

## The Role of Work Motivation in Mediating the Effect of Performance Allowances and Self-Efficacy on the Performance of State Civil Apparatus (ASN) at the Mukomuko Regency Agriculture Service

Pitriyani

Faculty of Economics and Business, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [pitriyaniilyas@gmail.com](mailto:pitriyaniilyas@gmail.com)

**Abstract.** *This study examines the effect of performance allowance and self-efficacy on the performance of State Civil Apparatus (ASN) and analyzes the mediating role of work motivation in the relationship between performance allowance and ASN performance as well as between self-efficacy and ASN performance at the Department of Agriculture of Mukomuko Regency. The study employs a quantitative approach using a survey method, with data collected through structured questionnaires distributed to 116 ASN. The data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) to test both direct and indirect relationships among the research variables. The results indicate that performance allowance has a positive and significant effect on work motivation but does not have a significant direct effect on ASN performance. In contrast, self-efficacy was found to have a positive and significant effect on both work motivation and ASN performance. Additionally, work motivation has a positive and significant influence on ASN performance. Mediation analysis reveals that work motivation fully mediates the effect of performance allowance on ASN performance, indicating that performance allowance can enhance ASN performance only when it successfully increases employees' work motivation. Meanwhile, work motivation partially mediates the effect of self-efficacy on ASN performance, suggesting that self-efficacy affects performance not only directly but also indirectly through enhanced motivation. These findings emphasize that improving performance in public sector organizations cannot rely solely on remuneration policies but must be integrated with strategies aimed at strengthening psychological resources, particularly self-efficacy and work motivation, through sustainable human resource development and effective performance management systems.*

**Keywords:** ASN Performance; Performance Allowance; Public Sector Organizations; Self-Efficacy; Work Motivation.

## 1. Introduction

Human resource performance is not only measured by the quantity of work output, but also includes quality, punctuality, discipline, responsibility, and adaptability to changes in the work environment. Robbins, Judge, and Breward (2023) explain that individual performance is the result of the interaction between ability, motivation, and organizational system support. Therefore, improving ASN performance requires a managerial approach that is not only structural but also considers individual psychological factors.

Various studies in human resource management show that employee performance is influenced by the integration of individual, psychological, and organizational factors. Armstrong and Taylor (2023) emphasize that individual abilities and competencies must be supported by effective management systems and organizational policies to produce optimal performance. Similarly, Robbins, Judge, and Breward (2023) emphasize that performance is the result of the interaction between ability, motivation, and opportunity or organizational support. Therefore, performance improvement cannot be achieved through a single factor.

In an organizational context, compensation policies and reward systems play a crucial role in shaping employee work behavior. Milkovich, Newman, and Gerhart (2022) explain that performance-based compensation systems, including performance allowances, can motivate employees to increase their effort, discipline, and performance quality. Furthermore, internal psychological factors also play a significant role, with Luthans, Youssef-Morgan, and Avolio (2021) emphasizing that an individual's belief in their abilities (self-efficacy) contributes to increased employee effort, persistence, and resilience in facing work demands.

Empirical research shows that the influence of these psychological factors often does not directly affect performance, but rather through increased work motivation as the primary driver of work behavior. Newman et al. (2019) and Sweetman and Luthans (2021) show that self-efficacy and other positive psychological resources influence performance through the mechanism of work motivation. Ryan and Deci (2020) emphasize that work motivation determines the direction, intensity, and sustainability of an individual's efforts in achieving work goals. Therefore, employee performance can be understood as the result of the interaction between internal individual factors and external organizational factors that operate through work motivation. One strategic policy in ASN performance management is the implementation of performance allowances. Performance allowances are seen as a performance-based compensation instrument aimed at encouraging employee productivity, discipline, and professionalism. Milkovich, Newman, and Gerhart (2022) explain that a fair, transparent, and performance-based compensation system can increase employee work motivation, which in turn impacts individual performance. Thus, performance allowances function not only as financial rewards but also as a mechanism for controlling work behavior.

## 2. Research Methods

This study uses a quantitative approach with an explanatory research approach. This approach was chosen because it aims to examine causal relationships between variables through hypothesis testing formulated based on theory and previous research. According to Creswell (2018), quantitative research is appropriate for objectively examining the influence between variables through numerical measurements and statistical analysis.

This explanatory research method was used to explain the influence of performance allowances and self-efficacy on work motivation and civil servant performance, as well as the role of work motivation as a mediating variable. Therefore, this study not only describes the phenomenon but also examines the influence between research variables, both direct and indirect through mediating or intervening variables.

