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The Effect of Public Service Motivation on Integrated Administration Services at District Level of Government

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Abstract. This article seeks to analyze the effect of public service motivation on district integrated administration service (PATEN) at Simpang Raya District in Banggai Regency, Central Sulawesi Province. Many researches only analyzed the outcomes of public service motivation and performance. Meanwhile, this article focuses on investigating the association between public service motivation based on Perry's theory involved four dimensions, such as attractive in public policy making, attractive commitment to public duties, compassion, and self sacrifice toward district integrated administration service by using the theory of Individual Work Performance (IWP) consisting of three dimensions, namely, task performance, performance contextual, and counterproductive behavior. The research approach is quantitative by means of a survey conducted over 195 samples which are gained by using purposive technique. Uses data are analyzed using structural equation modelling. The research findings show that public service motivation is significantly influenced towards the district integrated administration service (PATEN) at Government of Simpang Raya District in Banggai Regency, Central Sulawesi Province. The results of this research confirmed that Public Service Motivation theory found that value of CMIN = 406.681, Significance = 0,00001, Df = 221, Ratio = 1.840, PCFI = 0.655, PNFI = 0.517, and RMSEA = 0.066. The most influential indicators of public service motivation are (1) commitment to civic duties (0.94); (2) self sacrifice (0.83); (3) compassions (0.79); and (4) attractive to public policy making (0.38). The public service motivation variable is estimated to gain by approximately 44,6% to district integrated administration service (PATEN) at government of Simpang Raya District in Banggai Regency, Central Sulawesi Province.

Keywords: public service motivation, district integrated administration service

Abstrak. Artikel ini bertujuan untuk menganalisis pengaruh motivasi layanan publik terhadap pelayanan administrasi terpadu kabupaten (PATEN) di Kecamatan Simpang Raya di Kabupaten Banggai, Provinsi Sulawesi Tengah. Banyak penelitian hanya menganalisis hasil dari motivasi dan kinerja pelayanan publik. Sementara itu, artikel ini berfokus untuk menyelidiki hubungan antara motivasi layanan publik berdasarkan teori Perry yang melibatkan empat dimensi, seperti menarik dalam pembuatan kebijakan publik, komitmen terhadap tugas publik, kasih sayang, dan pengorbanan diri terhadap layanan administrasi terpadu kabupaten dengan menggunakan teori Individual Work Performance (IWP) atau Kinerja Kerja Individu yang terdiri dari tiga dimensi, yaitu kinerja tugas, kinerja kontekstual, dan perilaku kontraproduktif. Pendekatan penelitian ini adalah kuantitatif melalui sebuah survei atas 195 responden yang diperoleh dengan menggunakan teknik purposive. Data dianalisis menggunakan pemodelan persamaan struktural (Structural Equation Modelling). Hasil penelitian menunjukkan bahwa motivasi pelayanan publik sangat dipengaruhi oleh pelayanan administrasi terpadu kabupaten (PATEN) di Kecamatan Simpang Raya di Kabupaten Banggai, Provinsi Sulawesi Tengah. Hasil penelitian ini menegaskan bahwa teori Motivasi Pelayanan Publik menemukan bahwa nilai CMIN = 406.681, Signifikansi = 0,00001, Df = 221, Ratio = 1,840, PCFI = 0,655, PNFI = 0,517, dan RMSEA = 0,066. Indikator yang paling berpengaruh dari motivasi layanan adalah (1) komitmen terhadap kewajiban sipil (0,94); (2) pengorbanan diri (0,83); (3) belas kasihan (0,79); dan (4) menarik untuk pembuatan kebijakan publik (0,38). Variabel motivasi layanan publik diperkirakan sekitar 44,6% untuk layanan administrasi terpadu kabupaten (PATEN) di Kecamatan Simpang Raya di Kabupaten Banggai, Provinsi Sulawesi Tengah.

Kata kunci: motivasi layanan publik, layanan administrasi terpadu kabupaten

INTRODUCTION

By Law Number 23 Year 2014 on local Government, article 209 paragraph (2) stipulates the Regency/Municipal Registry consisting of a) the local secretariat; b) the DPRD secretariat; c) inspectorate; d) the service; e) the agency; and f) districts. Furthermore, in Government Regulation No. 4/2010 concerning Guidelines for District. District integrated administration services (PATEN) is termed in the Article 1 paragraph (4) that the District. District integrated administration services (hereinafter abbreviated as PATEN) is the provision of public services in the district from the

stage of application to the publication of documents in one place. The district integrated administration service consists of a) licensing services; b) non-licensing services. Then it is mentioned that the purpose of PATEN is to realize the district as a community service center and serve as a service node for integrated office/service agency in the regency/city. PATEN has an aim to improve the quality and bring the service to the community.

