

Seeing Employee Performance Through the Influence of Leadership Behavior and Work Environment with Mediation of Public Service Motivation in the Public Service Regional Apparatus Organization in the City of Kendari

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Abstract

Public service bureaucracy is still attached to the negative stigma of being slow and inefficient because it is not performance-oriented. This study examined aspects of employee performance in the public service sector. This research aims to determine and analyze the role of leadership behavior and the work environment in influencing employee performance and to examine the role of public service motivation as an intermediary for improving performance. This research was conducted at the Kendari City Government by focusing on public service agencies and taking employees as research respondents. In this study, respondents were recruited from three public service agencies with high community service intensity. A total of 130 employees were selected as respondents. Data collected by the survey were processed using partial least squares analysis. Based on the results of the analysis, we found that the work environment plays an important role in increasing the public service motivation and service performance provided by employees. Leadership behavior was also found to have a significant influence on public servant motivation and resulting performance. On the other hand, public service motivation apart from being able to act as a good mediator for the work environment, also has a strong influence on the performance they produce. The findings of this research have an impact on the performance improvements that can be achieved through the aspects discussed.

Keywords: Leadership Behavior, Work Environment, Public Service Motivation, Performance

INTRODUCTION

In the current conditions in government organizations, the central issue that is often used as a study related to human resources in an organization is performance; therefore, the effectiveness and success of a service and the completion of a job are largely determined by the quality of the resources owned. The success of government agencies in achieving their goals is largely determined by their employees' performance, because employee performance is the true foundation of an organization. If employee performance is good, the organization will be fine, and vice versa. Handoko (2008) explained that employee performance is basically a description of an employee's ability to handle each job. The level of employee performance can be assessed by an employee's ability to produce work that meets predetermined standards. Knowing employee performance is necessary for organizations, because in this way, the organization will be able to measure the extent to which the organization can work to achieve its goals.

To achieve the performance expected by organizations, especially government agencies, the organization must be led by people with the appropriate abilities. Good employees must be led by people with leadership qualities to achieve the expected performance. The quality of a leader is reflected in the behaviour of a leader who is able to read the environmental conditions of the organization he leads, and is able to influence and control subordinates with various characteristics; the leader is also able to make the best decisions to achieve organizational goals, and is a leader who is able to accept developments and innovative ideas. This has a positive impact on the organization.

The behaviour of the leader is an important factor because it can have a significant influence on performance because the leader is the person who plans, makes, informs and evaluates various decisions that must be

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implemented in the organization. Leaders need effective leadership behavior to improve the performance of all employees in providing services to the public to achieve the goals of their organization as an agency established for the benefit of the wider community. Kartono (2016) states that leaders should motivate their subordinates, one of which is to improve their performance. In motivating and directing employees, leaders need to pay attention to their behavior because it can influence how their subordinates act.

Research conducted by Schwarz et al. (2020) revealed that leadership behaviour plays an important role in encouraging and supporting employees to create appropriate work results. Thanh et al (2022) also revealed that leadership has a positive influence on employee performance due to strong encouragement from leaders on the level of task completion. Yasen (2022) also revealed that leaders play an important role in running an organization, creating positive efforts, and producing performance for their employees.

Apart from being able to create performance, the most fundamental aspect of leadership behavior is the ability to motivate existing employees. Motivation in the concept of government organizations is often linked to public service motivation. Public service motivation is an individual's tendency to respond to motives that are generally and uniquely found in public institutions, including interest in making public policies, responsibility for the public interest and obligations as a citizen, feelings of sympathy or pity, and an attitude of self-sacrifice (Perry and Wise, 1990). Several studies by Schwarz, Eva, and Newman (2020) and Guterres, Armanu, and Roflaty (2020) state that effective leaders in an organization can encourage high employee work results when the leader is able to create employee motivation to provide maximum service.

The concept of public service motivation is a general motivational concept that refers to the forces that provide encouragement and direction to an individual's behaviour. Public service motivation encourages employees to provide the best service, which has an impact on the results of the work provided. Schwarz, Eva, and Newman (2020) stated that public service motivation in a government agency plays an important role, especially in non-profit agencies, where a strong desire is needed to provide the best service. Good service motivation leads to better work outcomes. Kim and Torneo (2020) also revealed that public service motivation has a positive impact on the resulting performance. Miao et al. (2019) also stated that organizations with service-oriented employees will lead them to achieve predetermined work goals. Nurung et al. (2019) and Suong (2021) also revealed that leadership plays an important role in creating service motivation among employees, which ultimately increases the performance of the public services provided.

