

Public Service Motivation, Integrity, and Performance: A Mediation Analysis in Civil Registration Services

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Abstract

The persistently low quality of public services in Indonesia remains a critical issue, as highlighted by 2024 Indonesian Ombudsman data showing a high volume of public complaints, primarily concerning bureaucratic personnel behavior lacking public orientation and integrity. This study examines the influence of public service motivation and integrity on employee performance, with job satisfaction as a mediating variable, focusing on the Population and Civil Registration Office (Disdukcapil) in West Pasaman Regency. Adopting a quantitative, associative approach, the study surveyed 58 respondents selected via simple random sampling from a total population of 61 employees. Data were collected using a structured questionnaire based on a 5-point Likert scale and analyzed through path analysis. The findings indicate that both public service motivation and integrity significantly positively impact employee performance, directly and indirectly, through job satisfaction. Integrity emerged as the most influential factor affecting performance ($\beta = 0.934$; $R^2 = 0.873$), followed by job satisfaction ($\beta = 0.925$; $R^2 = 0.856$) and public service motivation ($\beta = 0.891$; $R^2 = 0.795$). This study underscores the urgent need for human resource development strategies emphasizing integrity and public service motivation while fostering a supportive work environment to enhance job satisfaction. By identifying key behavioral drivers of employee performance in local government institutions, the research contributes to the broader discourse on bureaucratic reform. It offers actionable insights for improving public service delivery in Indonesia.

Keywords:

integrity; job satisfaction; performance; public service motivation.

Introduction

Despite bureaucratic reforms implemented for over two decades, public service in Indonesia continues to face various challenges and problems. The low quality of public services remains a central issue confronting citizens, reflected in lengthy service times, convoluted procedures, and lack of transparency in service delivery processes (Dwiyanto, 2013). This condition is reinforced by the records of the Ombudsman of the Republic of Indonesia (2023), which documented many public complaint reports on public services, indicating high public dissatisfaction with the services provided by various government agencies. These findings indicate that public services remain predominantly oriented toward bureaucratic or official

needs rather than enhancing public interests (Haning, 2018). Therefore, public service improvements need to focus on enhancing public service motivation and strengthening the integrity of personnel to achieve better performance, particularly in strategic institutions such as the Population and Civil Registration Office of West Pasaman Regency.

The literature review on public service performance indicates that motivation and integrity are crucial in enhancing the quality of services delivered by bureaucratic personnel. As Perry, James, and Wise (1990) assert, public service motivation reflects an individual's predisposition to respond to motives oriented toward public interest. Zeithaml, Berry, and Parasuraman (1996) reveal that public service motivation positively correlates with government personnel performance. Meanwhile, Syamsir (2020) states that integrity is a solution to reduce corrupt behaviour and improve performance among bureaucrats or civil servants in Indonesia. This is reinforced by (Putra et al. (2022), who demonstrate that integrity becomes a critical factor in developing integrity zones within government institutions. Furthermore, empirical evidence suggests that job satisfaction represents a crucial mediating variable in enhancing employee performance. Colquitt et al. (2012) describe job satisfaction as a positive emotional state resulting from employees' job assessment, which can influence performance. Nevertheless, gaps remain in understanding how public service motivation and integrity influence performance through employee job satisfaction, particularly at the Department of Population and Civil Registration of West Pasaman Regency.

Recent evidence indicates declining public trust in bureaucratic personnel amid intensive implementation of bureaucratic reforms. In West Pasaman Regency, public service issues are reflected in the unfulfilled targets for e-ID card issuance for citizens. Field data indicates that approximately 10.75% of citizens have not yet registered for e-ID cards, suggesting suboptimal institutional performance (Saputra & Fajri, 2020). Additionally, in practice, the processing time for population documents that should be completed within 1-24 hours, according to the Minister of Home Affairs Regulation No. 19 of 2018, still requires several weeks. Candana and Ali (2024) reveals that employee job dissatisfaction impacts decreasing performance, as reflected in numerous errors in document preparation and ineffective use of work time. These phenomena indicate the need for a comprehensive approach to understanding the dynamics of public service motivation, integrity, job satisfaction, and performance of public service personnel, particularly at the Population and Civil Registration Office of West Pasaman Regency.