## 3. Results and Discussion

### 3.1. The Effect of Performance Allowances on Work Motivation

The results of the study indicate that performance allowances significantly influence the work motivation of civil servants (ASN) at the Mukomuko Regency Agriculture Office. This finding indicates that the better the ASN's perception of the implementation of performance allowances, in terms of fairness, timeliness of payment, nominal adequacy, and their relationship to discipline and performance achievement, the higher the ASN's work motivation in carrying out organizational duties and responsibilities. This indicates that performance allowances function as an important instrument in shaping ASN's work motivation, not merely as additional income.

Theoretically, this finding is most relevantly explained through the Expectancy Theory proposed by Vroom (1964). This theory states that work motivation is influenced by an individual's belief that their efforts will result in good performance, and that this performance will be followed by valuable rewards. Robbins, Judge, and Breward (2023) emphasize that motivation increases when employees perceive a clear and consistent relationship between performance and rewards. In the context of this research, performance allowances strengthen the instrumentality component, as civil servants believe that their performance and work discipline will directly impact the amount of allowances they receive.

Furthermore, the findings of this study are also relevant to the Goal-Setting Theory proposed by Locke and Latham (2002). This theory explains that clear, specific, and measurable work goals will increase an individual's focus and commitment to their work. Armstrong and Taylor (2023) added that work goals will be more motivating when linked to a clear reward system. In this study, performance allowances function as a consequence of achieving work targets and complying with discipline, thereby helping civil servants interpret work goals as

something valuable and worth striving for. Consequently, clarity of performance indicators and their relationship to performance allowances plays a crucial role in encouraging civil servants to work with greater focus and motivation.

Furthermore, the Self-Determination Theory (SDT) proposed by Ryan and Deci (2020) is also relevant in explaining the findings of this study. SDT states that work motivation will increase if the work environment can support an individual's basic psychological needs, particularly the need for competence. Performance allowances that are implemented fairly, transparently, and based on performance provide recognition for the contributions and abilities of civil servants, thereby strengthening feelings of appreciation and competence. The implication is that although performance allowances are a form of extrinsic motivation, the way they are implemented allows for the internalization of motivation, where civil servants are motivated to perform better not only because of formal obligations but also because of recognition of their competence.

Empirically, the results of this study align with the findings of Kim and Park (2023), who demonstrated that a performance-based compensation system positively impacts public sector employee work motivation when implemented fairly and consistently. Research by Perry, Engbers, and Jun (2021) also found that performance-based incentives enhance public servant motivation through a clear link between work effort and rewards. This alignment of empirical findings reinforces the implication that improving civil servant work motivation is significantly influenced by the quality of performance allowance implementation, not simply by the nominal amount.

In the context of the Mukomuko Regency Agriculture Service, the influence of performance allowances on work motivation indicates that civil servants view performance allowances as a form of appreciation for task performance and compliance with work regulations. Timely payments and clear assessment mechanisms reinforce civil servants' belief that their efforts and performance are meaningfully valued by the organization. The implication of these findings is that consistent, transparent management of performance allowances, directly linked to work objectives, can be an effective means of sustainably enhancing civil servant work motivation.

Thus, this discussion confirms that performance allowances play a strategic role in enhancing civil servant work motivation, particularly through the mechanisms described in Expectancy Theory, Goal-Setting Theory, and Self-Determination Theory. These findings imply that the effectiveness of performance allowances is determined more by the clarity of the relationship between performance and rewards and the civil servant's perception of fairness, rather than solely by the financial amount provided.

### 3.2. The Influence of Self-Efficacy on Work Motivation

The results of the study indicate that self-efficacy has a significant effect on the work motivation of civil servants (ASN) at the Mukomuko Regency Agriculture Service. This finding indicates that the stronger the ASN's belief in their ability to plan, implement, and complete work tasks, including the ability to overcome obstacles and maintain efforts, the higher the intensity, perseverance, and direction of their efforts in carrying out organizational responsibilities. Thus, self-efficacy acts as an internal psychological resource that facilitates the emergence and sustainability of ASN work motivation in the context of public sector organizations.

Theoretically, this finding is most relevantly explained through Bandura's (1986) Social Cognitive Theory. This theory positions self-efficacy as a central construct influencing behavioral choices, the amount of effort expended, the level of persistence in the face of difficulties, and an individual's ability to bounce back after failure. Bandura (1997) asserted that individuals with high self-efficacy tend to set more challenging goals, demonstrate stronger commitment, and maintain work motivation despite facing obstacles. In the context of this research, civil servants who have high confidence in their abilities will view work demands as challenges that can be overcome, thus being motivated to work more diligently and consistently. The implication is that strengthening self-efficacy is a key factor in building sustainable civil servant work motivation.

