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The analysis of public service motivation's influence on job enjoyment and task performance in health workers

Jane Deasy Waani[*], Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Indonesia
Mentiana Sibarani, Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Indonesia

[*]Email for Correspondence: janewaani512@gmail.com mentianasibarani.mg@gmail.com

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ABSTRACT

This study is aimed at determining whether there is an influence of public service motivation on the performance of health workers' duties, the influence of work pleasure on the work pleasure of health employees, and the influence on work pleasure through the mediation of work satisfaction. The study is in the form of an observational causative study with a cross sectional design, which aims to determine the influence between variables based on measurement results without intervention. The data were collected through an online questionnaire in April 2024 and analyzed using the PLS-SEM technique to estimate the degree of relationship between variables in the structural model. The results of the analysis of the measurement component (outer model) shows good measurability of all indicators marked by outer loading which is high, as well as the validity of discrimination is quite good. The model has a good degree of accuracy because it is able to account for about two-thirds of all variables. For the management of the hospital, it is recommended to add the criteria of high publicly service motivation as a requirement in employee recruitment. Further research is suggested to complement the model by including factors such as work environment, organizational culture, workload, and superior leadership style as covariates. This could help in identifying unique challenges or opportunities for improving task performance and job satisfaction in different healthcare environments, ultimately leading to more tailored and effective management strategies.

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INTRODUCTION

The increasing need for health services is a challenge that must be faced by health institutions or facilities (hospitals, clinics, and others). OECD (The Organisation for Economic Cooperation and Development) predicts that by 2050 almost 27% of the world's population will be over 65 years old and more than 10% will be over 80 years old. This will have an impact on increasing the need for health services. According to the OECD, health-related costs will increase from 8.8% of GDP in 2017 to 10.2% in 2030 (OECD, 2019). The increase in needs is also contributed by several other factors such as the development of medical technology and the increase in public perception and expectations of health institutions. The challenges that health institutions must face are getting tougher with limited resources (Krijgsheld et al., 2022). This limitation problem is especially encountered in developing and poor countries, including Indonesia. Indonesia's Health Profile in 2022 shows that more than 50% of health workers are located on the island of Java, resulting in a shortage of health workers in areas outside Java (Kemenkes RI, 2023).

The challenges in health service problems require changes and improvements in organizational performance. In the context of health services, improving institutional performance will be closely related to the performance of health workers. The performance of health workers can be seen in four dimensions, namely task performance, contextual performance, adaptive performance, and counterproductive work behavior. Among the four dimensions, task performance is the most studied because of its direct contribution to the overall performance of health services. Task performance is the output of the work process as a result of personal contribution to the organization's mission. Task performance refers to direct or indirect activities that are formally part of the job such as anamnesis by doctors, infusion installation by nurses, patient registration

by medical record personnel, and fulfillment of drug prescriptions by pharmaceutical personnel. However, task performance is seen as an overall dimension which also includes aspects of task carrying out behavior, role performance, technical activities, and action orientation (Krijgsheld et al., 2022; Thanh et al., 2022).

Many factors affect task performance such as organizational structure, organizational support, organizational culture, managerial support and supervision, training, interdependence, and social support at the macro and managerial levels. Interestingly, recent systematic review studies do not mention rewards as a factor that has a significant effect at the micro level. Factors that affect the performance of health workers' duties at the micro level include work engagement, roles, work autonomy, competencies, workload, and individual characteristics. Individual characteristics are the psychological attributes of employees that vary most between individuals and real-time has a direct effect on task performance (Krijgsheld et al., 2022).

In the last three decades, quite a number of studies have examined an individual psychological concept called public service motivation (Public Service Motivation). Public service motivation is defined as prosocial motivation to serve the interests of the public or society or in other words to help others. This motivation encourages individuals to contribute to society. Individuals who have this motivation highly value the deployment of energy and resources to create a better society. Health workers with high public service motivation will greatly contribute to helping institutions fulfill their mission in providing good health services to the community (O'Leary, 2019; Vandenabeele & Schott, 2020).