This research aims to analyze the influence of public service motivation and integrity on performance through job satisfaction among employees of the Department of Population and Civil Registration of West Pasaman Regency. More specifically, this study intends to (1) identify the contribution of public service motivation to employee job satisfaction, (2) analyze the influence of integrity on employee job satisfaction, (3) examine the simultaneous effect of public service motivation and integrity on employee job satisfaction, (4) assess the influence of job satisfaction on employee performance, and (5) investigate the role of job satisfaction as a mediating variable in the relationship between public service motivation and integrity with employee performance. Kalsum (2022) in her research found that communication competence significantly correlates with the performance of the State Civil Apparatus, highlighting the importance of communication aspects in supporting public service functions. These objectives are significant considering the limited comprehensive studies linking these four variables in the context of public service in Indonesia, particularly in strategic agencies with direct public contact, such as the Department of Population and Civil Registration of West Pasaman Regency (Luthans, 2006; Wibowo, 2011).

Based on a comprehensive theoretical and empirical review, this research hypothesises that public service motivation and integrity positively and significantly influence employee performance directly and through job satisfaction as a mediating variable. The main argument underlying this hypothesis is that employees with high public service motivation and integrity tend to adhere closely to service values, derive intrinsic satisfaction from their work, and enhance performance (Perry et al., 1990; Yolanda & Syamsir, 2020). In line with this, Darmawan and Mardikaningsih (2021) affirm that integrity, reflected in employees' honesty, commitment, and consistency, is crucial in driving optimal performance. Saiin and Nurqamarani (2023) in their study on transformational leadership types, also emphasis that leadership factors upholding integrity significantly influence employee performance. Initial findings from Nelson and Quick (2006) strengthen this argument by demonstrating that employee motivation and integrity affect dimensions of job satisfaction such as salary, work, promotion, supervision, and colleagues. Furthermore, this research proposes a path analysis model to test exogenous variables' direct and indirect effects on endogenous variables, thus comprehensively revealing the complexity of relationships among variables.

The urgency of this research lies in its contribution to developing a comprehensive and sustainable model for strengthening public service personnel performance, particularly at the Population and Civil Registration Office of West Pasaman Regency. Unlike previous research that tended to examine these variables separately, this research offers novelty through path analysis that integrates public service motivation, integrity, job satisfaction, and performance into one coherent analytical model. This approach is important for providing a more complete understanding of how these factors influence each other within the context of Indonesian bureaucracy. Additionally, this research is set in the Population and Civil Registration Office, which represents the frontline of public service with direct community contact, ensuring that research findings can provide practical contributions to improving public service quality. The implications of this research are expected to form the basis for developing more effective human resource management policies oriented toward enhancing public service motivation, strengthening integrity, increasing job satisfaction, and optimizing employee performance. Therefore, further research using mixed-method and longitudinal approaches is necessary to obtain a more comprehensive understanding of the dynamics of these variables in the context of Indonesian bureaucratic reform, particularly at the Population and Civil Registration Office of West Pasaman Regency.

Method

This research employs an associative quantitative approach to examine relationships between the variables under study: public service motivation, employee integrity, job satisfaction, and employee performance. The associative approach enables researchers to assess the strength and direction of relationships between variables (Sugiyono, 2016; Frinaldi et al., 2023). This research also explores job satisfaction as a mediator between public service motivation and employee integrity regarding employee performance at the Population and Civil Registration Office of West Pasaman Regency.

The population in this study consists of all 61 employees of the Population and Civil Registration Office of West Pasaman Regency. The sampling technique employs the simple random sampling method with Slovin's formula at a 3% error rate, yielding a sample of 58 respondents. This technique was selected to ensure that the sample accurately represents the proportion of employees at the Population and Civil Registration Office of West Pasaman Regency. Respondents selected for the sample are employees who have worked for at least one year and are directly involved in providing services to the public.

The data used in this research consists of primary and secondary data. Primary data was collected through questionnaire distribution to respondents meeting the criteria. The questionnaire employs a 5-point Likert scale, from strongly disagree to strongly agree, to measure employee perceptions of public service motivation, integrity, job satisfaction, and performance. Secondary data was obtained from various sources, such as government reports, statistical data, and relevant literature, to enrich the analysis. Before implementation, research instruments were tested for validity and reliability. The validity test was conducted using item-total correlation (Pearson Product Moment). In contrast, the reliability test was performed with Cronbach's Alpha coefficient, where Cronbach's Alpha values greater than 0.70 indicate that the instruments used are reliable.