The findings of this study also align with the Expectancy Theory proposed by Vroom (1964), particularly regarding the expectancy component. Robbins, Judge, and Breward (2023) explain that expectancy reflects an individual's belief that their efforts will result in expected performance. Self-efficacy plays a direct role in shaping this belief, as individuals who feel capable are more confident that their work efforts will result in good performance. In this study, civil servants with high self-efficacy have a stronger perception that their work efforts will have a positive impact, thus increasing work motivation. Conversely, low self-efficacy has the potential to weaken work motivation even though the organization has provided a reward or incentive system, because individuals lack confidence in their ability to achieve expected performance.

Furthermore, the relationship between self-efficacy and work motivation can also be explained through the Goal-Setting Theory proposed by Locke and Latham (2002). This theory states that the achievement of work goals is strongly influenced by an individual's belief in their own abilities. Armstrong and Taylor (2023) emphasized that individuals with high self-efficacy tend to be more committed to work goals, set higher performance standards, and demonstrate stronger motivation to achieve them. In the context of ASN at the Mukomuko Regency Agriculture Service, high self-efficacy encourages ASN to accept work targets as realistic and achievable, thereby increasing the drive to work optimally. Consequently, the

effectiveness of work goal setting in increasing motivation is highly dependent on the ASN's level of self-efficacy.

Furthermore, the findings of this study are also relevant to the Self-Determination Theory (SDT) proposed by Ryan and Deci (2020). SDT explains that work motivation will increase if the work environment is able to meet an individual's basic psychological needs, particularly the need for competence. Self-efficacy reflects an individual's perception of their competence in carrying out work tasks. When civil servants have strong confidence in their abilities, they will feel more competent and confident, thus developing work motivation more autonomously. The implication is that self-efficacy not only drives extrinsic work motivation but also strengthens more stable and sustainable intrinsic motivation.

Empirically, the results of this study align with the findings of Alessandri, Borgogni, and Latham (2020), which showed that self-efficacy significantly influences work engagement and effort persistence through self-regulation mechanisms and work goal reinforcement. These empirical findings confirm that individuals with high levels of self-efficacy tend to demonstrate greater effort and greater persistence in completing tasks, thus conceptually closely related to increased work motivation. The empirical significance of these findings indicates that the influence of self-efficacy is cross-contextual and remains relevant in public sector organizations, including civil servants (ASN), which are faced with complex and ongoing work demands.

Research by Schunk and DiBenedetto (2020) also confirms that self-efficacy influences task choice, effort intensity, and individual persistence, which are key indicators of work motivation. This finding implies that increased self-efficacy will be reflected in increased engagement, persistence, and readiness of civil servants to face work challenges and consistently carry out tasks in accordance with organizational demands.

In the public sector context, Kim's (2022) research found that self-efficacy significantly influences the work motivation of government officials, particularly when facing complex and dynamic work demands. These results indicate that self-efficacy functions as a psychological mechanism that helps officials maintain work motivation even in stressful work environments. Similar findings were also reported by Saragih and Margaretha (2021), who stated that self-efficacy increases the work motivation of civil servants by increasing self-confidence and readiness to face work challenges. The significance of these empirical findings is that self-efficacy not only plays a role as a predictor of work motivation but also as a protective factor that helps civil servants survive and remain motivated in challenging work conditions.

In the context of the Mukomuko Regency Agriculture Service, the influence of self-efficacy on work motivation shows that civil servants who have high confidence in their abilities tend to be more motivated in carrying out public service duties, including when facing limited

resources and work complexity. Confidence in their abilities makes civil servants not easily give up when facing work obstacles, and encourages them to continue striving to achieve predetermined targets. This finding implies that increasing civil servant work motivation does not only depend on external organizational factors, but is also greatly influenced by strengthening internal psychological factors, especially self-efficacy.

Thus, this discussion confirms that self-efficacy has a strategic role in increasing ASN work motivation, as explained through Social Cognitive Theory, Expectancy Theory, Goal-Setting Theory, and Self-Determination Theory. This finding implies that efforts to increase ASN work motivation need to be directed at strengthening confidence in one's abilities through task-based training, continuous coaching, providing constructive feedback, and creating a work environment that supports ASN's sense of competence, so that they have adequate psychological readiness in facing work demands and achieving optimal performance.