To create public service motivation to improve employee and organizational performance, Schwarz et al. (2020) revealed that it is necessary for organizations to examine aspects of the work environment within the organization. The work environment can also influence employee performance. The work environment is everything that is around employees and that can influence their work. In government agencies, especially public service bureaucracies, the role of the work environment is important because it can provide support to employees to provide better services. A good work environment can be created through freedom in carrying out tasks, resource support in providing services, support from superiors, unity, and the willingness of employees to work together to build excellent service.

Research conducted by Kim and Torneo (2020) revealed that creating a good work environment can support existing employees in carrying out and completing the tasks assigned to them. Furthermore, these findings also indicate that not only performance but also the work environment can create intrinsic motivation for employees to want to provide good public services. Parashakti et al (2019) revealed that the work environment is not only able to encourage organizational members to be motivated to work well, but the ultimate goal is to create conditions that can support the expected performance. Lis et al. (2022) also stated that the work environment plays an important role in an organization; a good work environment can encourage employees to have high motivation to work and ultimately be able to create positive work results.

From this conceptual explanation, there are many empirical findings regarding the relationship between leadership behaviour and the work environment in creating service motivation from employees and improving performance. However, from the empirical studies conducted, research findings were also found to be contrary to the concepts that have been described, such as findings from Setiawan, Nursaid, and Qomariah (2022), who stated that leadership implemented in organizations cannot have an impact on the performance of employees.

This is because of a mismatch between the style applied and the employee's condition. Girdwichai and Sriviboon (2020) stated that the work environment created within the organization cannot influence employee performance, and Lis et al. (2022) stated that employee motivation cannot influence performance due to a lack of support from the organization. Based on this, there is still a research gap regarding the relationship described.

There are still gaps in previous research findings that confirm that existing concepts and theories need to be retested to find new concepts that are more appropriate for each existing object. Based on this gap, this study is interested in re-examining the existing influence using a model concept that has been adapted to the existing literature.

LITERATUR REVIEW

This research is based on Organizational Behaviour Theory. Organizational behaviour is a scientific discipline that studies individual and group behaviour and its impact on the performance of organizations, groups, and individuals. Organizational behaviour is also known as the study of organizations, which is a special academic field that studies organizations using methods from sociology, economics, political science, and psychology, as well as human resources science and industrial psychology.

Conceptually, organizational behaviour studies the influence of individuals, groups, and organizational structures within organizations with the aim of applying knowledge to increase organizational effectiveness (Robbins & Judge, 2015). Organizational behavior refers to what people do in an organization and how their behavior ultimately impacts organizational performance (Robbins and Judge, 2015). Organizational behavior is related to how people act in all types of organizations, one of which includes the work environment and leadership roles within it (Wibowo, 2014).

George and Jones (2002) state that organizational behaviour is the study of various factors that influence the actions of individuals and groups in organizations and how organizations manage them. According to Luthans (2011), organizational behavior refers to the understanding, prediction, and management of human behavior in organizations. Davis (1993) revealed that organizational behaviour is the application of knowledge in organizations related to actions and behaviour. Wexley and Yukl (2005) stated that organizational behavior involves learning about human behaviour in a company or organization. According to Stuart-Kotze (2006) human resource performance increases if the behaviour of human resources is in accordance with job demands. Organizational behaviour focuses on behaviour within the organization, and on a set of achievements and variables regarding employee attitudes, including productivity, absenteeism, employee turnover, and job satisfaction (Robbins, 2009). At the individual level, at the individual level, organizational behavior studies individual behaviour specifically related to perceptions, values, knowledge, motivation and personality. Organizational behaviour also studies roles, leadership status, power, interpersonal communication, organizational learning environments, attitudes and perceptions, conflict, job design, and work stress in an organization (Robbins, 2009).

Leadership Behaviour

Leadership is the process of inspiring others to work hard and complete important tasks. The basis of leadership is the use of power to influence the behaviour of a group of people. Matondang (2008) defined leadership behavior as a pattern of attitudes and behaviours displayed in the process of influencing other people. Meanwhile, Wehrich and Koontz (2005:396) state that leadership is an art or process of influencing people so that they will enjoy trying and be enthusiastic about achieving group goals. Armstrong (2009) states that leadership is the way managers carry out leadership roles that characterize behaviour in managing people. Daft (2015) states that leadership is a relationship of mutual influence between leaders and followers (subordinates) who want real change that reflects their common goals. Leadership is the spearhead of an organization that directs people and utilizes other resources to benefit the organization. Pace and Faules (1998) revealed that leadership is realized through a consistent work style or way of collaborating with other people. Locke (1997) also stated that leadership is a process of persuading (including) other people towards a common goal. Kouzes

(2004:17), says that leaders are pioneers who are willing to step into unknown situations. Leaders with a clear vision can guide their primary duties and function as leaders.