The efforts to improve public services in the district integrated administration service (PATEN) at Simpang Raya District, Banggai Regency, has been done continually by the Simpang Raya District Government, as a fact

described that there are some efforts to improve the quality of public services, meanwhile it did not seem like benefits to changes and improvements including ineffective and inefficient in public service. Islamy (2006) argued that every, type, product, process and quality of services provided by the government must be available and accessible and provided equitably and equitably to all members of the community without exception.

The current phenomena show that the district integrated administration services were still required improvement or development, especially in the level of personnel performance. Public service motivation has increasingly been accepted as a central construct in public personnel management and public HRM research (Vandenabeele & Ban, C., 2009), the dominant thrust of empirical research has been directed towards examining the prevalence of PSM among public sector employees (Leisink & Steijn, 2009). Public services that seemed ineffective and inefficient are mostly caused by employees or apparatus from district, village, and village levels have not been highly motivated in providing public services.

According to Perry and Hondeghem (2008), there is some evidences in the public organization describe the tendency of prosocial motivations that have a positive impact on employee performance. Public service motivation is the motivation of the organization which then made the guidance for the individual to serve for the needs of society, nation, country, or humanity more successful. Brewer et al., (2000) revealed that some individuals have strong norms and emotions to serve the public sector. This public service motivation or ethics is seen to attract certain individuals to serve in the public sector and help to realize work behavior consistent with the public interest. Perry and Wise (1990) suggested that governments need to reframe the solution of employee motivation problems to focus more on improving employee-based public service motivation or public service motivation. Perry and Wise (1990) as the pioneer of public service motivation defined that public service motivation (PSM) as an individual's tendency to respond to motives that are uniquely and typically present in public institutions referring to psychological needs. Furthermore, Perry and Wise (1990) showed that when compared to employees in the private sector, employees working in the public sector place more emphasis on intrinsic rewards and job benefits when serving the public and the public interest.

Perry, Hondeghem, and Wise (2010) has conducted their research and found that the continuous failure of bureaucracy in setting up public service budget schemes adopted from the private sector since 1970 is largely due to the lack of public service motivation. The phenomenon of public service motivation is relatively low in which it can be seen from the behavior of employees in the current government bureaucracy. Behaviors of employees who are less motivated in working, less empathetic, disorganized, do not follow the standard operational procedures established has been caused by the performance of public services getting the worse. The facts proved that government bureaucratic behavior lacks of public service motivation that was responsive to public demands. According to Weber, stated that basically the bureaucracy should have more opportunity to serve the public interest through the principles and functions of the specialization of work based on the stated

purpose. Furthermore, he explained that the performance of individuals within the organization is directed to be more useful by tasks specialization and always learn more and more (Weber, 1946). Based on these studies, it attracted the attention of some experts conducted the research on the public service motivations (Perry and Hondeghem, 2008). Lunenburg (2011) also explained that the theory of public service motivation was a research on employee motivation in providing public service to public sector or public organization. The research findings shows that group goals have a strong influence towards the performance of public services within the organization group. Individual goals can also improve group performance but should be used with caution in groups as there is interdependence between individuals and organizations. Lunenburg (2011) suggested that future research might explore the role of multilevel goals for performance groups in more detail, especially in the public service motivations. Perry, Hondeghem, and Wise (2010) defined that public service motivation was one of the elements oriented public service emphasized on meaning and goals which should be achieved as a form of drivers' efforts in achieving the organizational goals.

The public service motivations can also be found in private organizations, even those requiring extra-role behavior, perhaps when they see that their organizational culture emphasizes the prioritization of service values in accordance with the wishes of service users and for communities more broadly (Steen, 2008). In measuring the public service motivation, Perry and Wise (1990) argued that to measure organizational values in public service motivation can be known from the four dimensions of variabel such as 1) attracting in public policy making; 2) commitment to public interest and civic duties is the motive or desire to serve the public interest that can be in the form of individual interest in a particular program or public service. The indicator is an attitude of affection or a sincere belief in the public interest; 3) compassion is the desire to help others. It means that the motive includes the nature of the interests of others or altruism. The indicator is the concern of sharing feelings to other people's feelings or compassions, full care to customers; moral conviction, and other prosocial desires; 4) self-sacrifice is an attitude of love to the land of water or patriotism. The indicators are responsibility to duties, loyalty to the State, and willingness to sacrifice.

