CORRELATION AND INFLUENCE ANALYSIS BETWEEN JOB CHARACTERISTICS AND PUBLIC SERVICE MOTIVATION

[1]Budy Mulyawan, [2]Muhamad Ali Embi & [3]Mochammad Ryanindityo
[1]Ghazali Shafie Graduate School, Universiti Utara Malaysia
[2]School of Government, Universiti Utara Malaysia
[3]Immigration Polytechnic Indonesia

[1]Corresponding Author: budymulyawan23@gmail.com

ABSTRACT

Earlier studies point out that staff member performance can be affected by their motivation. Public service motivation is believed to be one of the internal motivations influencing staff member performance. This study aims to analyze the relationship and influence between job characteristics and public service motivation among civil servants in Jakarta. A mix of quantitative and qualitative approaches was used in the study as tools of analysis. The respondents were 951 civil servants coming from 3 different agencies with the highest income in Jakarta (the DKI Jakarta Provincial Government, the Directorate General of Taxes, and the Directorate General of Immigration. The result of this study shows that there are only four dimensions of job characteristics that have a significant relationship and influence on public service motivation, i.e.: 1) skill variety; 2) task significance; 3) autonomy; 4)

feedback. Meanwhile, the task identity dimension showed no influence on public service motivation.

Keywords: Civil servants, Jakarta, Public Service Motivation, Job characteristics.

INTRODUCTION

Background of the Study

Civil servant performance has always been an essential issue to be discussed, since it is related to the image of the government and government management effectiveness. Civil servant performance is closely related to government performance. With better civil servant performance, comes better government performance. Improving civil servant's performance rely on the governments capability and efforts to identify and capitalize on different forms of civil servant motivations. One of the forms of motivation that need to be emphasized on by the government is internal motivation. Researchers such as Perry and Hondeghem explain that civil servants require different motivations, such as: public service motivation, task motivation, and mission motivation to provide the best possible services to society (Perry & Hondeghem, 2008).

One of the internal motivations which influences staff member performance is public service motivation also known as PSM. Perry and Wise's (1990) study confirm that public service motivation plays a significant role in improving civil servant's work performance. Perry and Wise further assert that civil servant's performance has a strong correlation with public service motivation. They explain that the higher the public service motivation a civil servant has, then the higher the probability of that civil servant providing better services, thus achieving better work performance. Aisyah Haris (2018) and Putri (2017) who conducted research in Indonesia, confirms Perry and Wise's findings. They maintain that by having public service motivation in carrying out duties, will result in improving civil servant's work performance and quality.

Previous studies show that public service motivation is one of the key motivations to improve staff member performance. Factors that

influence the public service motivation of staff members are also an important discussion in the studies. Some researchers explain about their findings on external factors that can influence public service motivation. Brewer and Selden (1998) and Moynihan and Pandey (2007) suggest that public service motivation is also affected by work experience in government. This is because the government provides civil servants the opportunity to work and deliver good public services. When one joins an organization, motivation can change as a response to the socialization process in that organization. Camilleri's (2007) study conclude that public service motivation within a civil servant is generally affected by the environment of the organization that surrounds them at work. Kwon (2013) and Lee and Choi (2016) have conducted surveys in South Korea. The result of the studies reveals that job security is one of the motives that drive an individual to become a civil servant in South Korea, and such job security can improve public service motivation among civil servants in South Korea. In 2016, Kim (2016) conducted research to hundreds of civil servants in Seoul, South Korea. In his research, Kim discovered that one of the extrinsic factors that have an influence on public service motivation is job characteristics. Kim additionally explains that job characteristics can improve public service motivation among civil servants in Seoul.

Problem Statement

In 2019, Indonesia's Ombudsman received 7,903 complaints regarding the inadequate public service performance carried out by the government. Regional government performance accounts for 41.62% of the total complaints, while central government institutional performance makes up 11.2% of the total, and the remaining 10.25% is police performance (Ombudsman Indonesia, 2020). This indicates that public services delivered by the regional and central governments have not fully met the expectations of society.

As mentioned above, the government's lack of performance in providing public services can affect public trust towards the government. Poor public service performance reflects poor governance, both regional and central. Conversely, good public service indicates good governance. The term 'good' here means in accordance with the principles of public service by meeting the needs and interests of society, not solely the needs and interests of the government. Public

trust will be gained, when people receive good public service, and *vice versa* (Thoha, 2014).