Based on this definition, it can be concluded that leadership is an assessment of the behaviour of superiors in influencing their subordinates, both individually and in groups, to achieve organizational goals or performance through clear work procedures, communication channels, close supervision, friendship, mutual trust, respect, and friendliness. and kinship. Therefore, leadership is a pattern of behaviour demonstrated by leaders in their leadership to achieve organizational goals by empowering subordinates, providing guidance, caring for subordinates, involving subordinates in decision-making, creating a conducive work atmosphere, and paying attention to subordinates' careers.

Leadership behaviour research focuses on the methods used by leaders to influence subordinates' behaviour. Leadership is the norm of behaviour used by a person when a person tries to influence the behaviour of others. Each leader has different behaviours to develop, stimulate, and direct the potential of their personnel. Leadership is a key element with important value in management systems. Leadership is the process of influencing others' organizational goals. Leadership is a person's ability to mobilize, align, lead a group, and explain ideas so that they can be accepted by others. Leaders are responsible for mobilizing every effort and obstacle to ensure the clarity of vision. Leaders must be able to create an organizational climate in which employees feel free but full of responsibility. Leadership behaviour is commonly used by leaders to influence their followers.

Work Environment

The work environment can be described as the place where tasks are completed. Scott, Jusanne, and Steven (2000) stated that the work environment must be conducive to routine, innovative and challenging work. However, the work environment consists of many factors, where the basic factors that form the work environment are salary, working hours, rest time, holidays, work safety and security, and promotional opportunities. Working conditions in an organization must be able to bring out the best efforts and results from employees. The work environment must make employees feel comfortable and safe. They should be encouraged and motivated to work happily. Additionally, the work environment must support employees by allowing them to adjust their working hours.

Several experts have attempted to define the work environment. According to Robbins (2009), the environment is an institutional or external force that has the potential to influence organizational performance. The environment is divided into two categories: general and specific. The general environment is everything outside the organization, which has the potential to influence the organization. This environment takes the form of social and technological factors. Meanwhile, a special environment is a part of the environment that is directly related to the achievement of an organization's goals. According to Rivai (2004:165), the work environment is the entire facility and infrastructure of employees who perform the work themselves. This work environment includes the workplace, facilities, work aids, cleanliness, lighting, and peace, including the relationships between the people in that place. Meanwhile, according to Mangkunegara (2013:183), the work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks.

According to Schultz and Schultz (2006), the work environment is a condition related to the characteristics of the workplace and employee behaviour and attitudes, which is related to the occurrence of psychological changes due to things experienced at work or in certain circumstances. that organizations must continue to pay attention to work boredom, monotonous work, and fatigue. Nitisemito (2014) defined the work environment as everything around workers that can influence them in carrying out the tasks they carry out. According to Serdamayanti (2017), the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, their work methods, and work arrangements, both as individuals and as a group.

Public Service Motivation

Motivation generally refers to the force that encourages, directs, and maintains an individual's behaviour. Public service motivation is a form or distinctive part of motivation which can be defined as motivation that includes beliefs, values and attitudes that go beyond personal interests and organizational interests, encouraging a worker to do good to others and contribute his devotion to the welfare of the organization and society (Perry, James L., and Porter, Lyman W. 1998). This means that the concept of public service motivation shows that a public employee will engage in behaviour that is consistent with community-oriented motives and altruistic attitudes. Public service motivation refers to the desire of government employees to serve their community. This public service motivation is important because it explains why some people prefer careers in the government and non-profit sectors, even though career potential is financially more profitable in the private sector.

There is an established theoretical basis for the concept of public service motivation. Perry (2000) proposed that the behaviour of government employees may be governed by the logic of appropriateness and consequences. Traditional motivation theories based on consequence logic have an advanced understanding of how employees are motivated by expectations of rewards or punishments, or by the goals of the organization. Other studies argue that the theory fails to explain another key aspect of government employee motivation, namely, the logic of conformity. Perry (2000) suggested that government employees are motivated by the desire to satisfy their self-concept, which tends to be based on the desire to pursue a morally correct path. This concept posits that individual motivation in the public sector may be more influenced by the logic of conformity than the logic of consequences.

The concept of public service motivation according to Vandenabeele (2006) has been developed as a counterbalance to the self-interest motivation found in rational choice theory. Meanwhile, according to Willem, Vos, and Buelens (2010), the concept of public service motivation was introduced to show motivation that is based on values and attitudes that go beyond self-interest or the interests of the organization. Crewson (1997) stated that public service motivation is an individual's service orientation minus the economic orientation to be useful for society, the orientation to help others, and the enthusiasm to obtain intrinsic or service-oriented achievements. Every public sector employee should have a motivation that is solely intended to meet public needs and not solely for personal interests and needs, or for extrinsic interests. This personal self is understood as public service motivation.