Based on some previous descriptions and empirical research, it is interesting for researchers to analyze more deeply about the influence of public service motivation to district integrated administration service (PATEN). So then, the problems of this research can be formulated is that "how does public service motivation affected the district integrated administration services of Government of Simpang Raya District in Banggai Regency, Central Sulawesi Province? This research investigates the association between the public service motivation and the district integrated administration services. In order to find the effect between variables, so each variables will be analyzed quantitative by using the structural equation modeling.

RESEARCH METHODS

This research used quantitative approach by using

survey methods. The research population has used all government officials of Simpang Raya District, consisted of 10 villages, and the village advisory body (Badan Permusyawaratan Desa, BPD). The sampling technique is using purposive technique (Sugiyono, 2010), and data were gained through questionnaires of public service motivation which has been developed by Perry and Wise (1990). Data were analyzed using quantitative techniques which using structural equation modelling, and

to measure the perceptions of respondents using Likert scale (Creswell, 2011) from the highest scale of respondents choice is strongly agree (4) to the lowest one is disagree (1). The questionnaires in this research based on the analysis of the theory of Public Service Motivation (Perry, 1996) of four dimensions used to determine the perception of respondents about the public service motivations. Indicators of PSM (public service motivation) four dimensions are presented in Table 1.

Table 1. Indicators of Public Service Motivation

Number	Indicators	Dimensions
PSM 1	I am interested in making public programs that are beneficial for my country or the community I belong to	Attractive in Public Policy Making
PSM 2	Sharing my views on public policies with others is attractive to me	
PSM 3	Seeing people get benefits from the public program I have been deeply involved in brings me a great deal of satisfaction	
PSM 4	I consider public service my civic duty	Commitment to the public interest
PSM 5	Meaningful public service is very important to me	
PSM 6	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests	
PSM 7	It is difficult for me to contain my feelings when I see people in distress	Compassion
PSM 8	I am often reminded by daily events how dependent we are on one another	
PSM 9	I feel sympathetic to the plight of the underprivileged	
PSM 10	To me, patriotism includes seeing to the welfare of others	Self-sacrifice
PSM 11	Serving other citizens would give me a good feeling even if no one paid me for it	
PSM 12	Making a difference in society means more to me than personal achievements	
PSM 13	I am prepared to make enormous sacrifices for the good of society	
PSM 14	I believe in putting duty before the interest of individual	

Source: Perry (1996).

Based on the research problem and the literatur review, so then the research hypothesis can be formulated, as H1: The public service motivation has positive effect towards the district integrated administration services (PATEN) at Government of Simpang Raya District in Banggai Regency, Central Sulawesi Province.

RESULTS AND DISCUSSION

The implementation of district integrated administration services (PATEN) was still a major concern of the Simpang Raya district government and other district governance in Indonesia as generally. Various efforts have been done to carry out public services in the field of licensing and non-licensing services. However, the results of the study indicate that the district integrated administration services of Government of Simpang Raya District have not been suitable with the people needs and interest. The items in the questionnaires submitted to the respondents are several criteria related to PATEN in the implementation of the district integrated administration service in accordance with the Minister of Home Affairs Regulation No. 4 of 2010 concerning the district integrated administration services (PATEN), which has followed by Decree of the Minister of Home Affairs

Number 238-270 about Technical Guidelines District Integrated Administration Service (PATEN).

In the process of analyzing a research model, various stages are performed to test the quality of data as well as their compatibility with the various indicators commonly used before reaching the core stages of the analysis of the research model (Test of Influence/Correlation). In this discussion, I will illustrate the Goodness of Fit Index with its application for Structural Equation Modeling (SEM), in order to perform the Model Conformity Test on SEM is divided into three parts, namely. First, The Absolute Compliance Test with its components such as a) Chi square (Chi), measures how closely the covariance matrix of model predictions and sample covariance matrices; b) Goodness Of Fit Index (GFI), illustrates the overall suitability of the model calculated from the quadratic residuals of the predicted model compared with the actual data; c) Root Mean Square Error of Approximation (RMSEA), is a measure that illustrates the chi-square trend of rejecting models with large sample sizes. Second, the Incremental Compliance Test such as a) Adjusted Goodness Fit of Index (AGFI) which is the development of GFI which has been adjusted to the ratio of degree of freedom; b) the Tucker Lewis Index (TLI) which is an incremental fitness index comparing the model tested by