Research Objectives and Research Question

The purpose of this study is to examine the influence and correlation between the dimension of job characteristics and public service motivation.

LITERATURE REVIEW

Public Service Motivation (PSM)

The definition of public service motivation is the tendency of a person in an organization or institution to deliver the best public services, that includes attraction to public policy making, commitment to public interest and civic duty, compassion, and self-sacrifice dimensions (Perry & Wise, 1990). While Crewson (1997) defines public service motivation as an individual's tendency to be useful to society, the desire to provide assistance to others, the passion to achieve internal contentment or one that is service-oriented. Xiaohua (Xiaohua, 2008) states that there are certain characteristics of public service motivation, i.e.: being altruistic in providing public services, owning service ethics, having a high sense of humanity (which includes the eagerness to make a better difference), having a sense of responsibility to help other people, having the integrity to do something useful for society, and the tendency to gain intrinsic rewards (not just extrinsic rewards, e.g.: steady income and a secure job.

Job Characteristics

The theory of job characteristics was first developed by Hackman and Oldham in the 1970s. According to Hackman and Oldham (1980), job characteristics are a series of variables that generally has a major role in affecting work behavior. According to Ivancevich and Donnely (1980), job characteristics is defined as a particular trait of a staff member at work that can affect the staff member's feelings. Jennifer M. George and Gareth R. Jones (1999) explains that job characteristics are parts of a work design that aims to identify the consequences of the characteristics of a job in order to build intrinsic motivation.

The job characteristics model is identified as five job characteristics that correlate with staff member's intrinsic motivation and performance (Robbins & Judge, 2008). This model was first introduced by Richard Hackman and Greg Oldham in 1970. They sought to determine how a job can be compiled with a particular pattern to increase staff member's intrinsic motivation.

According to the job characteristics model, each job can be formulated into 5 (five) dimensions (Hackman & Oldham, 1980), as follows:

i) *Skill variety*

This dimension explains to what extent a job requires different activities, in order for the staff members to be able to use all the skills and talents they have. Staff members with multiple skills and talents will make it easier for them to complete their work. Skill variety is an aspect that consists of various activities and responsibilities carried out by staff members.

ii) *Task Identity*

This dimension contains matters relating to the stage where staff members have the knowledge and capability to accomplish all of the work assigned to them, in-order-that the results are perceptible and identifiable. Clear and concise procedures and job descriptions from start to finish encourage employees to carry out a comprehensive process. This is essential for staff members, because they feel more involved in work.

iii) *Task Significance*

The dimension that explains to what extent a job or an assignment has a profound affect on the life or job of others. It explains whether a job carried out by a staff member has a significant impact on his or her institution internally or externally.

iv) *Autonomy*

The dimension that explains the measurement of to what extent a job provides flexibility independency for staff members in planning

and accomplishing work, as well as tackling issues on the job. It also includes having control of the work based on the job description and specifiation assigned to the staff member.

v) *Feedback*

In this dimension, staff member obtains substantial information on his or her work. This includes the effectiveness of the individuals work, the work process and results, as well as matters related to the implementation of the work.

METHODOLOGY

This study uses a mix of quantitative and qualitative approach, with a sequential explanatory method. The quantitative approach is used to collect descriptive datas and analyze respondents' questionnaires by applying descriptive statistics analysis and inference statistics. The quantitative analysis is also used to examine, identify, and obtain related information to provide a holistic description of public service motivation among civil servants. The qualitative approach is used to obtain in-depth information on public service motivation by conducting interviews to support or undermine the quantitive approach.

Population and Sample

The population in this study were civil servants assigned at the DKI Jakarta Public Service Mall i.e., the DKI Jakarta Provincial Government, the Regional Office of the Directorate General of Taxes in Jakarta, and the Directorate General of Immigration (Immigration Offices in Jakarta). The population was selected because the study focuses on the implementation of public services by civil servants in Jakarta.

