which may lead to improved employee performance, regardless of their level of public service motivation.

7. Engage Employees in Decision-Making: Encouraging employee participation in decision-making processes may enhance their sense of ownership and commitment, potentially leading to improved performance outcomes.

By addressing these recommendations, future research can contribute to a deeper understanding of the dynamics between public service motivation and employee performance, ultimately leading to more effective strategies for enhancing performance in the public sector.

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