the baseline model; c) Normed Fit Index (NFI) which is a comparative measure with the proposed model and null model; d) the Comparative Fit Index (CFI), is an incremental fitness index. This index is relatively insensitive to the size of the sample and is less affected by the complexity of the model consisting of a) Incremental Fit Index (IFI), is used to overcome the problem of parsimony and sample size, which is related to NFI; b) Relative Fit Index (RFI), is a derivative of NFI and CFI. Third, Parsimonious Suitability Test such as a) Parsimonious Goodness of Fit Index (PGFI) and Parsimonious Normed Fit Index (PNFI), is used to compare better suitability on alternative models; b) Akaike Information Criterion (AIC) and Consistent Akaike Information Criterion (CAIC), are

indexes that describe Compatibility comparison between models. In this research to measure the suitability of model for public service motivation variable used confirmatory factor analysis test so that it can be used to set the model is appropriate to measure the data that should be measured. This model can be modified if the above criteria do not meet the requirements especially absolute fit measure as the main basis determines the suitability of the model. Based on the results of Confirmatory Factor Analysis (CFA) analysis for the variable of public service motivation measured from four dimensions namely; involvement in policy making, commitment to public duties, compassions, and self-sacrifice (Perry, 1996; Perry & Wise, 1990) are presented in Table 2.

Table 2. Confirmatory Factor Analysis (CFA) Test Results of Public Service Motivation (PSM) Variables

Size type	Size	Category	Test Result	Description
Absolut Fit Measure	Chi Square	≥ 0.05	135.105	Good
	Goodness of Fit Index	≥ 0.90	0.906	Good
	Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.068	Good
	Root Mean Square Residual (RMSR)	≥ 0.05	0.005	Good
	Adjusted Goodness of Fit Index (AGFI)	≥ 0.90	0.906	Good
Incremental Fit Measure	Tucker Lewis Index (TLI)	≥ 0.90	0.736	Marginal
	Comparative Fit Index (CFI)	≥ 0.90	0.794	Marginal
	Incremental Fit Index (IFI)	≥ 0.90	0.897	Marginal
	Relative Fit Index (RFI)	≥ 0.95	0.570	Marginal

Source: Primary data processed results, 2017

Table 2 shows that the absolute fit measure test results are eligible or include both. The purpose of Chi-Square test is to find out whether the sample covariance matrix is different and significant with the covariance matrix estimation. The results of good model analysis interpretation are models with CMIN values in the default model between CMIN saturated model and CMIN independence model. The result of CMIN analysis on the default model obtained 135.105 is between CMIN saturated model (0.000) and independence model = 402.660 with DF = 71 and probability = 0.000 (very significant). The RMSEA (Root Mean Square Error of Approximation) shows the goodness of fit that can be expected if the model is estimated in the population. The RMSEA value of the analysis included either 0.068 or ≥ 0.08 or this model fit the data. RMSR (Root Mean Square Residual) and AGFI (Goodness of Fit Index) ranged between 0 and 1 with the criteria that the closer to the value of 1 GFI and AGFI, the better the model will be in explaining the data. Similarly, the smaller RMSR values obtained in the modeling, the closer the sample number to the estimation. The result of interpretation of analysis obtained value of AGFI = 0.086 and Tucker Lewis Index (TLI) = 0.736 is smaller than model criterion, mean value not fit with model. Comparative Fit Index (CFI) = 0.794; IFI (Incremental Fit Index) = 0.807; and RFI (Relative Fit Index) = 0.570 including marginal. A good model if the value of CFI, IFI, and RFI is higher than 0.90 or close to 1. This means that the model is not strong enough to

say that the model is fit to estimate the sample data. In this study, to measure the suitability of the model for the Individual Counterproductive Behavior (IWP) variable, a confirmatory factor analysis (CFA) test was used to establish an appropriate model for measuring data that should be measured. This model can be modified if the above criteria do not meet the requirements especially absolute fit measure as the main basis determines the suitability of the model. Picture of goodness of fit variable of integrated administration service of district in simpang raya subdistrict covering three dimensions of variable measurement that are 1) task performance of three indicators; 2) contextual performance of three indicators; 3) counterproductive work behavior (CWB) there are three indicators. Based on the results of Confirmatory Factor Analysis (CFA) analysis for the variable of district integrated administration services of the Simpang Raya District Banggai in Table 3.

Table 3 shows that the absolute fit measure test results are either eligible and the results of good model analysis interpretation are models with CMIN values in the default model being between CMIN saturated model and CMIN independence model. CMIN analysis results in the default model obtained 40,097 are between CMIN saturated model (0.000) and independence model = 504.463 with DF = 24 and probability = 0.021 (very significant).