Public service motivation is a very interesting attribute from the point of view of HR management. This is because employees who have this motivation are in accordance with Motivation Theory will consider the implementation of their work duties as a form of self-actualization. High public service motivation will encourage health workers to work hard and achieve even without considering the feasibility of the financial rewards obtained with their efforts. This is because individuals with high public service motivation are more concerned with the interests of others than their own interests (O'Leary, 2019). By carrying out their work, the health worker can fulfill what he wants, namely helping others and fulfilling the interests of the community. Financial rewards may be the reason almost all health workers work professionally, but public service motivation can be a reason for those who have it to work with dedication and achievement. Researchers in the field of human resource management stated that in order to maintain and improve health service performance, public service motivation can be a solution to almost all work problems ranging from human resource shortages, financial constraints, to a poor work environment (Ritz et al., 2021).

The positive influence of public service motivation on performance has been widely studied and proven empirically both in the context of health services (Jia et al., 2022; Miao et al., 2019) and others (Bayram & Zoubi, 2020; Schwarz et al., 2016, 2020; van Loon et al., 2017). It's just that the nature of this relationship is still a big question mark whether it is direct or indirect. (Vandenabeele, Ritz, & Neumann, 2018) Mention the latest findings that public service motivation can increase the risk of stress and burnout as well as the satisfaction of quitting a job. Therefore, excessive trust in the direct influence of public service motivation on performance needs to be avoided.

(Ritz et al., 2021) stated that based on motivation theory, the relationship between public service motivation and employee performance can be assumed to be direct, but based on institutional theory The relationship requires mediation or moderation of compatibility between employees and their jobs or with the organization (van Loon et al., 2017). Specifically, it is stated that the influence of public service motivation on task performance is highly dependent on the employee's suitability with his or her job duties. From an employee's point of view, the fit means that he gets what he wants from his job and enjoys the experience of doing the job. The second thing is the definition of the affective dimension of job satisfaction called job pleasure (Prysmakova & Vandenabeele, 2020).

Work pleasure is defined as a level of positive emotions associated with work judgment or experience. With this definition, of course, the pleasure of work is synonymous with job satisfaction. It's just that there are two aspects of job satisfaction where employees feel cognitive satisfaction because they get what they want from their work, and they feel affective satisfaction because they enjoy the experience of doing work. Cognitive satisfaction can mean that an employee is satisfied because of a suitable salary, good co-workers, or a good work environment, even if he or she does not enjoy the job he professes. Affective satisfaction means that the employee emotionally enjoys working because he or she finds his work interesting or enjoyable. This positive feeling is called the pleasure of work (Bartzik et al., 2021; Prysmakova & Vandenabeele, 2020).

Work pleasure is an individual characteristic that wants to be created so that public service motivation can have a positive impact on task performance and overall employee performance. Work pleasure is created when employees feel suitable for their work. This feeling of fit does not always have to be objective but can be subjective. For example, if an administrative staff (with a high commitment to serving the public interest) considers the work of recording medical equipment inventories as a form of involvement in the mission of improving public health, then he or she will feel happy doing the task. It should be noted that there are four dimensions of public service motivation, namely interest in policy determination, commitment to the public

interest, compassion, and self-sacrifice. Employees will feel happy with their work if the work they do is able to accommodate the dimensions of public service motivation they have at the right level or degree. For example, a nurse with a high sense of compassion will really enjoy caring for patients (installing and changing infusions, asking complaints, making patients feel comfortable in the ward) so that their performance in these tasks will be very good. The same pleasure may not be felt when the nurse performs the task of recording the patient's clinical progress. This situation does not mean that it will cause poor performance. Recording patient clinical data and submitting it to other nurses after their working hours are completed is certainly in accordance with the rules, but high performance or achievements can be done by doing better management and time efficiency so that he can complete his tasks during working hours. The pleasure of work that arises because the motivation of public service that employees have is manifested in their work will encourage the employee to work harder and achieve (Laurence et al., 2020; Thanh et al., 2022).