The sample selection uses: 1) Cluster sampling; Jakarta was chosen because it provides a mini-figure of Indonesia representing the diverse ethnic, culture, and religion within, 2) Proportionate stratified random sampling; the stratification or layer division of civil servants income differences assigned at the DKI Jakarta Public Service Mall, 3) Simple random sampling; finally civil servants within the population had an

equal probability of being selected as samples. In order to rule the amount of samples, the researcher utilized Krejcie and Morgan's (1970) sampling technique. The number of samples in this study are as follows:

Table 1

The Sum Total of the Population and Sample in the Jakarta Region

No	Agencies	Population	Sample
1	Provincial Government	59.653	312
2	Regional Office of the Directorate General of Taxes	7.363	337
3	Immigration Office	1.510	302
	Total	**68526**	**951**

Reliability and Validity

To test reliability and validity of variables, questionnaires were handed out to predetermined samples. A total of 50 to 100 questionnaires were given to respondents who were samples for this pilot study. The researcher has modified the indicators in the questionnaire with the purpose of making respondents understand the indicators measured in the questionnaire more easily. The job characteristics validity test are as follows:

Table 2

Skill Variety Dimension of Job Characteristics Validity Test Result

No	Indicator	Pearson Correlation
1	"I use different skills at work"	0.819
2	"My job is in line with my skills"	0.844
3	"My job requires me to use multiple related knowledges"	0.849
4	"My job requires creativity to solve existing problems"	0.843
5	"I carry out a job which is a routine"	0.792

No	Indicator	Pearson Correlation
6	"My office provides training programs to develop my skills at work"	0.833
7	"Job variety profoundly affects my motivation to provide public service"	0.817

Table 3

Task Identity Dimension of Job Characteristics Validity Test Result

No	Indicator	Pearson Correlation
1	"I completely finish my work from start to finish"	0.710
2	"I engage myself into a group to finish the job from the beginning until the end"	0.715
3	"I am given the opportunity to finish my work from start to finish"	0.851
4	"My job requires me to work together with other colleagues"	0.848
5	"Clear and concise procedures and job descriptions affects my motivation in providing public service"	0.854

Table 4

Task Significance Dimension of Job Characteristics Validity Test Result

No	Indicator	Pearson Correlation
1	"My job has an important meaning to me"	0.786
2	"My work has an affect on other peoples work"	0.803
3	"My work brings benefit to my office"	0.809

No	Indicator	Pearson Correlation
4	"My work brings benefit to external organizations"	0.859
5	"The interest or benefit of work affects my motivation in providing public service"	0.860

Table 5

Autonomy Dimension of Job Characteristics Validity Test Result

No	Indicator	Pearson Correlation
1	"I am given the liberty to plan the work that I will carry out"	0.852
2	"I am given the flexibility of using my own methods to finish my job"	0.811
3	"I am given the opportunity to tackle issues related to other division's work (related to mine)"	0.811
4	"I am given the freedom to think in finishing my job"	0.778
5	"Authority and responsibility affects my motivation in providing public service"	0.763

Table 6

Feedback Dimension of Job Characteristics Validity Test Result

No	Indicator	Pearson Correlation
1	"My colleague provides feedback of my work"	0.868
2	"My superior officer provides direct information on the effectiveness of my work performance"	0.849

No	Indicator	Pearson Correlation
3	"My superior officer provides comments when I make mistakes at work"	0.898
4	"I know how effective the result of my work is"	0.884
5	"The feedback from the work that I have finished affects my motivation in providing public service"	0.839

From the validity test results, it is found that every indicator of the questionnaire showed a value of above 0.30. This means that every indicator is valid and can be used for further analysis.

Table 7

Cronbach Alpha Test Result

No	Variable	Cronbach Alpha
	Job Characteristics	
1	*Skill variety*	0.797
2	*Task identity*	0.806
3	*Task significance*	0.811
4	*Autonomy*	0.807
5	*Feedback*	0.820

Based on the results from the Cronbach Alpha Test (Table 7) above, it can be seen that each variable shows a score above 0.70. This explains that every dimension has met standard and is reliable.

RESULTS

Analysis

The researcher used a parametric statistical test (Pearson's "Product Moment") to test the correlation among variables. The results can be seen from the table below:

Table 8

Correlation Test Results

Correlations

		Skill variety	Task identity	Task significance	Autonomy	Feedback	PSM
Skill variety	Pearson Correlation	1	.721**	.772**	.763**	.700**	.843**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	951	951	951	951	951	951
Task identity	Pearson Correlation	.721**	1	.792**	.707**	.705**	.372**
	Sig. (2-tailed)	.000		.000	.000	.000	.189
	N	951	951	951	951	951	951
Task significance	Pearson Correlation	.772**	.792**	1	.732**	.713**	.764**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	951	951	951	951	951	951
Autonomy	Pearson Correlation	.763**	.707**	.732**	1	.744**	.792**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	951	951	951	951	951	951
Feedback	Pearson Correlation	.700**	.705**	.713**	.744**	1	.715**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	951	951	951	951	951	951
Public Service Motivation	Pearson Correlation	.843**	.372**	.764**	.792**	.715**	1
	Sig. (2-tailed)	.000	.189	.000	.000	.000	
	N	951	951	951	951	951	951