The RMSEA value of the analysis results include either 0.059 or ≥ 0.08 or this model fit the data. The result

of interpretation of analysis obtained with AMOS 24.00 program got AGFI value = 0.919 and Tucker Lewis Index (TLI) = 0.948 smaller than model criteria, mean value not fit with model. Comparative Fit Index (CFI) = 0.966; IFI (Incremental Fit Index) = 0.966; and RFI (Relative Fit Index) = 0.881 including marginal. A good model if the value of CFI, IFI, and RFI is higher than 0.90 or close to 1. It means that the model is fit but not strong enough to estimate the sample data. Regression analysis in this study was conducted to determine whether the endogenous variable to exogenous variables. This analysis is also conducted to prove the theory of Perry (1996) that the public service motivation has an influence on public service in public organizations. The hypothesis proposed is: "there is positive influence of public service motivation to district integrated administration services in

Simpang Raya district of Banggai Regency. This analysis involves 195 respondents in Simpang Raya district, the number of respondents is eligible to do analysis with AMOS or Lisrel where the number of samples worthy of use in SEM analysis should be more than 100 people (Hair et al, 2006). The endogenous variable of public service motivation (PSM) from Perry (1996) consists of four manifest variables, attractive in public policy making (ATR), commitment to civic duties (COM), compassion or empathy (EMP), and self sacrifice (SS). So then for the exogenous variable, the PATEN variable (district integrated administration service) consists of 9 indicators designed based on Koopmans et al (2014) theory with task performance dimensions (3 indicators), performance contextual (3 indicators), and counterproductive work behavior (3 indicators).

Table 3. Confirmatory Factor Analysis (CFA) test results of the PATEN variable

Size type	Size	Category	Test Result	Description
Absolut Fit Measure	Chi Square	≥ 0.05	40.097	Good
	Goodness of Fit Index	≥ 0.90	0.957	Good
	Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.059	Good
	Root Mean Square Residual (RMSR)	≥ 0.05	0.053	Good
	Adjusted Goodness of Fit Index (AGFI)	≥ 0.90	0.919	Good
Incremental Fit Measure	Tucker Lewis Index (TLI)	≥ 0.90	0.948	Good
	Comparative Fit Index (CFI)	≥ 0.90	0.966	Good
	Incremental Fit Index (IFI)	≥ 0.90	0.966	Good
	Relative Fit Index (RFI)	≥ 0.95	0.881	Marginal

Source: Data processed by the author (2017)

There are two steps taken to test the regression in this study. First; test the accuracy or suitability of the SEM model. If the model is not fit or not in accordance with the estimated data, then modified SEM model. Second; to test the analysis of the effect of PSM variable on PATEN

after the model is stated fit. Based on these criteria, the first SEM model measurement results need to be modified or model respesifikasi so that confirmatory factor analysis values meet the requirements in conducting SEM analysis.

Table 4. Results of the SEM Conformity Model Test

No.	Descriptions	Test Results
1	Number of distinct sample moments	276
2	Number of distinct parameters to be estimated	58
3	Degrees of freedom (276 - 58)	218
4	Chi-square	380.797
5	Probability	0.0000
6	Degrees of freedom	218
7	NFI	0.471
8	PCFI	0.406
9	RMSEA	0.062

Source: Data processed by the author (2017)

Based on these data it can be seen that the variable of public service motivation has positive and significant influence to the district integrated administration services of the district. The results of the analysis provide

information that the variable of public service motivation has a contribution of 20.5% to the variabel of the integrated administration service of the kecamatan in Simpang Raya District and the rest is determined by other

variables. The parameters tested in this study is to know the overall influence between parameters. This study is in accordance with the results of research conducted Perry (1996), Wise and Perry (1999), Vandennabelle (2001) who found that there is a positive influence between the public service motivation and public service. In this case the integrated administration service of the subdistrict in Simpang Raya district of Banggai Regency.

This article explains theory of public service motivation (PSM) towards district integrated administration of district government of Simpang Raya at Banggai Regency, Central Sulawesi Province. The research finding shows that public service motivation has effect significantly toward district integrated administration service of district government administration service. It means that the proposed hypothesis can be accepted. In this article confirmed that public service motivation has effect significantly to enhance the district integrated administration service.