The human resource management at Hospital "X" in Balikpapan is struggling with the performance of health workers' duties. The work performance appraisal conducted by the MSDM department shows that almost all task performance indicators have not been met in the last three years. The only indicator that has been met in the last year is the completion of routine tasks on time, which is the minimum target for every employee. However, the lack of other indicators indicates that employees' efforts are not optimal in resolving emergency cases, accepting and completing special tasks, and taking overtime. Despite this, the performance produced by employees can still meet the minimum demands of health service operations according to accreditation provisions. Management faces the challenge of increasing service capacity to meet the increasing needs of health services in the coming years. The three factors that contribute to performance problems are delaying work (36%), handing off task completion (33%), and arriving late (25%), which are behaviors that show a lack of motivation for employees to provide high performance.

The preliminary study was conducted with structured interviews of 40 randomly selected employees. Performance determination is obtained from the results of the HR management assessment last year specifically in the implementation of tasks. Points 60 – 80 state that moderate performance is obtained if employees meet the minimum work demands. A score above 80 indicates high performance obtained with a more frequent completion of tasks than a typical taskload. A score below 60 indicates low performance obtained when employees are often procrastinating, inefficient with time, and pass work more often than trying to complete it themselves. Some of the indicators of work pleasure identified through interviews include liking work, enjoying the implementation of work tasks, always eager to go to work and during work, and not feeling tired or bored when doing work. The results generally show that work pleasure is much more found in high-performing employees. Of the 23 employees who were categorized as having high performance, 17 people (74%) of them expressed satisfaction with their work. As for the 17 employees who were categorized as having medium or low performance, only 4 people (24%) felt the pleasure of work.

There were 21 employees who based on interviews were categorized by researchers as having work pleasure attributes. Of these, 9 people (43%) employees cited reasons for motivation to provide services to patients (this group of employees are all categorized as having high performance), 7 people (33%) cited reasons for the remuneration (salary) received, and the rest cited various reasons other than these two things. The groups of employees who were categorized did not have the attributes of work pleasure, did not identify any characteristics that showed motivation for public service. Generally, the work drive in this group is salary rewards and almost all of them feel that it is enough with the rewards obtained according to their competencies. This shows a lack of management in the employee recruitment system that only focuses on competencies according to academic achievement and previous work experience. Referring to the results of the preliminary study interview, it is recommended to the management to consider psychological attributes in the form of public service motivation both in employee recruitment and in competency improvement (employee training). For this reason, it is necessary to conduct a study on the influence of public service motivation on the performance of health workers at Hospital "X" by involving the pleasure of work as a mediator.

The purpose of this study is to find out whether there is an influence of public service motivation on the performance of health workers' duties, the influence of public service motivation on the work pleasure of health workers, the influence of work pleasure on the performance of health workers' duties, and the influence of public service motivation on the performance of health workers' duties through the mediation of work pleasure. The contribution of this research is to provide a deeper understanding of the factors that affect the performance of health workers, especially in the context of public service motivation and job pleasure, as well as how the interaction between these factors can improve the effectiveness and quality of health services.

The hypotheses used in this study are:

1) H1 : Public service motivation affects task performance
2) H2 : Public service motivation affects work pleasure
3) H3 : Work pleasure affects task performance
4) H4 : Work pleasure mediates the influence of public service motivation on task performance

METHOD

The object of the study is employees working at Hospital "X" in Balikpapan, with observations carried out in April 2024. The minimum number of samples is determined based on the 10-times rule, which is 10 times the number of the most measurement items in one variable, so that the minimum number of samples is 120 people. This study is in the form of an observational causative study with a cross sectional design, which aims to determine the influence between variables based on measurement results without intervention.