**. Correlation is significant at the 0.01 level (2-tailed).

Table 8 shows a very strong correlation coefficient between the dimension of skill variety and public service motivation at 0.843 which is within the 0.80-1.000 range, with the value of Sig. (2-tailed) at 0.000. This indicates that there is a significant positive relationship between the skill variety and public service motivation, because the value of Sig. (2 tailed) is <0.05.

The correlation coefficient between task identity and public service motivation is 0.372, which indicates a weak relationship within the 0.20-0.399 range. Since Sig. (2-tailed) is 0.189 >0.05), it shows that there is no significant relationship between task identity and public service motivation.

The table further shows that there is a strong correlation coefficient between task significance and public service motivation at 0.764, which is within the 0.60-0.799 range. Since Sig. (2-tailed) is 0.000 < 0.05, it means that there is strong positive relationship between task significance and public service motivation.

Then the autonomy dimension and public service motivation shows a correlation coefficient of 0.792 (within the 0.60-0.799), indicating a strong correlation. Since Sig. (2-tailed) is 0.000 < 0.05, it explains that there is a strong positive relationship between autonomy and public service motivation.

The correlation coefficient between the feedback dimension and public service motivation is 0.715, which indicates a strong relationship within the 0.60-0.799 range. Since Sig. (2-tailed) is 0.000 < 0.05, then H_o is rejected. This explains that there is a strong and significant positive relationship between feedback and public service motivation.

The Coefficient of Determination (R^2) is used with the aim to predict and measure the extent the job characteristics variables influence or affect public service motivation. The coefficient of determination is valued between 0 (zero) until 1 (one). The (R^2) test results are as follows:

Table 9

The Coefficient of Determination (R^2) Test Results

					Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.882[a]	.778	.777	3.728	1.853

a. Predictors: (Constant), Feedback, Skill variety, Task identity, Autonomy, Task significance
b. Dependent Variable: Public Service Motivation

From Table 9 above, it is shown that the adjusted R^2 is 0.778. It can conclude that the amount of influence job characteristics has on public service motivation is 0.778 (77.8%).

The t-test is conducted to determine the extent an independent variable partially influence the dependent variable. In the t-test, the t-value will be compared to the T-table. The following table shows the result of the t-test:

Table 10

T-Test Result

	Coefficients[a]				
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	9.092	1.108		8.208	.000
Skill variety	1.048	.063	.460	16.612	.000
Task identity	.124	.079	.043	1.575	.116
Task significance	.414	.092	.133	4.506	.000
Autonomy	.782	.084	.255	9.285	.000
Feedback	.225	.074	.078	3.050	.002

a. Dependent Variable: Public Service Motivation

From the test, it is found that job characteristics simultaneously influence public service motivation. The value of the B constant is 9.092 and the t-value is 8.208, with Sig. 0.000 (α < 0,05).

Partially, the skill variety dimension influences public service motivation with B constant 1.048 and t-value 16.612 (Sig. 0.000<0.05). The task identity dimension does not have an influence on public service motivation with B Constant 0.124 and t-value 1.575 (Sig. 0.116>0.05). Then the task significance dimension has an influence on public service motivation with B constant 0.414 and t-value 4.506 (Sig. 0.000<0.05). The autonomy dimension has an influence on public service motivation with B constant 0.782 and t-value 9.285 (sig. 0.000<0.05). Finally, feedback influences public service motivation with B constant 0.225 and t-value 3.050 (Sig. 0.002 < 0.05)

The F-test is further used in this research to determine if the independent variables in this model simultaneously or jointly influence the dependent variable. The results of the F-test is shown in the table below:

Table 11

F-Test Result

		ANOVA[a]				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46000.785	5	9200.157	661.804	.000[b]
	Residual	13137.047	945	13.902		
	Total	59137.832	950			

a. Dependent Variable: Public Service Motivation
b. Predictors: (Constant), Feedback, Skill variety, Task identity, Autonomy, Task significance

The F-Test procedures are as follows:

1) Hypothesis
   H_0: There is no significant influence between job characteristics and public service motivation.
   H_a: There is a significant influence between job characteristics and public service motivation.