Performance

To conceptualize a person's performance, one must distinguish between the action aspects (i.e., behaviour) and outcome aspects of performance (Campbell, 1990). The behavioural aspect refers to what a person does in a work situation. Not every behaviour is included in the concept of performance but only those that are relevant to organizational goals (Campbell et al., 1993). Thus, performance is not determined by the action itself but by the assessment and evaluative process. In addition, only scalable actions are considered to constitute performance (Campbell et al., 1993). The outcome aspect refers to the consequences or results of an individual's behaviour. In many situations, aspects of behaviour and outcomes are empirically related but do not completely overlap. Aspects of performance outcomes also depend on factors other than individual behaviour.

In the literature, employee and work performance are used interchangeably, and the concept of performance is difficult to define. In general, performance is assumed to be related to an individual's ability to realize work goals, meet expectations, achieve work targets, or achieve standards set by the organization (Mathis and Jackson, 2006:78). Performance is an employee's ability to achieve work results in the form of quality, quantity, and timeliness in completing tasks in accordance with the responsibilities entrusted to them. Therefore, performance is the output of work implementation achieved by individuals, based on the authority and responsibility to achieve organizational goals.

Based on a literature review, apparatus performance can be evaluated using various steps, including work efficiency, work planning, creativity, innovation, and effort. According to Kehoe and Wright (2013),

performance is a fundamental factor for employees to acquire competence, which significantly improves organizational functioning. Performance is defined as the extent to which a person can successfully complete work tasks under normal work conditions with the utilization of available resources, identified as including both task or role performance, and contextual or extra-role performance. Every employee in an organization is required to make a positive contribution through good performance, remembering that organizational performance depends on the performance of its employees (Gibson et al., 1997). Good performance is optimal, where the performance must be in accordance with organizational standards and can support the achievement of organizational goals. This can be demonstrated by every human resource in the organization. The goal of an organization wants to realize is profit. Therefore, employees with high work performance are required.

Hypothesis

Good leadership can encourage organizational members to work well and provide maximum service. Research results from Schwarz, Eva, and Newman (2020) found that leadership can significantly influence employees public service motivation. This is also supported by the findings of Nurung et al. (2019), who state that leadership can increase employees' work motivation. Suong (2021) revealed that leadership and motivation have positive and significant influences. Each of Shim and Park (2019) and Guterresa, Armanu, and Roflaty (2020) also revealed that leadership has a positive and significant effect on employee motivation. Based on this, the hypothesis in this research can be formulated as follows:

Hypothesis 1: Leadership behavior has a positive and significant effect on public service motivation

Nurung et al (2019) in their research concluded that there is a positive and significant influence between leadership and performance. Schwarz, Eva, and Newman (2020) also revealed that leadership significantly contributes to performance. Thanh et al (2022) also stated that there is a positive and significant influence between leadership and performance. Rumbi et al (2021) and Karim, Astuti, Triatmanto (2023) also stated that increased performance occurs when leadership behavior in the organization is good. Subsequent research conducted by Saluy et al (2019) and research from Prayogi and Lesmana (2019) also concluded that good leadership behavior can influence the work results provided by organizational members. Based on the results of previous research and the relationships between existing variables, this research hypothesis is formulated as follows:

Hypothesis 2: Leadership behavior has a positive and significant effect on performance

A conducive and high-quality work environment can be used as a supporting factor in forming the service motivation of organizational members. The work environment in previous research that has been conducted was found to influence service motivation. Kim and Torneo (2020) revealed that the compatibility of the work environment with the employees in it will increase their motivation in providing services. Girdwichai and Sriviboon (2020) also state that the work environment can shape the positive motivation of individuals within the organization. Another finding from Parashakti et al. (2019) and Lis et al. (2022) is that work environment has a positive and significant effect on employee motivation. Based on this, the hypothesis in this research can be formulated as follows

Hypothesis 3: The work environment has a positive and significant effect on public service motivation

A good work environment can support organizational members to work well and produce good performance. In the work environment, based on the findings of Kim and Torneo (2020), a good work environment can support employees in working and produce good performance. Parashakti et al (2019) are also in line with these findings that there is a positive influence between the good work environment created and the work results provided by employees. Charlisle et al. (2019) also state that the work environment has a positive and significant effect on employee performance. Based on this explanation, the following hypotheses can be formulated:

Hypothesis 4: The work environment has a positive and significant effect on employee performance