The research variables include public service motivation as an independent variable, job pleasure as a mediator variable, and task performance as a dependent variable. Variable measurements were carried out using a closed questionnaire assessed on a Likert scale of 1-5. Data were collected through an online questionnaire in April and analyzed using the PLS-SEM technique to estimate the degree of relationship between variables in the structural model. This approach was chosen because of its advantages in latent variable analysis and abnormal data handling as well as the presence of outliers.

RESULTS AND DISCUSSION

Goodness of Fit Model

Table 1. Values of Goodness of Fit Research Model

Construct (Dimension or Variable)	AVE	R^2
Interest in policy-making	0,692	
Commitment to the public interest	0,657	
Affection	0,767	
Self-sacrifice	0,610	
Public service motivation	–	1,000
Pleasure of work	0,645	0,553
Task performance	0,734	0,474
Average	**0,684**	**0,676**
GoF	**0,680**	

Source: Primary data processing 2024

Based on table 1, it is known that the measurement component (outer model) has a fairly good goodness of fit, which is shown by a high average AVE of 0.684. The component of the relationship between variables (inner model) also has a fairly good goodness of fit, shown by a high average R^2 of 0.676. From the two average values, a GoF value of 0.680 was obtained, which shows the good goodness of fit of the model as a whole. Based on these results, it can be stated that the degree of compatibility of the model with the observation results is good, so that the results of the estimation of the path coefficient and its statistical test can be used as a basis for testing the research hypothesis.

Hypothesis Test

Table 2. Hypothesis Test Results

Hypothesis	Relationship Paths	Path Coefficient	p	Results
H1	PSM → TP	0,324	0,000	Accepted
H2	PSM → WE	0,744	0,000	Accepted
H3	WE → TP	0,412	0,000	Accepted
H4	PSM → WE → TP	0,307	0,000	Accepted

Source: Primary data processing 2024

Testing each hypothesis can be described as follows:

1. The first hypothesis (H1) states that "public service motivation has an effect on task performance". The relationship between the variables in this hypothesis is expressed by the direct relationship between the public service motivation variable (PSM) and the task performance variable (TP). This path has a coefficient of 0.324 which is statistically significant ($p = 0.000 < 0.05$). Thus, it can be concluded that public service motivation has an effect on task performance, or in other words H1 is accepted.

2. The second hypothesis (H2) states that "public service motivation has an effect on work pleasure". The relationship between the variables in this hypothesis is expressed by the direct relationship between the public service motivation variable (PSM) and the work pleasure variable (WE). This path has a coefficient of 0.744 which is statistically significant ($p = 0.000 < 0.05$). Thus, it can be concluded that public service motivation has an effect on work pleasure, or in other words, H2 is accepted.
3. The third hypothesis (H3) states that "work pleasure has an effect on task performance". The relationship between the variables in this hypothesis is expressed by the direct relationship between the job pleasure variable (WE) and the task performance variable (TP). This path has a coefficient of 0.412 which is statistically significant ($p = 0.000 < 0.05$). Thus, it can be concluded that work pleasure has an effect on task performance, or in other words H3 is accepted.
4. The fourth hypothesis (H4) states that "work pleasure mediates the influence of public service motivation on task performance". The relationship between the variables in this hypothesis is expressed by the indirect relationship between the public service motivation variable (PSM) and the task performance variable (TP) through the work pleasure variable (WE). This path has an aggregate coefficient of 0.307 which is statistically significant ($p = 0.000 < 0.05$). Thus, it can be concluded that work pleasure mediates the influence of public service motivation on task performance, or in other words, H4 is accepted.

Discussion

Public service motivation is a very interesting concept, especially for managers in managing their human resources. Since it was popularized by Perry and Wise in 1990, the concept of public service motivation has been studied by many experts and its role in human resource management has been extensively researched. One of the areas that is widely studied as the context of the implications of this motivation is health whose main activity is to provide services to the community. Through this study, it is necessary to find out how the contribution of public service motivation to the quality of health services in hospitals is reviewed from the achievement of the performance of employees.