2) Significance level
   The significance level is set to 5% (0.05). The 5% or 0.05 significance level is generally applied in researches.

3) F-value
   Using SPSS calculations, the F-value is 661.804.

4) F-table
   By using the significance level of 95%, a = 5%, df 1 = k – 1 = 5 – 1 = 4. df 2 = 951– 5 = 946 (*n* being the number of respondents and *k* being the number of variables), the F-table is 2.58.

5) Significance value
   Using SPSS calculations, the value of Sig. is 0.000.

6) Test Criteria
   This research uses two test criteria, i.e.: H_0 is accepted if F value < F table, H_0 is rejected if F value > F table. For calculations based on significance, i.e.: H_0 is accepted if Sig. > 0.05, H_0 is rejected if Sig. < 0.05. In table 5, it is found that F value is 661.804 and Sig. 0.000. This shows that F value > F table (2.58) and Sig <0.05. It can be explained that H_0 is rejected and H_a is accepted, meaning that job characteristics have a significant influence on public service motivation.

DISCUSSIONS

The result of the correlation analysis among civil servants in Jakarta indicate that there is a significant relationship between 4 (four) dimensions of job characteristics and public service motivation. The four dimensions of job characteristics are skill variety, task significance, autonomy, and feedback. Only one dimension of the job characteristics that shows no relationship to public service motivation, namely, task identity. The analysis show that the task identity

dimension correlation coefficient is 0.372 (weak), or in other words, civil servants in Jakarta consider task identity to have a weak relationship to public service motivation.

Information obtained through interviews found that civil servants have carried out their duties according to clear provisions and procedures set by respective agencies. Civil servants are only obliged to finish the job assigned to them, and not to finish the entire job of his or her agency (which is the responsibilty of the agency). They are only held accountable for the tasks mentioned in their job description given by their superior officer. In addition, not all of the civil servants duties require them to work in a group. There are certain duties that require them to work either individually or in a group.

The Anova test shows that job characteristics simultaneously or jointly influence public service motivation. This confirms the findings from previous studies, e.g., Vandenabeele et al (2005). This study suggests that there are only 4 (four) dimensions of the job characteristics which partially have an influence on public service motivation. The four dimensions are: 1) skill variety, 2) task significance, 3) autonomy, 4) feedback. The only dimension that does not indicate an influence on public service motivation is task identity.

Based on interviews conducted with respondents, it is found that the task identity dimension has a weak correlation with public service motivation because civil servants consistently carry out their jobs and duties in accordance with standard operating procedures and job descriptions set by their superior officers or agencies in order for the job to be completed in an orderly fashion and according to organizational goals. Task identity can be defined as a dimension related to clear tasks, work instructions, the level of understanding of work procedures, and the level of involvement of civil servants at work. Civil servants in Jakarta do not consider task clarity as something that motivates them to provide public services, because they believe task clarity is something that is inherent in their work and every task must have clear and concise procedures. Civil servants also have realized their involvement at work from their standard operating procedures and job descriptions, so they treat task identity as nothing special, but as an obligation in every line of work.

The findings in this study is different from previous studies. Camilleri (2007) who conducted research on civil servants in Malta found that all of the dimensions of job characteristics have an influence on public service motivation. Other researchers in Indonesia, such as Megawati (2012), Maulana et al (2018), and Ramdhani and Sridadi (2019) also point out in their findings that every dimension of job characteristics has an influence on public service motivation.

Contrastingly, Kim (2016) observes that there are only 3 (three) dimensions of job characteristics that have an influence on public service motivation among civil servants in South Korea, i.e.: skill variety, task significance, and feedback. Kim found that the dimension of autonomy and task identity does not indicate an influence on public service motivation.

CONCLUSION

The findings in this study reveal that there are only 4 (four) dimensions of job characteristics that indicate a significant relationship and influence on public service motivation among civil servants in Jakarta. The four dimensions are: 1) skill variety; 2) task significance; 3) autonomy; and 4) feedback. While the task identity dimension of job characteristics does not show a significant relationship and influence on public service motivation.