Employees with positive motivation will be able to provide appropriate work results. Schwarz, Eva, and Newman (2020) in their findings revealed that the better public service motivation employees have, the better their performance. Kim and Torneo (2020) also revealed that service motivation has a positive and significant

influence on performance. The respective findings from Nurung et al (2019), Miao et al (2019), Suong (2021) and Girdwichai and Sriviboon (2020) also reveal that motivation has a positive and significant influence on performance. Based on this, the hypothesis in this research can be formulated as follows

Hypothesis 5: Public service motivation has a positive and significant effect on employee performance

Public service motivation was also found to mediate the influence of leadership behavior and the work environment on performance. Schwarz et al. (2020) reveal that motivation can strengthen the influence of leadership on performance. Guterresa et al. (2020) stated that leadership behavior increases the possibility of creating expected performance when employees are motivated to work. This is also in line with a good work environment for creating performance. Parashakti et al (2019) revealed that service motivation can mediate the influence of the work environment in creating the expected performance. Based on this, the hypothesis in this research can be formulated as follows

Hypothesis 6: Public service motivation mediates the influence of leadership behavior on employee performance

Hypothesis 7: Public service motivation mediates the influence of the work environment on employee performance

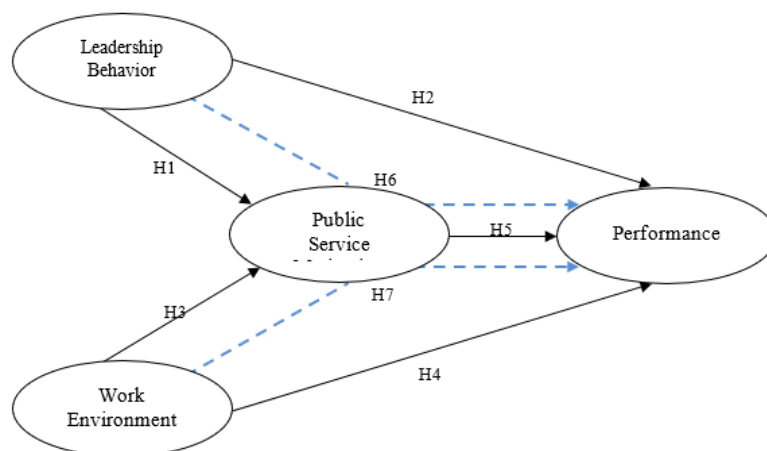


Figure 1. Research Conceptual Framework.

METHODS

Data Samples

This research uses a quantitative approach with applied research classification and a correlational causal method to obtain answers to the problems posed. Data collection for this research used a survey with the unit of analysis being employees with civil servant status in Kendari City government agencies. This research recruited respondents from three public service agencies in Kendari City, which have strong interactions with the community. Based on this, the respondents for this research were 130 people, who were divided based on Table 1.

Table 1 Research Respondents.

Public Service Regional Organizations	Number of Employees
Department of Investment and One Stop Integrated Services	36
Region Revenue Agency	62
Department of Population and Civil Registration	32
Total	130

Measurement

A partial least squares analysis was used to test the proposed hypothesis. The measurement scale for each research instrument was determined using a Likert scale because it can be used to measure attitudes, opinions, and perceptions of social phenomena. Likert scale measurements start from (1 = strongly disagree) to 5 (strongly agree).

Leadership behaviour. Leadership behavior in this study involves assessing the behavior of superiors in influencing their subordinates, both individually and in groups, to achieve goals. This research adopted measurements from Fernandez et al. (2010), who measured leadership behavior based on task orientation, relationships, and integrity orientation.

Work environment. This measurement focuses on all aspects that can influence the work environment, both directly and indirectly, using measurements from Amabile and Gryskiewicz (1989) by examining eight indicators, including freedom to carry out tasks, task challenges, resource support, and direct superior support. Peer support, recognition, unity, and creative support.

Public service motivation. This variable adopts the measurement concept of Perry and Wise (1990), which measures public service motivation through four indicators: interest in public participation, commitment to public values, sympathy, and an attitude of self-sacrifice.

Performance. The focus of measuring employee performance will take guidance from government regulation number 30 of 2019 concerning employee performance, which looks at the aspects of quantity, quality, time, cost, service orientation, commitment, work initiative, and cooperation.

RESULTS

Of the total number of questionnaires distributed to government employees who were the object of this research, a total of 130 questionnaires were found to be valid and usable. Descriptive analysis was used to determine the characteristics of the respondents. This descriptive analysis examined several characteristic aspects, including gender, age, marital status, education, and length of service. Table 2 presents the descriptive results.

Table 2 Description of Respondent Characteristics.