### **3.3. The Influence of Work Motivation on Civil Servant Performance**

The results of the study indicate that work motivation significantly influences the performance of civil servants (ASN) at the Mukomuko Regency Agriculture Office. This finding indicates that the higher the ASN's work motivation, reflected in the drive to achieve, involvement in work, and willingness to consistently strive, the better the resulting performance, both in terms of quality, quantity, timeliness, and responsibility in carrying out tasks. Thus, work motivation functions as an internal mechanism that directs and maintains ASN work behavior so that it aligns with organizational goals.

Theoretically, this finding is relevant and can be explained through the Expectancy Theory proposed by Vroom (1964). This theory asserts that individual performance is the result of motivation shaped by the belief that effort will produce good performance (expectancy), that performance will be followed by certain outcomes (instrumentality), and that these outcomes are valuable to the individual (valence). Robbins, Judge, and Breward (2023) assert that high motivation encourages individuals to allocate greater effort, focus on completing tasks, and maintain performance over a sustained period. In the context of this study, ASN with high work motivation show a tendency to work more seriously and responsibly, resulting in more optimal performance. The implication is that strengthening work motivation is an important prerequisite for improving ASN performance, because without adequate motivation, individual potential and competence cannot be optimally realized in actual performance.

The relationship between work motivation and ASN performance can also be explained through the Goal-Setting Theory proposed by Locke and Latham (2002). This theory states that motivation plays a key role in driving individuals towards achieving work goals, particularly when those goals are clear, challenging, and accepted by the individual. Armstrong and Taylor (2023) explain that strong motivation will increase commitment to goals, direct attention to relevant activities, and encourage persistence in the face of

obstacles. In the context of ASN at the Mukomuko Regency Agriculture Office, high work motivation encourages ASN to not only complete administrative tasks but also strive to achieve work results in accordance with the performance standards set by the organization. The implication is that ASN performance will be more optimal if the organization is able to create working conditions that foster and maintain work motivation, particularly through clear targets and consistent performance evaluation.

Furthermore, the findings of this study align with the Self-Determination Theory (SDT) proposed by Ryan and Deci (2020). SDT explains that high-quality work motivation, particularly autonomous motivation, will result in better and more sustainable performance. When individuals work with motivation driven by an understanding of the meaning of their work and a sense of personal responsibility, they tend to demonstrate more consistent and high-quality performance. In this study, ASN work motivation contributes to improved performance because ASN not only work to fulfill formal obligations but are also driven by an awareness of their role and contribution to the organization and society. The implication is that improving ASN performance cannot simply rely on external supervision or control but also requires organizational efforts to foster more internal and meaningful work motivation.

Empirically, the results of this study align with the findings of Van den Broeck et al. (2021), which showed that work motivation has a positive and significant effect on employee performance through increased work engagement and effort persistence. The empirical significance of these findings is that employees with high work motivation tend to invest greater energy and attention in their work, resulting in better performance. Research by Meyer, Becker, and Vandenberghe (2020) also found that work motivation plays a significant role in predicting individual performance, particularly in the context of public organizations that demand consistency and accountability. These findings suggest that work motivation influences not only how hard individuals work but also how they maintain the quality of their performance over the long term.

In the public sector context, research by Kim and Beehr (2021) shows that work motivation among government officials significantly influences public service performance, particularly in terms of task accuracy and work quality. This empirical finding implies that work motivation serves as the primary driver of civil servant work behavior, ultimately determining the effectiveness of public service implementation. Similar findings were also reported by Putri and Riyanto (2022), who stated that work motivation has a direct impact on civil servant performance because motivation encourages employees to be more disciplined, responsible, and results-oriented.

In the context of the Mukomuko Regency Agriculture Service, the influence of work motivation on civil servant performance indicates that civil servants with high work motivation tend to perform more optimally in carrying out technical and administrative tasks, even when faced with limited resources and work complexity. Work motivation encourages

civil servants to maintain the quality and timeliness of their work, as well as demonstrate a commitment to achieving organizational goals. This finding implies that improving civil servant performance is highly dependent on the organization's ability to sustainably maintain employee work motivation.

Thus, this discussion confirms that work motivation plays a strategic role in improving ASN performance, as explained through Expectancy Theory, Goal-Setting Theory, and Self-Determination Theory. These findings imply that efforts to improve ASN performance need to be directed at strengthening work motivation through goal clarity, providing constructive performance feedback, creating a supportive work environment, and implementing HR management policies that foster sustainable work motivation, so that ASN performance can be optimally and consistently improved.