Data analysis was conducted using path analysis with SPSS (Statistical Package for the Social Sciences) version 23.0 software. This analysis includes multiple linear regression tests to examine the direct influence of public service motivation and employee integrity on job satisfaction and employee performance, as well as to test the role of job satisfaction as a mediator in the relationship between public service motivation and employee integrity on employee performance. Classical assumption tests, such as multicollinearity, heteroscedasticity, normality, and autocorrelation, were performed to ensure the data meets linear regression assumptions. The Sobel test was also used to test the significance of job satisfaction's mediating role in the research model. The research conceptualization is depicted in Figure 1 below:

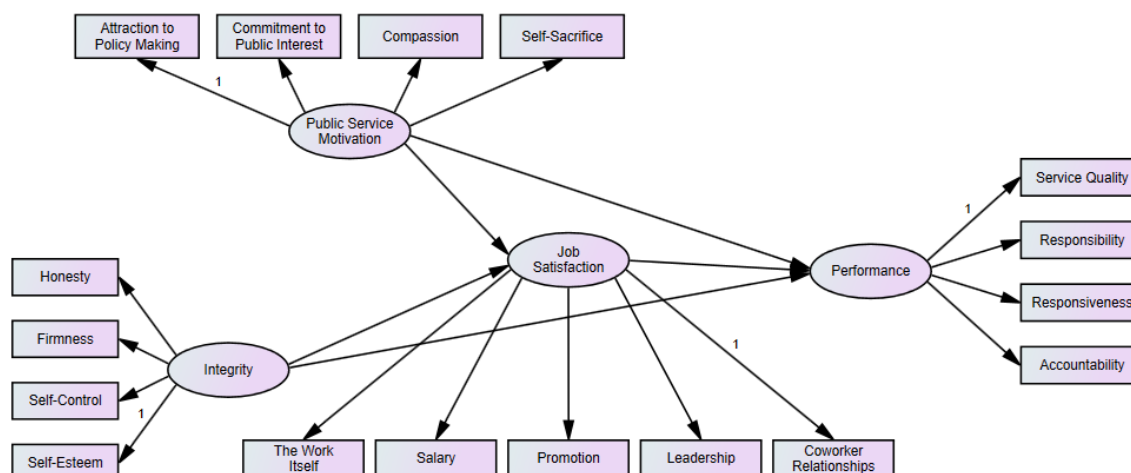


Figure 1. Conceptual framework of the research

Source: Compiled by the authors

This research seeks to comprehensively understand the relationships between public service motivation, employee integrity, job satisfaction, and employee performance at the Population and Civil Registration Office of West Pasaman Regency, both directly and through mediating variables as structured in the conceptual framework above. The research results are expected to provide empirical insights that can be used to enhance policies related to improving public service quality and employee performance, particularly at the Population and Civil Registration Office of West Pasaman Regency, which plays a strategic role in serving the administrative population needs of the community.

Results and Discussion

Descriptive Analysis of Respondents' Demographic Characteristics

The data analysis in the initial section of this research presents a descriptive analysis of respondent characteristics that portrays the demographic profile according to the established sample. This analysis provided a comprehensive overview and detailed information regarding the distribution of the sample participating in the research. Descriptive data collection on respondent characteristics was implemented through questionnaire distribution to the Population and Civil Registration Office of West Pasaman Regency employees. As shown in Table 1, respondents' demographic data includes information on gender, age group, marital status, employment status, length of service, and education level. These demographic characteristics serve as an essential foundation for understanding the context and background of respondents involved in the research, enabling a deeper interpretation of the research findings.

Table 1. Respondent Characteristics

Respondent Characteristics		Frequency	Percentage
Gender	Male	19	33
	Female	39	67
	Amount	58	100
Age	< 25 Years	11	19
	26-35 Years	32	55
	36-45 Years	12	21
	46-55 Years	3	5
	> 56 Years	0	0
	Amount	58	100
	Amount	58	100
Marital Status	Unmarried	19	33
	Married	31	53
	Widower/Widow	8	14
	Amount	58	100
Employment Status	Civil Servant	21	36
	Regional Honorary Staff	3	5
	Daily Worker	34	59
	Amount	58	100
Length of Service	<5 Years	22	38
	6-15 Years	27	46
	16-25 Years	5	9
	26-35 Years	1	2
	>36 Years	3	5
	Amount	58	100
Education Level	High School	10	17
	Academy/Diploma	3	5
	Bachelor's Degree	44	76
	Master's Degree	1	2
	Doctoral Degree	0	0
	Specialist/Professional	0	0
	Other	0	0
	Amount	58	100