No	Respondents	Measurement	Number of Responden	
			f	%
1	Gender	Male	59	45.4
		Female	71	54.6
2	Age (Years)	25 - 32	12	9.2
		33 - 40	44	33.8
		41 - 48	42	32.3
		≥ 49	32	24.6
3	Marital Status	Marry	112	86.2
		Single	18	13.8
4	Education	Doctoral	5	3.8
		Magister	36	27.7
		Bachelor	89	68.5
		2 - 8	22	16.9
5	Working Period (Years)	9 - 15	39	30.0
		16 - 22	45	34.6
		≥ 23	24	18.5

From Table 2, it can be seen that the majority of employees in public service agencies are women, with a percentage of 54.6% compared with 45.4% of men. Public services tend to be more female, because they are more flexible in providing services. The majority are adults with a range of 33 – 40 years, which can indicate the level of maturity of employees to carry out their duties. Regarding marriage, most employees are married, which shows that they understand the meaning of providing services. Educational status and length of service provide an overview of employees’ understanding and experience in carrying out their duties, and the analysis results show that employees have a sufficient level of education and experience to carry out services and provide optimal performance.

Outer Model Measurement

Outer model testing was performed to assess the validity and reliability of the instruments used. The outer model values for this research, based on the results of the analysis, are presented in Table 3.

Table 3 Outer Model Testing.

	Original Sample (O)	P Values	Composite Reliability
LB1 <- Leadership Behavior	0.888	0.000	
LB2 <- Leadership Behavior	0.923	0.000	
LB3 <- Leadership Behavior	0.922	0.000	0.957
LB4 <- Leadership Behavior	0.879	0.000	
LB5 <- Leadership Behavior	0.901	0.000	
P1 <- Performance	0.911	0.000	
P2 <- Performance	0.923	0.000	
P3 <- Performance	0.901	0.000	
P4 <- Performance	0.911	0.000	0.979
P5 <- Performance	0.913	0.000	
P6 <- Performance	0.931	0.000	
P7 <- Performance	0.947	0.000	
P8 <- Performance	0.947	0.000	
PSM1 <- Public Service Motivation	0.924	0.000	
PSM2 <- Public Service Motivation	0.945	0.000	0.958
PSM3 <- Public Service Motivation	0.930	0.000	
PSM4 <- Public Service Motivation	0.893	0.000	
WE1 <- Work Environment	0.842	0.000	
WE2 <- Work Environment	0.882	0.000	
WE3 <- Work Environment	0.788	0.000	
WE4 <- Work Environment	0.916	0.000	0.965
WE5 <- Work Environment	0.919	0.000	
WE6 <- Work Environment	0.902	0.000	
WE7 <- Work Environment	0.901	0.000	
WE8 <- Work Environment	0.898	0.000	

Table 4 R-Square Test Results.

Variable	R Square
Performance	0.871
Public Service Motivation	0.800

Based on the tests presented in Table 3, the results of the convergent validity and composite reliability tests show that each variable indicator has a value above the threshold value, which has been determined in terms of both validity and reliability. Therefore, the existing variable indicators satisfy this test.

The next step was to test the research structural model, where the structural model was tested by evaluating the r square value of the latent variable using the Geisser Q square test. Based on the results of testing the inner model to see the r square value, it was found that each had a high correlation value, as shown in Table 4.

Based on Table 4, the r-square value was calculated using the total coefficient of determination (Q2) model to determine the feasibility of the research model. From the calculations, it was determined that the total value of the coefficient of determination was 0.974. This figure can be interpreted as meaning that this research model can explain 97.4% of the contribution of the influence of leadership behavior and the work environment on public service motivation and performance, so that the research model built has a very good predictive relevance value.

Hypothesis Result

This research examines the direct and indirect effects of examining the role of leadership behavior and work environment on performance, and examines the mediating role of public service motivation. The first step was to determine direct test results. Figure 2 and Table 5 show the test model and the results of the hypothesis testing.