This study is conducted by handing out questionnaires and interviewing respondents. The result of this study is different from previous studies, due to the difference in perception and level of understanding of repondents when filling out questionnaires. In order to achieve a more accurate result, it is recommended for following research to be conducted using a qualitative approach. The use of a qualitative approach will provide an in-depth analysis related to the aspects of job characteristics and its affect on public service motivation. Additionally, the researcher will also obtain a more credible data deriving from the participants view of the situation being studied.

ACKNOWLEDGMENT

REFERENCES

Aisyah Haris, R. (2018). Motivasi pelayanan publik dalam meningkatkan kinerja sektor publik. *Public Corner. Published by Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Wiraja Sumenep*, *12*(1).

Brewer, Gene A., & S. C. S. (1998). Whistle Blowers in the Federal Civil Service: New Evidence of the Public Service Ethic. *Journal of Public Administration Research and Theory*, *8*(3), 413–439.

Crewson, P. E. (1997). Public Service Motivation: Building Empirical Evidence of Incidence and Effect. *Journal of Public Administration Research and Theory*, *7*, 499–518.

E, C. (2007). Antecedents Affecting Public Service Motivation. *Personnel Review*, *36*(3), 356–377.

George, J. M., & Jones, G. R. (1999). *Organization Behavior* (2nd ed.). Addison-Wesley Publishing Company.

Hackman, J., & Oldham, G. R. (1980). *Work Redesign*. Addison-Wesley Publishing Company.

Indonesia, Ombudsman. (2020). *Laporan Tahunan 2019*. https://ombudsman.go.id/produk/?c=19&s=SUB_LT_5a1ea951d55c4

Ivancevich, J. M., & Donnely. (1980). *Human Resource Management*. McGraw Hill Irwin.

Kim, S. (2016). Job characteristics, Public Service Motivation, and Work Performance in Korea. *Gestion et Management Public*, *5*(1), 7–24. https://doi.org/10.3917/gmp.051.0007

Kwon, H. (2013). *A Survey of Public Employees' Opinions on Public Administration, Seoul*.

Lee, G., & Choi, D., L. (2016). Does Public Service Motivation Influence the Intention to Work in the Public Sector? Evidence from Korea. *Review of Public Personnel Administration*, *36*(2), 145–163.

Megawati, S. (2012). *Pengaruh Job Characteristics Terhadap Motivasi Karyawan Divisi Operasi Pada PT Pembangkitan Jawa-Bali (PJB) Unit Pembangkitan (UP) Muara Tawar*. University Indonesia.

Moynihan D. P., & K., P. S. (2007). The Role of Organizations in Fostering Public Service Motivation. *Public Administration Review*, *67*(1), 40–53. Oxford University press.

Perry, J. L., & Wise, L. R. (1990). The Motivational Bases of Public Service. *Public Administration Review*, *50*, 367–373.

Putri, S. N. (2017). Pengaruh Motivasi Pelayanan Publik dan Organizational Citizenship Behavior Terhadap Kinerja Pegawai Dinas Penanaman Modal Dan Pelayanan Perizinan Terpadu Kabupaten Sleman. *Jurnal Adinegara*, *7*(3), 44–56.

Ramdhani, D. A., & Sridadi, A. R. (2019). Pengaruh Karakteristik Pekerjaan dan Karakteristik Individu terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Mediasi pada Unit Bisnis Commercial Banking Bank Y Surabaya. *Competence Journal of Management Studies*, *13*(2), 73–98.

Robbins, S. P., & Judge, T. A. (2008). *Organizational Behavior* (12th ed.). Pearson Education.inc.

Thoha, M. (2014). Kebijakan dan Tantangan Reformasi Birokrasi Pemerintah. *Government Science*, *45*.

Vandenabeele, W., & Depré, R., Hondeghem, A. (2005). The Motivational Patterns of Civil Servants. *Viesoji Politika Ir Administravimas*, *13*, 52–63.

Wahyu Maulana, Nurul Alfian, A. F. (2018). Pengaruh Karakteristik Pekerjaan, Pengembangan Sumber Daya Manusia Dan Kompensasi Terhadap Motivasi Kerja Dan Kinerja Karyawan Pt . Pos Indonesia (Persero) Cabang Pamekasan. *Jurnal Pemikiran & Penelitian Ekonomi*, *1*(6), 66–78.

Xiaohua, L. (2008). An Empirical Study on Public Service Motivation and the Performance of Government Employee in China. *Canadian Sosial Science*, *4*(2).