Source: Data Analysis, 2025

Table 1 presents an overview of the demographic characteristics of research respondents at the Population and Civil Registration Office of West Pasaman Regency. Most respondents are dominated by female employees (67%) compared to males (33%). In terms of age, most respondents are in the productive age group of 26-35 years (55%), followed by the age group of 36-45 years (21%) and below 25 years (19%), while only a small percentage are aged 46-55 years (5%). Based on marital status, 53% of respondents are married, 33% are unmarried, and 14% are widowed/divorced. Regarding employment status, Daily Workers dominate with a proportion of 59%, followed by Civil Servants (36%) and Regional Honorary Staff (5%). In terms of length of service, most respondents have worked for 6-15 years (46%) and less than 5 years (38%), while the remainder are distributed across 16-25 years of service (9%), more than 36 years (5%), and 26-35 years (2%). Regarding education level, most respondents have a bachelor's degree background (76%), followed by high school (17%), an Academy/Diploma (5%), and a master's degree (2%). These demographic characteristics provide an essential context for understanding the profile of employees involved in population and civil registration services in West Pasaman Regency.

Hypothesis Testing

The next test is the research hypothesis test using t-values with a significance level 0.05. The testing was conducted through the Coefficients output in the SPSS program, where the t-value is used to determine whether the hypothesis is accepted or rejected. T-statistics represent a value used to observe the significance level in hypothesis testing by calculating the T-statistics value through the bootstrapping procedure. In hypothesis testing, results can be considered significant when the T-statistics value is greater than 1.96 or the probability value (Sig.) ≤ 0.05 , whereas if the T-statistics value is less than 1.96 and the probability value (Sig.) ≥ 0.05 , then it is considered not significant (Ghozali, 2006).

Table 2. Hypothesis Test Results

No.	Variables	R Square	t-value	Sig.	Standardized Coefficients (Beta)
1.	Public Service Motivation → Employee Satisfaction	0.908	23.553	.000	0.953
2.	Employee Integrity → Employee Satisfaction	0.723	12.079	.000	0.850
3.	Public Service Motivation → Employee Performance	0.795	14.715	.000	0.891
4.	Employee Integrity → Employee Performance	0.873	19.645	.000	0.934
5.	Employee Satisfaction → Employee Performance	0.856	18.227	.000	0.925

Source: Data Analysis, 2025

Based on the results of the research hypothesis testing conducted through regression analysis (Table 2), the following relationships between research variables are presented:

1. Influence of Public Service Motivation on Job Satisfaction. The R Square value of 0.908 indicates that public service motivation can explain 90.8% of the variation in employee job satisfaction. The standardized beta coefficient value of 0.953 with a significance of 0.000 ($p < 0.05$) indicates that public service motivation positively and significantly affects employee job satisfaction. This means that the higher the motivation of public service employees, the higher their job satisfaction.

2. Influence of Integrity on Job Satisfaction. The analysis results show an R Square value of 0.723, which means that employee integrity can explain 72.3% of the variation in job satisfaction. The standardized beta coefficient value of 0.850 with a significance of 0.000 ($p < 0.05$) proves that employee integrity positively and significantly affects job satisfaction. Thus, the higher the integrity employees possess, the higher the job satisfaction experienced.
3. Influence of Public Service Motivation on Employee Performance. The R Square value of 0.795 indicates that public service motivation can explain 79.5% of the variation in employee performance. The standardized beta coefficient of 0.891 with a significance of 0.000 ($p < 0.05$) indicates that public service motivation positively and significantly affects employee performance. This finding confirms that the higher the employees' public service motivation, the better the performance produced.
4. Influence of Integrity on Employee Performance. The analysis results show an R Square value of 0.873, which means that employee integrity can explain 87.3% of the variation in employee performance. The standardized beta coefficient value of 0.934 with a significance of 0.000 ($p < 0.05$) proves that employee integrity positively and significantly affects employee performance. Thus, the higher the integrity employees possess, the better the performance demonstrated.
5. Influence of Job Satisfaction on Employee Performance. The R Square value of 0.856 indicates that job satisfaction can explain 85.6% of the variation in employee performance. The standardized coefficient value of 0.925 with a significance of 0.000 ($p < 0.05$) indicates that job satisfaction positively and significantly affects employee performance. This means that the higher the job satisfaction experienced by employees, the better the performance produced.