The results of the analysis of the measurement component (outer model) shows good measurability of all indicators marked by outer loading which is high, as well as the validity of discrimination is quite good. The internal reliability of each construct is also high which provides a guarantee of the feasibility of measuring the 12 items of the public service motivation scale, 5 items of the work pleasure scale, and 5 items of the task performance scale used in this study (Johri et al., 2016; Kim, 2009; Ramos-Villagrasa et al., 2019). In particular, good measurement results were obtained for public service motivation variables by treating them as second-order factor or second-level constructs with all four dimensions as indicators. Each dimension is a formative indicator, meaning that it is not an indicator that represents but rather shapes or arranges the motivation of public services (Kim, 2009).

Measurement of public service motivation as second-order factor This study is not supported by the results of previous research conducted by Stefurak et al. (2020). In the study, the validity and reliability of measuring public service motivation were tested with various approaches and it was concluded that measuring public service motivation as second-order factor provides a worse level of measurement accuracy than measuring it directly as first-order factor. The problem is that in the study, EFA has first been carried out to select the original scale indicators proposed by Perry (1996). Because the indicators used are different, the measurement results are also different.

Other research conducted by Alcoba & Phinaitrup (2020) Measuring public service motivation without grouping indicators into its dimensions. Each indicator is reflective, meaning that if one indicator shows a high value, all other indicators also tend to show a high value. Indeed, the validity test with EFA shows the good measurement ability of each indicator. However, such a way of measuring is contrary to the nature of public service motivation where the concept is embodied in formative dimensions. Formative nature means that one indicator is one indicator with another mutually exclusive. The implication is that a person who has a high motivation for public service does not have to be realized in all dimensions. It is possible that a person has high characteristics of affection and self-sacrifice but does not show the same in two other dimensions, namely interest in policy determination and commitment to the public interest (Vandenabeele & Schott, 2020).

Accuracy level (goodness of fit) model in this study was assessed with GoF obtained from the harmonic average of two values, namely the AVE average and the R^2 average. The average AVE shows how well the indicator measures against variables that are known to be good (i.e. 0.684) as shown by other parameters of validity and reliability. The average R^2 shows how good inner model can explain the relationship between variables. The public service motivation variable has an R^2 of 1, meaning that all variations in its value can be perfectly explained by its four dimensions. The variable of job pleasure has an R^2 of 0.553, meaning that about 55% of the variation in value can be explained by its exogenous, namely public service motivation. This shows

that there are still about 45% of unexplained variations in the value of work pleasure that can be the result of the influence of other factors such as work environment, work social relationships, salary, security, leadership, challenges, and promotions (Wilkes et al., 2017). The task performance variable has an R^2 of 0.474, meaning that about 47% of the variation in value can be explained by its exogenousness, namely public service motivation and work pleasure. This shows that there are still about 53% of unexplained variations in task performance values that can be the result of the influence of other factors such as ability, knowledge, loyalty, and commitment (Kasmir, 2016; Mangkunegara, 2017). Overall, an average R^2 of 0.676 was obtained, indicating that the model has a good degree of accuracy because it is able to account for about two-thirds of all variables. By including the average AVE, a GoF value of 0.680 is obtained, indicating that the model as a whole has goodness of fit which is good. The researcher chose to use the GoF parameter based on the recommendation of Henseler & Sarstedt (2013) which is mathematically in accordance with the SEM analysis using the PLS approach.

The results of the estimation of the path coefficient with PLS – SEM and the statistical test with bootstrapping support all research hypotheses. The first hypothesis states that public service motivation affects the performance of tasks in health workers. This hypothesis is accepted ($p = 0.000$) and according to the value of the path coefficient (0.324) it is known that the relationship between the two variables is positive. The implication is that the higher the motivation for public services in a health worker, the higher the performance of his duties. It should be noted that the values of the path coefficients and statistical tests are for direct (not total) influence. From this first hypothesis test, information was obtained that public service motivation can have a direct positive impact on performance, regardless of whether the health worker has high job pleasure. The direct influence of public service motivation on performance has also been mentioned in several previous studies conducted by Schwarz et al. (2016) and Bayram & Zoubi (2020) to public service officers, and also by Jia et al. (2022) on health workers.