### **3.4. The Impact of Performance Allowances on ASN Performance**

The results of the study indicate that performance allowances do not significantly influence the performance of civil servants (ASN) at the Mukomuko Regency Agriculture Office. This finding indicates that the increase or availability of performance allowances has not directly driven improvements in ASN performance, either in terms of quality, quantity, timeliness, or work responsibility. In other words, performance allowances, in the context of this study, do not function as a direct determinant capable of changing ASN work behavior to achieve more optimal performance.

Theoretically, this finding can be explained through Vroom's (1964) Expectancy Theory, particularly the instrumentality component. This theory emphasizes that performance will improve if individuals believe there is a clear relationship between performance and the rewards received. Robbins, Judge, and Breward (2023) assert that when employees perceive the relationship between performance and rewards as weak or inconsistent, financial incentives will not effectively drive performance improvement. In the context of this study, the insignificant effect of performance allowances on civil servant performance indicates that civil servants do not fully perceive performance allowances as a direct consequence of individual performance achievements, but rather as a right or component of routine income. The implication is that when performance allowances are not perceived as being concretely performance-based, their driving force for performance is limited.

This finding is also relevant, as explained through Self-Determination Theory (SDT) proposed by Ryan and Deci (2020). SDT explains that external incentives, such as performance allowances, do not always improve performance if they are perceived as controlling or do not support an individual's basic psychological needs, particularly the need for autonomy and competence. Gagné et al. (2022) emphasized that financial compensation tends to lose its effectiveness on performance if employees do not perceive the incentive as recognition of work contributions or achievements. In this study, performance allowances that are relatively

uniform and poorly differentiated based on individual achievements have the potential to be perceived as an organizational obligation, thus not directly driving performance improvement. The implication is that performance allowances function more as maintenance factors than performance drivers.

From a Goal-Setting Theory perspective, Locke and Latham (2002) assert that performance is influenced by goal clarity and individual commitment to those goals. Latham and Pinder (2022) explain that financial incentives will only effectively improve performance if explicitly linked to the achievement of specific and measurable work goals. The insignificant effect of performance allowances on ASN performance in this study indicates that the linking mechanism between performance allowances and performance targets has not fully strengthened ASN commitment to work goals. The implication is that even if performance allowances are available, without clear targets and perceived fair evaluation, these incentives are not strong enough to drive changes in work behavior towards higher performance.

Empirically, the findings of this study align with those of Kuvaas et al. (2020), which showed that performance-based compensation does not always significantly impact performance if employees perceive the system as an administrative formality. The empirical significance of this finding is that the effectiveness of performance benefits depends heavily on employee perceptions of fairness, differentiation, and a tangible connection to individual performance. Belle and Cantarelli's (2021) research in the public sector also found that financial incentives often have a limited impact on employee performance if not accompanied by strengthening internal motivation and job meaning.

In the context of public bureaucracy, research by Jacobsen, Hvitved, and Andersen (2022) shows that government apparatus performance is more influenced by internal motivational factors and professional norms than by direct financial incentives. This finding suggests that performance allowances tend to function indirectly, namely through psychological variables such as work motivation and commitment, rather than directly influencing performance. This aligns with the results of this study, which show that the direct effect of performance allowances on civil servant performance is insignificant.

In the context of the Mukomuko Regency Agriculture Service, these findings indicate that Civil Servants perceive performance allowances as part of an administrative and relatively stable remuneration system, thus insufficient to directly drive performance improvement. Civil Servants' performance is more influenced by internal factors, such as work motivation and self-confidence, than by financial incentives alone. Consequently, improving civil servant performance cannot rely solely on performance allowance policies but needs to be integrated with efforts to strengthen work motivation, clarify performance targets, and implement a fair and transparent evaluation system.

Thus, this discussion confirms that the insignificant effect of performance allowances on civil servant performance can be explained theoretically and empirically by limited perceptions of instrumentality, weak links to work goals, and the dominant role of internal motivational factors. These findings imply that performance allowances are more effective as a supporting factor that operates indirectly through work motivation, rather than as a direct driver of civil servant performance.

### 3.5. The Influence of Self-Efficacy on ASN Performance

The results of the study indicate that self-efficacy significantly influences the performance of civil servants (ASN) at the Mukomuko Regency Agriculture Office. This finding indicates that the higher the ASN's confidence in their ability to carry out tasks, complete work according to standards, and overcome work obstacles, the better the performance demonstrated, both in terms of work quality, timeliness, and responsibility in carrying out tasks. Thus, self-efficacy acts as an internal psychological resource that directly influences ASN performance achievements.