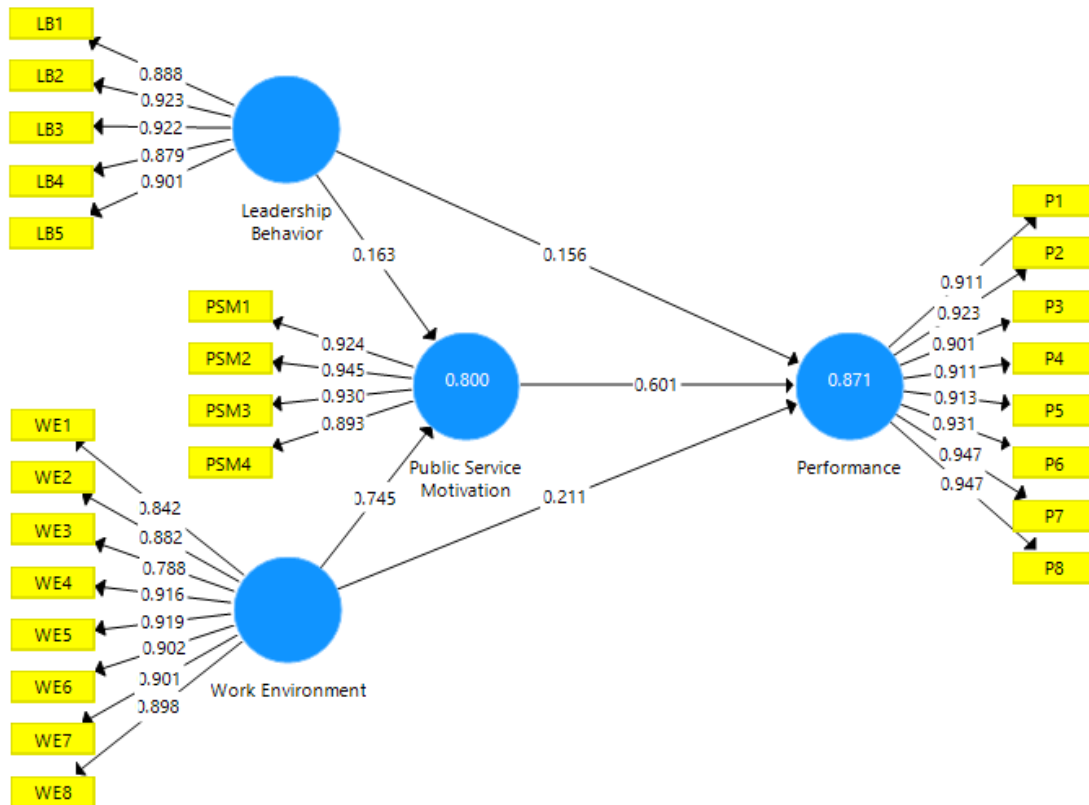


Figure 2. Direct Effect Testing Model.

Table 5. Hypothesis Testing Results.

Hypothesis	Independent Variable	Dependent Variable	Original Sample	Effect		
				T Statistics	P Values	
H1	Leadership Behavior	Public Service Motivation	0.163	2.423	0.016	
H2	Leadership Behavior	Performance	0.156	2.285	0.023	
H3	Work Environment	Public Service Motivation	0.745	11.019	0.000	
H4	Work Environment	Performance	0.211	2.497	0.013	
H5	Public Service Motivation	Performance	0.601	8.196	0.000	
	Independent Variable	Intervening Variable	Dependent Variable	Original Sample	T Statistics	P Values
H6	Leadership Behavior	Public Service Motivation	Performance	0.098	2.207	0.028
H7	Work Environment	Public Service Motivation	Performance	0.448	7.476	0.000

Based on table 5, it can be seen that this research tested several direct and indirect influences. Testing Hypotheses 1 and 2, which looked at the influence of leadership behavior on public service motivation and the influence of leadership behavior on performance, it showed that public service motivation was found to have a coefficient value of 0.163 with a significance below 0.5 ($p = 0.016 < 0.05$), indicating that leadership behavior has a positive and significant influence on public service motivation, where with good leadership behavior, employees have high motivation to provide good service. Furthermore, regarding its influence on performance, leadership behavior had a coefficient value of 0.156 with a significant position ($p = 0.023 < 0.05$), which shows that leadership behaviour has a positive and significant influence on improving performance. This shows that leadership behaviour plays a positive role in increasing public service motivation and performance. Thus, hypotheses 1 and 2 can be accepted.

Looking at the work environment as one of the predictor variables in this test shows that the work environment plays a dominant role, as shown in testing hypotheses 3 and 4. Hypothesis 3, which tests the work environment on public service motivation, shows that the work environment has a positive and significant influence on

public service motivation, as shown by a coefficient value of 0.745 and a significance of 0.000 (< 0.05), which also shows that in the tests carried out, the work environment has the most dominant influence on public service motivation. Furthermore, in testing the work environment on performance, it was found to have a coefficient of 0.211 with a significant p-value ($p = 0.013 < 0.05$), which shows that the work environment has a positive and significant effect on performance. Based on these results, it can be concluded that Hypotheses 3 and 4 are supported.

Public service motivation not only acts as a mediating variable but also as a predictor of performance. In the tests carried out, it was found that public service motivation had a relationship coefficient of 0.601 with a significance of 0.000 (< 0.05), which, looking at the magnitude of the influence, shows that public service motivation plays an important role in improving performance. Based on these findings, Hypothesis 5 was accepted.