Table 3. Hypothesis Test Results of Mediation Effects

No	Variables	Unstandardized Coefficients	Std. Error	Test Statistic	P-Value	Conclusion
1.	Public Service Motivation → Employee Satisfaction → Employee Performance	0.541	0.023	3.042	0.002	Public Service Motivation → Employee Satisfaction → Employee Performance* (Significant Effect)
2.	Employee Integrity → Employee Satisfaction → Employee Performance	0.385	0.032	2.972	0.003	Employee Integrity → Employee Satisfaction → Employee Performance* (Significant Effect)
		0.529	0.193			

*Sobel Test Partial Mediated
Source: Data Analysis, 2025

Table 3 presents the results of hypothesis testing, examining the effects of mediation. Hypothesis testing for influences through mediating variables yields the following results:

1. Mediation Effect of Job Satisfaction on the Relationship between Public Service Motivation and Employee Performance. The Sobel test results show a test statistic value of 3.042 with a p-value of 0.002 ($p < 0.05$). The unstandardized coefficient value for the path from public service motivation to job satisfaction is 0.541, and the path from job satisfaction to employee performance is 0.529. These results prove that job satisfaction significantly mediates between public service motivation and employee performance. This indicates that public service motivation has a direct effect on employee performance and an indirect impact through increased job satisfaction.
2. Mediation Effect of Job Satisfaction on the Relationship between Integrity and Employee Performance. The Sobel test results show a test statistic value of 2.972 with a p-value of 0.003 ($p < 0.05$). The unstandardized coefficient value for the path from employee integrity to job satisfaction is 0.385, and the path from job satisfaction to employee performance is 0.529. These results prove that job satisfaction is a significant mediator in the relationship between employee integrity and performance. Thus, employee integrity not only has a direct effect on employee performance but also has an indirect effect through increased job satisfaction.

Influence of Public Service Motivation on Employee Job Satisfaction

The analysis results indicate that public service motivation positively and significantly affects employee job satisfaction at the Population and Civil Registration Office of West Pasaman Regency, with a beta coefficient of 0.953 and an R Square of 0.908. This means that public service motivation can explain 90.8% of the variation in employee job satisfaction, while the remaining 9.2% is influenced by factors not examined in this study. This finding supports the theory proposed by Perry et al. (1990), which states that individuals with high public service motivation tend to have higher job satisfaction due to the alignment between their values and the values of public organizations. When employees have strong intrinsic motivation to serve the community, they derive satisfaction from work that enables them to contribute to the public interest.

The results of this study align with research conducted by Miao et al. (2019), which found that public service motivation contributes significantly to employee job satisfaction in the public sector. They explained that public service motivation creates value alignment between employees and the organization, enhancing job satisfaction. Furthermore, Liu, Tang, and Yang (2015) also revealed that when employees have high public service motivation, they tend to feel more satisfied with their jobs due to the sense of achievement gained from serving the public interest. In the context of the Population and Civil Registration Office of West Pasaman Regency, the strong influence of public service motivation on job satisfaction can be explained by job characteristics that provide direct opportunities for employees to serve the community in terms of population and civil registration services, which are basic administrative needs. Bellé & Cantarelli (2018) affirm that when public employees have direct opportunities to see the positive impact of their work on society, their level of job satisfaction tends to increase. Employees with high public service motivation derive intrinsic satisfaction when they can provide services that benefit the community.

Influence of Employee Integrity on Employee Job Satisfaction

The analysis results indicate that employee integrity positively and significantly affects employee job satisfaction at the Population and Civil Registration Office of West Pasaman Regency, with a beta coefficient value of 0.850 and an R Square of 0.723. This means that employee integrity can explain 72.3% of the variation in employee job satisfaction, while the

remaining 27.7% is influenced by factors not examined in this study. This finding supports the perspective proposed by Palanski and Yammarino (2011), which states that integrity plays a vital role in creating a positive and trusting work environment. Integrity, reflected in the consistency between words and actions, honesty, and adherence to ethical principles, creates a positive work environment, enhancing job satisfaction.