This article has relevance with Perry and Wise (1990) that public service motivation may be understood as an individual's predisposition to the motives of grounded primarily or uniquely in public institutions and organizations. These motives can be classified in to three analytically distinct categories, rational, norm-based and affective. rational motives involve actions grounded in individual utility maximization; and norm-based motives refer to actions generated by efforts to confirm to norms, while affective motives refer to triggers of behavior that are grounded in emotional responses to various social contexts (Perry and Wise, 1990). Meanwhile, public service motivation is one's motive in directing its behavior in public service (Wise, 2000). In a more general sense, public service motivation is defined as an individual orientation to provide service to society with the aim of doing the best for service to others and society (Perry and Hondeghem, 2008a). The early research results that have been done to test the public service motivations showed that individuals who have public service motivation higher will be able to achieve better performance than those who have lower public service motivation (Perry and Wise, 1990).

Employees or staffs with high levels of public service motivation tend to have autonomy that are able to identify tasks, and demonstrate significant performance through work characteristic models (Fried and Ferris, 1987; Hackman and Oldham, 1976). Therefore, employees need to be given a job that can motivate them, resulting in improved work success rates (Cristensen, 2013). Based on some findings that have been done, then further can be developed hypothesis in this research.

Although the definitions of public service motivation vary greatly from the experts (Perry and Wise, 1990; Rainey and Steinbauer, 1999; Vandennebeele, 2008), there is a general view of motives and actions aimed at doing something better for others communities that need service in general (Perry and Hondeghem, 2008b). Individually, the public service motivations is the strong impetus of the individual to carry out more meaningful work ... for the public, society, and social services (Brewer and Selden, 1998), public service motivation through socialization, creation and management

of the work environment to improve public services and performance (Brewer, 2008; Wright, Moynihan and Pandey, 2008; Perry and Hondeghem, 2008b). The public service motivation can be found in various aspects of work related to public service (Wise, 2000). Basically, public expectations or demands for public services are very different from those demanded by employees in the private sector. This is because in the private sector prefers economic oriented that dominates the employees in the work. Whereas in public or government organizations employees are required to work in providing better service-oriented services to the public or the general public (Crewson, 1997). Thus, public employees or civil servants (PNS) are expected to prioritize or prioritize that the work they do in the office solely to serve the needs or the public interest. Public services are often used in the context of public service of the government.

Attractive in public policy making is the opportunity of civil servants to actively participate in formulating policy. According to Perry (1996), it is closely related to rational motivation in individual civil servants to get involved in determining decisions related to improve public services. The empirical research showed that interest in decision making have positive effect to district integrated administration service. This research is also confirmed by Terry's (1995) research argued that public administrators need internal and external support because the environment can provide an image to the public and internally avoid internal organizational ego, so then it can foster loyalty and aspiration (Perrow 1961). External support in formulating policies is capable of generating the best image for public organizations to successfully address crucial issues (Terry, 1995).

On the other hand, Perrow (1961) and Terry (1995) emphasize that it is important to accommodate the public interest, in other words it is necessary to raise the 'dignity' of the public, thus increasing the support of administration agents outside the public organization which will be continuous maintain and maintain existing public facilities outside the organization.

The next dimension of public service motivation is a commitment to public interest and duties become the most basic foundations of normative characteristics in public service and reflects the desire to sincerely serve the public needs by public organizations. Perry (1996) argued that that desire was the one of the key values for constructing the public service motivation. Similar to Buchanan's (1975) opinion, Perry also asserted that the ethics of public service involves a unique perception of obligations on the duty of public service. According to Buchanan, the norm is derived from the powers granted by the state and the role of the civil servant as a person who has the trustee to execute it according to the available authority. Perry and Wise (1990) define the Public Service Motivation (PSM) is individual volunteerism to respond to the main purpose or basis of the objectives of a public institution that is unique, so that PSM becomes a formally constructed concept in public organization.

Brewer and Selden (1998) explain that PSM is a strong motivation that encourages individuals to perform their duties in providing useful public services. Rainey and Steinbauer (1999) define that the public

service motivation as altruistic motivation is general that encourages to serve the needs of community of people, state, nation or humanity. It has a strong relationship between commitment to public needs has a correlation to public service because it fosters organizational commitment (Rainey and Steinbauer, 1999). Perry (1996) finds that commitment to public needs or interests is the primary basis for achieving public services performed by public organizations. For the compassion dimension as dimension 3 in public service motivation according to Perry (1996) that compassions as "willingness to do good" which depicting high affection to everyone without being limited by political interest and imperatively all people should provide protection to all basic human rights by various efforts or actions taken.