In the indirect test carried out using Partial Least Square analysis, it can be seen that in Hypothesis 6, the role of public service motivation only has a correlation of 0.098 with a significance value of 0.028 (< 0.05), but even though the test results were found to have a significant effect, when compared with the direct effect, leadership behaviour on performance is still greater. It can be concluded that public service motivation does not mediate the influence of leadership behavior on performance. Thus, Hypothesis 6 was rejected. Furthermore, the mediating role of public service motivation in the work environment's influence on performance was found to have a correlation value of 0.448, with a significance value of 0.000 (< 0.05), which shows that public service motivation has a significant influence. A comparison with the direct effect, where the mediation effect is higher, shows that public service motivation is able to mediate. Among the existing categories, mediation is a partial mediation. Based on this, the proposed hypothesis 7 is accepted.

DISCUSSION

Organizational behaviour theory generally focuses on what people do in organizations and how their behaviour ultimately affects performance. Through these findings, several aspects were revealed. Theoretically, leadership behaviour is one of the keys to success in running an organization, where every action and decision can have an impact on work results. These findings confirm this, where the results of these findings reveal that leadership behaviour can encourage someone to improve the public services they provide to the community. In addition, these findings are also in line with organizational behaviour theory, where encouragement from organizational behaviour can create better performance. However, the test results show that the correlation value still tends to be small, which means that even though it has a positive influence, leadership behaviour is not a priority for driving employees to carry out services and improve performance.

According to attribution theory, a person interprets an event and the reason or cause of his behaviour, which also explains the process of determining the cause or motive of a person's behaviour (Gibson et al., 1994). The work environment is one of the reasons why someone behaves. This research reveals that the work environment plays an important role in shaping behaviour and creating expected work results. The high impact of the work environment means that it needs to receive more attention from stakeholders to support increased performance and encouragement to provide maximum service to the community. Public servants' motivation to reflect the value of employee enthusiasm can lead to improved performance. These findings show that public service motivation can strengthen existing work environment conditions to improve performance. Therefore, the important point of this study is to maintain a conducive work environment, both directly and indirectly, so that excellent service can be provided and produce better performance.

CONCLUSION

Improving performance not only requires behavioural aspects from leadership but is also determined by the good work environment created in the scope of work. Through this research, several conclusions can be drawn, including that leadership behaviour was found to have a significant influence on changes in public service motivation and employee performance. However, looking at the magnitude of influence, leadership behaviour

does not make a significant contribution to this change. Furthermore, the work environment was found to have an optimal impact on employee service motivation, where a conducive environment was felt to help employees provide optimal service. In addition, public service motivation also has a large contribution to changes in performance because performance is the end result of good public services provided.

The working environment concept that exists in public service agencies has been able to support the running of the service process so that it can support employees in providing better services to the public. Based on this, practitioners and related parties are expected to be able to maintain conducive working environment conditions, both directly and indirectly, related to employee freedom in carrying out their duties, providing resource support that can help them provide services, and support from superiors and co-workers needs to be improved. Such that the coordination climate can be improved. It is hoped that the recognition, unity, and creative support provided will support the creation of a work atmosphere that is in line with efforts to improve the performance expected by public service agencies.

Seeing the low influence that the leader's behaviour has on his subordinates, the leader needs to carry out an evaluation of himself and his subordinates to look at what aspects are obstacles so that his subordinates are not significantly affected. The role of task orientation, maintaining relationships with subordinates, development provided, and adhering to one's integrity needs to be revisited in order to maximize the behavior that should be shown so that followers can be influenced more deeply so that they can change their attitudes for the better.

Limitation and Future Research

This research is not free from limitations, which can be one way for future research to develop. One of the limitations of this research concerns the presentation of data, where the research data were taken using survey techniques that have limitations in presenting cross-sectional relationship analysis, where with cross-sectional data, changes that occur after data collection cannot be controlled; therefore, to identify existing changes, further research studies are needed to retest whether the relationship between the variables analyzed in this study has changed and also by using more accurate time-series data. Second, this research cannot explore more deeply the application of each variable studied through in-depth interviews with respondents; thus, information about the research variables is only obtained based on the research questionnaire. Finally, this research was limited to regional public service organizations, where conditions will be different from those of government agencies or other organizations. This can limit the ability to generalize research findings, especially to other governments, private agencies, or organizations. For this reason, it is hoped that further research can be tested on a wider scope so that the generalization of the findings of this research can be developed. Apart from that, further research can also add several variables, such as organizational support and satisfaction with public services, or test certain leadership styles to see the role of leadership in dynamic conditions.

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