Theoretically, this finding is most relevantly explained through the Social Cognitive Theory proposed by Bandura (1986). This theory asserts that individual behavior and performance are influenced by the interaction between personal, behavioral, and environmental factors, with self-efficacy as a central construct that determines how individuals act in work situations. Bandura (1997) explains that individuals with high self-efficacy tend to set higher performance standards, exert greater effort, and demonstrate greater persistence in the face of difficulties. In the context of this study, civil servants who have high confidence in their abilities will be more confident in carrying out tasks, will not give up easily when facing obstacles, and will continue to strive to achieve optimal work results. The implication is that strengthening civil servants' self-efficacy is a strategic factor in improving performance sustainably.

The relationship between self-efficacy and civil servant performance can also be explained through the Expectancy Theory proposed by Vroom (1964), specifically the expectancy component. This theory states that performance will improve if individuals believe that their efforts will result in good performance. Robbins, Judge, and Breward (2023) emphasize that confidence in one's abilities is a primary prerequisite for developing strong expectancies. In this study, civil servants with high self-efficacy believed that their work efforts would have a positive impact on their work outcomes, thus encouraging them to work more effectively and productively. Consequently, low self-efficacy has the potential to limit civil servant performance, even when work systems and supporting facilities are in place.

Furthermore, these findings align with the Goal-Setting Theory proposed by Locke and Latham (2002). This theory emphasizes that performance achievement is strongly influenced by an individual's commitment to work goals. Latham and Pinder (2022) explain that self-

efficacy influences the extent to which individuals commit to goals, persist in achieving them, and adapt strategies when faced with obstacles. In the context of ASN at the Mukomuko Regency Agriculture Service, high self-efficacy enables ASN to accept performance targets as realistic and achievable challenges, thus encouraging them to work more focused and consistently to achieve the desired results. Consequently, setting performance targets will be more effective in improving ASN performance if accompanied by an adequate level of self-efficacy.

From the perspective of Self-Determination Theory (SDT), Ryan and Deci (2020) explain that optimal performance will be achieved when individuals feel their basic psychological needs, particularly the need for competence, are met. Self-efficacy reflects an individual's perception of their competence in carrying out their work. When civil servants feel capable and competent, they tend to demonstrate higher performance because they work with greater confidence and responsibility. The implication is that self-efficacy not only drives performance through increased effort but also through deeper and more sustained work engagement.

Empirically, the results of this study align with the findings of Alessandri et al. (2021), which showed that self-efficacy significantly influences individual performance through increased self-regulation and effort persistence. The empirical significance of these findings is that individuals with high self-efficacy are able to manage work effort more effectively, maintain focus on goals, and adapt work strategies to achieve optimal performance. Research by Salanova, Llorens, and Martínez (2021) also found that self-efficacy positively contributes to employee performance by increasing work engagement and resilience to task pressure.

In the public sector context, research by Kim and Beehr (2021) shows that self-efficacy has a direct influence on the performance of government officials, particularly in dealing with complex work demands and policy changes. This finding implies that self-efficacy serves as psychological capital that enables civil servants to remain productive and adaptive in dynamic work situations. Similar findings were also reported by Wibowo and Prasetyo (2022), who stated that civil servants with high self-efficacy tend to demonstrate more consistent and responsible performance than those with low self-efficacy.

In the context of the Mukomuko Regency Agriculture Service, the influence of self-efficacy on civil servant performance indicates that confidence in one's own abilities is a crucial factor in determining the success of public service tasks. Civil servants with high self-efficacy are better able to manage their workload, adapt to limited resources, and maintain high performance quality in the face of work challenges. This finding implies that improving civil servant performance depends not only on organizational systems and policies but is also significantly influenced by strengthening individual psychological capacity.

Thus, this discussion confirms that self-efficacy has a significant influence on ASN performance, as explained through Social Cognitive Theory, Expectancy Theory, Goal-Setting

Theory, and Self-Determination Theory. This finding implies that ASN performance improvement strategies need to be directed at strengthening self-efficacy through task-based training, ongoing coaching, providing constructive performance feedback, and creating a work environment that supports ASN's sense of competence and confidence, so that performance can be improved optimally and sustainably.

### **3.6. Mediation of Work Motivation on the Influence of Performance Allowances on ASN Performance**

The results of the study indicate that work motivation fully mediates the effect of performance allowances on civil servant performance at the Mukomuko Regency Agriculture Office. This finding indicates that performance allowances do not directly impact civil servant performance, but they do exert an indirect influence through increased work motivation. Therefore, performance allowances will only impact civil servant performance if they can first encourage increased employee work motivation.