The empirical findings describe that compassions has a positive effect towards district integrated administration service (PATEN) at District Government of Simpang Raya. The results of this study strengthened by the empirical research which conducted by Perry and Wise (1990) argued that high public service motivation has a high relation with compassions and the soul likes to help others (especially for those who desperately need it), a high level of commitment to fulfilling the collective will and personal willingness to sacrifice for the benefit of others. The results of the studies have confirmed that the manifestations of a person's behavior are implicitly related to each other (Houston, 2006; Brewer and Selden, 1998). In public service motivation defined as a willingness to serve others in a real way without any expectation of rewards or rewards. Self-sacrifice as a dimension of public service motivation, according to Perry, means that civil servants try to carry out their duties in order to serve the public, without expecting any hidden hope. In other words, self-sacrifice is interpreted as doing sincere and selfless work, and willing to sacrifice both time, thought, energy, etc. in order to fulfill and serve the public interest (Perry, 1996). The research finding is also relevant with the empirical research conducted by Perry (1997) which identified the parameters of self-sacrifice as one of the antecedents in achieving public service motivation. Perry found that public service performed on an individual basis would have a positive impact on public trust, a sense of kinship, and also to be closely linked to religious principles (beliefs of the individual), and various matters of personal professionalism.

Camilleri's research (2007) found that antecedents of self-sacrificing public servant motivation will foster institutional trust, improve relationships between employees and institutional leaders, explain job characteristics, and respondent perceptions have significant relationships in public service motivation.

Finally, the result of simple regression analysis with SEM using AMOS version 24.0 software shows that the public service motivation has positive effect on the district integrated administration services of the sub-district. The contribution given is 44,6% and the rest is determined by other variables. The study also found that public service motivation has a positive and significant influence on task performance dimension, contextual performance and counterproductive work behavior. Several studies that reinforce these findings include Perry

and Hondeghem (2008) who developed hypotheses about the public service motivations in various sectors. They found that the variables of public service motivation have been accepted as a major contribution in the management of public personnel management and human resource management research of public organizations. Recent years of research on public service motivation. Pryor (2015) and other experts substantially conduct research on public service motivation and find the benefits of public service motivation can be an integral part of the effort to review public management (Behn 1995). In the literature also explains that the public service motivation has a close relationship with the results (outcomes) achieved in the development of human resource management (Vandenabeele, 2008), among others; performance (performance), employer attractiveness (close relationship between duties and civil servants), employee behavior ethics, and lowered the punishment (turnover and punishment). In general, relationships within the organization are supported by various other elements such as organizational commitment and job satisfaction (Park and Rainey, 2008; Vandenabeele 2009).

Thus it can be argued that the public service motivations has a positive and significant affected to district integrated administration service, so that the public service motivation variable is considered necessary to be developed in public organizations. Based on the development of the theory of Public Service Motivation (Perry, 1996; Perry and Wise; 1990; Park and Rainey, 2008; Vandenabeele, 2009) developed various research results proving that the public service motivation consists of four dimensions of interest in policy making; commitment to public duties, compassions, and self-sacrifice.

In elaborating more detailed to district integrated administration service, in this article uses Koopmans et al (2014) theory that is called Individual Work Performance which has three dimensions in developing public service namely; performance task is the performance achieved by employees in the organization in carrying out the main tasks and functions. Task performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman and Motowidlo, 1993). To develop task performance of employees or staff, of course it needed the attention of top management in organization to pay carefully live up the staffs' competence or technical skill, prepare more asset to support their performance, and give the appreciation or rewards for their intention to do good performance. In this article may argue that public service motivation is successfully predict individual task performance of staffs. So that, the leader should give attention more carefully about task performance of individual. In this case, individual should give opportunity to participate in the public policy making, develop their commitment to do the task, and empathy to help people who need services. Government as a servant of public needs and interest should be had commitment, empathy, and self sacrifice.

On the other hand, conceptual performance is the

ability of employees or knowledge and skills in performing the tasks and the use of various facilities and infrastructure in order to support the achievement of the outcome of the organization. However, contextual performance can be defined as the cognitive of staff about the task, how to finish their task more clearly, elaborate the steps of task to be finished based on the standard operation procedure and job performance. Based on the empirical research argued that job performance was considered in terms of task and contextual performance (Bozionelos and Singh, 2017).