The results of this study are consistent with research conducted by Vogelgesang, Leroy, and Avolio (2013), which found that leader and employee integrity contribute to increased job satisfaction by creating a transparent and trusting work environment. Employees who operate in an environment that upholds integrity tend to feel more secure and satisfied with their jobs. Furthermore, Prottas's (2013) research also shows that workplace integrity reduces stress and increases job satisfaction. In the context of the Population and Civil Registration Office of West Pasaman Regency, tasks related to population data and civil registration require a high level of integrity as they involve citizens' personal information. Caillier (2021) affirms that when public employees deal with sensitive tasks such as managing personal data, integrity becomes an essential element that meets job requirements and provides job satisfaction through strengthening professional identity. Employees who uphold integrity tend to feel more proud of their work and satisfied with their contribution to society.

Influence of Public Service Motivation on Employee Performance

The analysis results indicate that public service motivation positively and significantly affects employee performance at the Population and Civil Registration Office of West Pasaman Regency, with a beta coefficient value of 0.891 and an R Square of 0.795. This means that public service motivation can explain 79.5% of the variation in employee performance, while the remaining 20.5% is influenced by factors not examined in this study. This finding aligns with the theory proposed by Perry et al. (1990), which predicts that individuals with high public service motivation tend to demonstrate better performance in public sector organizations. When employees have strong intrinsic motivation to serve the public interest, they tend to exert extra effort in their work, enhancing performance.

The results of this study are consistent with a meta-analysis conducted by Ritz, Brewer and Neumann (2016), which found a positive and significant relationship between public service motivation and individual performance across various contexts of public organization. They concluded that public service motivation encourages employees to work beyond minimal expectations and provide high-quality services. Furthermore, Campbell (2018) also found that employees with high public service motivation demonstrate higher performance levels in community service due to the alignment between their personal values and organizational goals. In the context of the Population and Civil Registration Office of West Pasaman Regency, population and civil registration services are basic services that directly address community needs. Van Loon et al. (2018) explain that employees with high public service motivation tend to demonstrate optimal performance when they can see the direct impact of their work on community welfare. The job characteristics at the Population and Civil Registration Office that enable employees to interact directly with the community and provide services that impact the fundamental administrative rights of citizens become driving factors for the performance of employees with high public service motivation.

Influence of Employee Integrity on Employee Performance

The analysis results indicate that employee integrity positively and significantly affects employee performance at the Population and Civil Registration Office of West Pasaman Regency, with a beta coefficient value of 0.934 and an R Square of 0.873. This means that

employee integrity can explain 87.3% of the variation in employee performance, while the remaining 12.7% is influenced by factors not examined in this study. This finding supports the argument proposed by Simons (2002), which states that integrity, reflected in the consistency between words and actions, honesty, and adherence to ethical principles, is an essential determinant of employee performance. When employees uphold integrity, they tend to work with high moral standards and demonstrate better performance.

The results of this study align with research conducted by Palanski and Yammarino (2011), which found a positive relationship between integrity and individual performance in organizations. They explain that integrity creates credibility and trust, which in turn increases task completion effectiveness. Furthermore, research by Engelbrecht, Heine, and Mahembe (2017) confirms that integrity is vital in improving employee performance by creating an ethical and supportive work environment. In the context of the Population and Civil Registration Office of West Pasaman Regency, tasks related to population data and civil registration require high accuracy and confidentiality. Caillier (2021) affirms that integrity becomes crucial for employee performance in tasks involving sensitive information that directly impacts community interests. Employees who uphold integrity tend to perform better in managing population data and civil registration because they carry out tasks with high ethical standards and responsibility for data accuracy and confidentiality.

Influence of Job Satisfaction on Employee Performance

The analysis results indicate that job satisfaction positively and significantly affect employee performance at the Population and Civil Registration Office of West Pasaman Regency, with a beta coefficient value of 0.925 and an R Square of 0.856. This means that job satisfaction can explain 85.6% of the variation in employee performance, while the remaining 14.4% is influenced by factors not examined in this study. This finding aligns with the theoretical model proposed by Judge et al. (2001), which states that job satisfaction is a significant predictor of employee performance. Employees who feel satisfied with their jobs tend to demonstrate positive attitudes and behaviors that contribute to improved performance.