Conceptually, full mediation indicates that the relationship between the independent and dependent variables is fully explained by the mediator variable. In the context of this research, full mediation means that performance allowances have no direct impact on civil servant performance without work motivation as an intermediary psychological mechanism. This emphasizes that financial aspects alone are not sufficient to improve civil servant performance; they must first be internalized in the form of work motivation, involvement, and individual commitment to their work.

Theoretically, this finding is most relevantly explained through the Expectancy Theory proposed by Vroom (1964). This theory asserts that performance is a function of motivation, which is formed from an individual's belief that effort will result in performance and that performance will be followed by valuable outcomes. Robbins, Judge, and Breward (2023) explain that financial incentives, such as performance allowances, will not automatically improve performance if they fail to strengthen work motivation. In this study, performance allowances act as an external stimulus that first increases ASN work motivation, and this motivation then drives improved performance. The implication is that without increased work motivation, performance allowances lose their strategic function as a performance driver.

This finding also aligns with the Self-Determination Theory (SDT) proposed by Ryan and Deci (2020). SDT explains that external incentives can contribute positively to performance if successfully internalized into more autonomous motivation. Gagné et al. (2022) emphasized that performance-based compensation will effectively improve performance when employees interpret it as a form of recognition and support for competence, not simply a means of control. In the context of full mediation found in this study, performance allowances are not strong enough to directly improve performance, but they are able to increase work motivation, which then becomes the main driver of ASN performance behavior. The

implication is that work motivation functions as a psychological bridge connecting performance allowance policies with ASN performance outcomes.

From the perspective of Goal-Setting Theory, Locke and Latham (2002) explain that performance achievement is strongly influenced by an individual's commitment to work goals. Latham and Pinder (2022) emphasize that financial incentives will impact performance if they increase commitment to goals and individual involvement in the process of achieving those goals. The full mediation findings in this study indicate that performance allowances contribute to ASN performance through their role in increasing work motivation, which in turn strengthens commitment to work goals and encourages efforts to achieve performance. Therefore, without strong work motivation, financial incentives are insufficient to motivate ASN to achieve optimal performance.

Empirically, the results of this study align with the findings of Kuvaas et al. (2020), who showed that performance-based compensation tends to indirectly influence performance through motivational variables, such as work motivation and work engagement. The empirical significance of this finding is that the relationship between financial incentives and performance is complex and often mediated by internal psychological factors. Research by Van den Broeck et al. (2021) also found that work motivation acts as a key mediator, bridging the influence of human resource management practices on employee performance. These empirical findings reinforce the research findings that work motivation is a key mechanism explaining how performance allowances impact civil servant performance.

In the context of the Mukomuko Regency Agriculture Service, the findings of this full mediation indicate that civil servants (ASN) do not necessarily improve their performance simply because of the performance allowance policy. Civil servants first need to experience greater work motivation, engagement, and commitment as a result of the allowance policy. Consequently, the performance allowance policy will be more effective if accompanied by organizational efforts to strengthen civil servant work motivation, such as by providing clear performance indicators, transparent assessments, providing constructive feedback, and creating a supportive work environment.

Thus, this discussion confirms that work motivation fully mediates the effect of performance allowances on civil servant performance. The significance of full mediation in this study indicates that work motivation is the primary mechanism explaining how and why performance allowances can impact civil servant performance. This finding implies that improving civil servant performance cannot be achieved solely through financial incentive policies but requires an integrated managerial strategy to foster work motivation as the primary driver of civil servant behavior and performance.

### 3.7. Mediation of Work Motivation on the Influence of Self-Efficacy on ASN Performance

The results of the study indicate that work motivation partially mediates the effect of self-efficacy on civil servant performance at the Mukomuko Regency Agriculture Office. This finding indicates that self-efficacy has two pathways of influence on civil servant performance: a direct influence and an indirect influence through work motivation. Thus, although self-efficacy can directly improve civil servant performance, the presence of work motivation strengthens and partially explains the mechanism by which self-confidence translates into more optimal performance.

Conceptually, partial mediation indicates that a mediator variable explains part, but not all, of the relationship between the independent and dependent variables. In the context of this study, partial mediation means that self-efficacy remains significantly influential on ASN performance even though work motivation is included as a mediator, while at the same time, work motivation acts as an additional psychological mechanism that strengthens this influence. This suggests that ASN's belief in their own abilities influences performance not only through motivational drive, but also through other cognitive and behavioral processes, such as self-regulation, persistence, and task-solving strategies.