The second hypothesis states that public service motivation has an effect on job pleasure in health workers. This hypothesis is accepted ($p = 0.000$) and according to the value of the path coefficient (0.744) it is known that the relationship between the two variables is positive. The implication is that the higher the motivation of public service in a health worker, the higher the pleasure of work. A very high value of the track coefficient indicates that the motivation and employment match is excellent. The implication is that in Hospital "X" in particular and in any hospital in general, employees with high public service motivation are likely to judge their work in the hospital as an activity that can provide assistance to the community. Thus, employees with high public service motivation have a very great tendency to enjoy their work in hospitals. These findings are supported by the results of previous research conducted by Alcoba & Phinaitrup (2020) to the Social Affairs Department Officer, by Prysmakova & Vandenabeele (2020) to police officers, and by Belrhiti et al. (2019) on health workers.

The third hypothesis states that work pleasure affects the performance of tasks in health workers. This hypothesis is accepted ($p = 0.000$) and according to the value of the path coefficient (0.412) it is known that the relationship between the two variables is positive. The implication is that the higher the pleasure of work in a health worker, the higher the performance of his duties. Interestingly, a fairly large pathway coefficient was obtained, indicating that a health worker who enjoys or enjoys his work has a great opportunity to excel. In the real world, in almost every field of life, it is rare to find people who achieve achievements only because they are happy or like certain activities. The results in this study were obtained in the context of health services in hospitals so that it is safe to assume that almost all employees (if not all) have sufficient knowledge and skills to do their jobs. Based on these assumptions, it can be estimated that the minimum demands of the work can definitely be met. Thus, the pleasure of work can play its role as a factor that encourages employees to achieve high performance. These findings are supported by the results of previous research conducted by Aleksić et al. (2016), Gerdenitsch et al. (2020), and Laurence et al. (2020).

The fourth hypothesis states that work pleasure mediates the influence of public service motivation on task performance in health workers. This hypothesis is accepted ($p = 0.000$) and according to the value of the path coefficient (0.307) it is known that the mediation effect is positive. The implication is that the higher the motivation for public service in a health worker, the higher the pleasure of his work, and finally the higher the performance of his duties. The fourth hypothesis states the indirect influence of public service motivation on task performance. With the value of the path coefficient which is not much different from the value of the path coefficient in the first hypothesis, it is obtained that the magnitude of the direct influence of public service motivation on task performance, and its indirect influence through the mediation of work pleasure, are relatively equivalent. This means that a health worker with high public service motivation, whether it causes him to enjoy his work or not, will have the same tendency to excel or achieve good job performance. As far as researchers know, there has been no previous research that proposes and proves the mediation of work pleasure on the influence of public service motivation on task performance, especially in health workers. Previous research conducted by Stefurak et al. (2020) and (Thanh et al., 2022) It only states that public service

motivation affects work pleasure and work pleasure affects performance, without testing the significance of these indirect influences.

CONCLUSION

A study on employees of Hospital "X" in Balikpapan revealed that public service motivation significantly influences task performance and job satisfaction among health workers, with job satisfaction also impacting task performance. Public service motivation indirectly affects task performance through job satisfaction. These findings can be generalized to health workers across other hospitals in Indonesia, given the similar characteristics among the workforce. Management is advised to prioritize recruiting individuals with high public service motivation and offer training to enhance this trait, as it contributes to better performance through increased job satisfaction. The study suggests adding public service motivation as a key criterion in recruitment and recommends periodic training or social activities to further develop this motivation. Future research should expand the model by including variables such as work environment, organizational culture, workload, and leadership style to provide a more comprehensive understanding of the factors influencing performance, ensuring the model's broader applicability across various healthcare contexts.

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