The results of this study are consistent with the meta-analysis conducted by Judge et al. (2001), which found a positive correlation between job satisfaction and performance ($r = 0.30$). Furthermore, Rayton and Yalabik (2014) also confirm that job satisfaction positively influences performance through increased work engagement. They explain that when employees feel satisfied with their jobs, they tend to show higher levels of engagement, which in turn enhances performance. In the context of the Population and Civil Registration Office of West Pasaman Regency, job characteristics that require direct interaction with the community and significant responsibility for population data accuracy make job satisfaction a critical factor for employee performance. Knies, Leisink, and van de Schoot (2020) affirm that in service-oriented public organizations, job satisfaction becomes increasingly important for employee performance due to the high emotional demands in interactions with the community. Employees who are satisfied with their jobs tend to demonstrate extra-role behaviors and provide high-quality services to the community.

Influence of Public Service Motivation on Performance through Job Satisfaction

The mediation test results show that job satisfaction significantly mediates public service motivation and employee performance at the Population and Civil Registration Office of West Pasaman Regency. This is evidenced by a test statistic value of 3.042 and a p-value of 0.002 ($p < 0.05$) in the Sobel test. The unstandardized coefficient value for the path from public service motivation to job satisfaction is 0.541, and the path from job satisfaction to employee

performance is 0.529. This finding supports the theoretical model proposed by Homberg, McCarthy, and Tabvuma (2015), which states that public service motivation influences performance through increased job satisfaction. They argue that employees with high public service motivation tend to feel more satisfied with jobs that allow them to serve the community, enhancing performance.

The results of this study are consistent with research conducted by Kim (2012), which found that job satisfaction mediates the relationship between public service motivation and organizational performance. He explains that public service motivation enhances job satisfaction through fulfilling affiliation and self-actualization needs, contributing to improved performance. Furthermore, Campbell and Im (2016) also confirm the mediating role of job satisfaction in the relationship between public service motivation and employee performance in the public sector. In the context of the Population and Civil Registration Office of West Pasaman Regency, high public service motivation makes employees derive intrinsic satisfaction from work that allows them to serve the community's administrative needs. Van Loon et al. (2018) affirm that employees with high public service motivation tend to feel more satisfied when they can see the direct impact of their work on community welfare, which in turn enhances their performance in providing high-quality services.

Influence of Employee Integrity on Performance Through Job Satisfaction

The mediation test results show that job satisfaction significantly mediates between employee integrity and employee performance at the Population and Civil Registration Office of West Pasaman Regency. This is evidenced by a test statistic value of 2.972 and a p-value of 0.003 ($p < 0.05$) in the Sobel test. The unstandardized coefficient value for the path from employee integrity to job satisfaction is 0.385, and the path from job satisfaction to employee performance is 0.529. This finding supports the argument proposed by Palanski and Yammarino (2011), which states that integrity influences performance through increased job satisfaction. They argue that integrity creates a positive and trusting work environment, enhancing job satisfaction and employee performance.

The results of this study are consistent with research conducted by Prottas (2013), which found that leader and employee integrity positively influences performance through increased job satisfaction and reduced stress. He explains that integrity creates a transparent and supportive work environment, enhancing job satisfaction and performance. Furthermore, research by Engelbrecht et al. (2017) confirms that leader and employee integrity contributes to increased job satisfaction, positively impacting employee performance. In the Population and Civil Registration Office of West Pasaman Regency context, high employee integrity creates an ethical and trusting work environment, enhancing employee job satisfaction. Caillier (2021) affirms that in public organizations handling sensitive information such as population data, employee integrity becomes a crucial factor that enhances job satisfaction and performance through strengthening professional identity and public trust.

Conclusion

This study directly addresses the question of what factors enhance employee performance in the public sector by demonstrating that integrity, public service motivation, and job satisfaction significantly influence performance at the Population and Civil Registration Office of West Pasaman Regency, with integrity exerting the most substantial effect ($\beta = 0.934$). Importantly, job satisfaction is a key mediator, linking motivation and integrity to performance and offering a more integrative public sector employee behavior model than previous fragmented approaches. These findings suggest that public institutions

should prioritize integrity and service-oriented values in recruitment, build ethical organizational cultures, and implement performance-based reward systems to enhance employee satisfaction and public service outcomes. However, the study's cross-sectional design and focus on a single agency limit its generalizability and causal inferences. Future research should adopt longitudinal methods to examine the stability and evolution of these relationships over time and expand the study to various public institutions across diverse regions to validate and refine the proposed model in different organizational and cultural contexts.

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