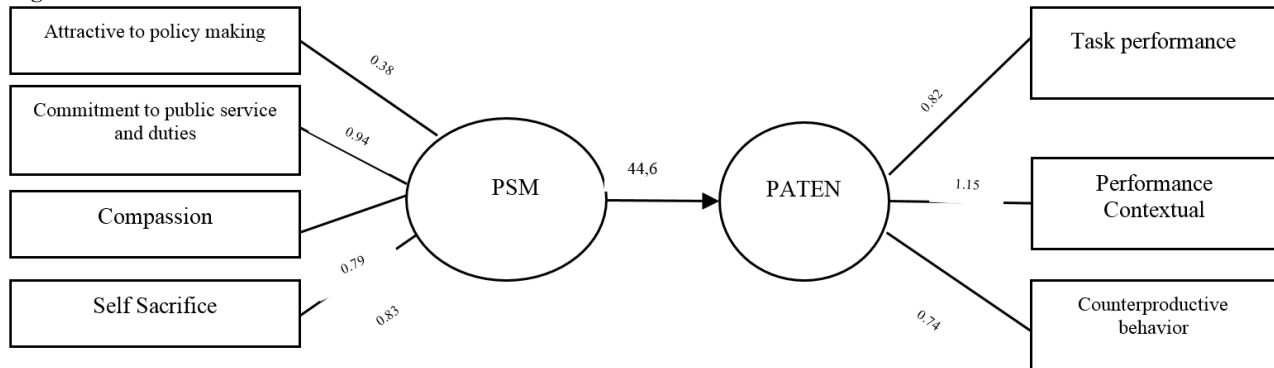
The dimension of organizational counterproductive work behavior (counterproductive work behavior) is a behavior that tends to be an obstacle for the organization in achieving performance, especially in public services. Working behavior distorted an employee can be seen from some negative actions for example; resistance to leadership policies, defamatory, hostile, contradictory, and disruptive in achieving organizational goals. Some research findings show that public service motivation

can improve the dimensions of task performance, contextual performance, and lower counterproductive work behavior (Koopmans, et al, 2014). In the context of public service, counterproductive work behavior may hinder the individual’s job performance effectively. Based on the empirical research found that counterproductive work behavior is detrimental to the organization or to coworkers. It includes both breaking rules or laws, as well as social norms. As a matter of fact, some authors confirmed that counterproductive work behavior has negative relationship between this behavior and work satisfaction, surmising that the lack thereof—and the ensuing desire to ‘get back’ at the employer—are the seeds of workplace deviance (Czarnota-Bojarska, 2015).

Empirically it can be argued that the public service motivation can support the achievement of developments of integrated administration service of the kecamatan.

Finally, after doing research model of public service motivation in the district integrated administration service (PATEN) is described in Figure 1.

Figure 1.



Source: Processed by the author

CONCLUSIONS

The public service motivation is one of the important variable to improve the performance of district integrated administration service. Based on the analysis, it can be stated that the public service motivation has positive effects towards the district integrated administration services (PATEN) of Government of Simpang Raya District, in Banggai Regency, Central Sulawesi Province. It can be proved by result of structural equation modelling found that the dimension of public service such as attractive in decision making, commitment to public service and duties, compassions, and self-sacrifice. The regression result analysis shows that public service motivation on the district integrated administration service is equal with $r^2 = 0,446$ (44.6%). The results of this study prove the hypothesis proposed that Public Service Motivation has a positive and significant effect on the district integrated administration services of the Government of Simpang Raya District in Banggai Regency, Central Sulawesi Province. Thus, it can be concluded that the public service motivation has needed to be improved in order to develop the staffs to do their duties and tasks in carrying out the the district integrated administration services (PATEN).

We suggest that a) the Government of Simpang Raya

District should be able to improve the district integrated administration service by developing awareness and involvement of all personnels and village officials to actively participate in formulating policies related to all aspects of public services at district level; b) the District Government suggested to increase employee commitment in an effort to provide better public service according to their respective duties and functions; c) the Government of Simpang Raya District is needed to cultivate the compassions of the employees especially in serving the people who need assistance in solving the problem management either licensing or non licensing; d) the Government of Simpang Raya District has to increase the sense of commitment to public service and compassions of employees in serving the public service; e) creating the district integrated administration services by enhancing the performance of tasks, contextual performance and to try to overcome counterproductive work behavior of employees that potentially to hinder the achievement of organizational goals.

The limitation of this research is that there are many obstacles to get the respondents areas because geographically the districts and villages were so hardly to be achieved. So, it was very waste time and less control and guidance to the respondents in giving their respons

about the questionnaires. Other limitations that is the horizon of the village government and apparatus were less enough about the terms of public service motivation and district integrated administration service (Pelayanan Administrasi Terpadu Kecamatan-PATEN).

For the future research we suggested to make a research more challenges by using the theory of public service motivation and collaboration of the employee of public sector organizations. For future research, we suggest that the the public service motivation should be combined with the leadership and organizational culture and employees commitment to make the improvement of district integrated administration services.

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