Theoretically, this finding is most relevantly explained through Bandura's (1986) Social Cognitive Theory. This theory asserts that self-efficacy directly influences performance through behavioral regulation, effort management, and resilience in the face of obstacles. Bandura (1997) explains that individuals with high self-efficacy tend to set higher performance standards and demonstrate consistent effort, which directly impacts performance outcomes. In the context of this study, the direct pathway from self-efficacy to performance reflects the ability of civil servants to effectively manage tasks and work demands based on confidence in their own abilities. The implication is that strengthening self-efficacy has a direct impact on civil servant performance, even without increasing work motivation.

At the same time, the mediating relationship between work motivation and the influence of self-efficacy on civil servant performance can also be explained through the Expectancy Theory proposed by Vroom (1964). Self-efficacy plays a role in shaping the expectancy component, namely the belief that effort will result in good performance. Robbins, Judge, and Breward (2023) explain that strong expectancies will increase work motivation, which in turn encourages individuals to allocate greater effort to their work. In this study, self-efficacy increases civil servant work motivation, and this work motivation then strengthens performance. The implication is that work motivation functions as a mechanism that partially bridges the influence of self-efficacy on civil servant performance.

This finding also aligns with the Goal-Setting Theory proposed by Locke and Latham (2002). This theory explains that self-efficacy influences an individual's level of commitment to work

goals. Latham and Pinder (2022) assert that individuals with high self-efficacy tend to be more committed to goals and more motivated to achieve them, ultimately resulting in improved performance. In the context of the partial mediation found, self-efficacy improves ASN performance directly through increased commitment and goal focus, and indirectly through increased work motivation, which encourages persistence and quality of work effort.

From a Self-Determination Theory (SDT) perspective, Ryan and Deci (2020) explain that self-efficacy is closely related to the fulfillment of the psychological need for competence. Fulfilling this need not only increases autonomous work motivation but also directly impacts performance quality. Gagné et al. (2022) emphasize that a sense of competence enables individuals to work more confidently and effectively, resulting in better performance. In the context of this study, the direct pathway of self-efficacy to performance reflects the role of a sense of competence in civil servants, while the indirect pathway through work motivation reflects the internalization of work motivation that strengthens performance.

Empirically, the results of this study align with the findings of Salanova, Llorens, and Martínez (2021), which showed that self-efficacy influences performance both directly and indirectly through motivation and work engagement. The empirical significance of this finding is that self-efficacy is a psychological capital with a multidimensional impact on performance, not limited to a single mechanism. Research by Alessandri et al. (2021) also found that the influence of self-efficacy on performance is partially mediated by motivational and self-regulatory factors, suggesting a combination of direct and indirect pathways in the relationship.

In the public sector context, Kim's (2022) research shows that government officials' self-efficacy significantly impacts public service performance, both directly through improved adaptability and task management, and indirectly through increased work motivation. This finding implies that improving civil servant performance requires strengthening self-efficacy while maintaining work motivation for optimal and sustainable impact.

In the context of the Mukomuko Regency Agriculture Service, the findings of this partial mediation indicate that civil servants with high self-efficacy tend to perform well because they are able to manage their tasks effectively and possess work motivation that drives them to work more diligently and responsibly. Consequently, improving civil servant performance requires more than just a single focus; instead, it requires a human resource development strategy that simultaneously integrates strengthening self-confidence and work motivation.

Thus, this discussion confirms that work motivation partially mediates the influence of self-efficacy on civil servant performance. The significance of partial mediation in this study indicates that self-efficacy is a fundamental factor that directly improves civil servant performance, while work motivation acts as an additional mechanism that strengthens and partially explains this influence. This finding implies that efforts to improve civil servant

performance need to be directed at strengthening self-efficacy and work motivation simultaneously to produce a stronger, more consistent, and sustainable impact.

#### 4. Conclusion

The Effect of Performance Allowances on Work Motivation. The results of the study indicate that performance allowances have a positive and significant effect on ASN work motivation. This finding indicates that the implementation of performance allowances that are perceived as fair, consistent, and related to discipline and performance can increase ASN work motivation in carrying out their duties and responsibilities. The Effect of Self-Efficacy on Work Motivation. Self-efficacy has been shown to have a positive and significant effect on ASN work motivation. The higher an ASN's confidence in their ability to complete tasks and face work challenges, the higher their work motivation will be. This confirms the importance of internal psychological factors in shaping ASN work motivation. The Effect of Work Motivation on ASN Performance. Work motivation has a positive and significant effect on ASN performance. ASN with high work motivation tend to show better performance, both in terms of quality, quantity, timeliness, and work responsibilities. The Effect of Performance Allowances on ASN Performance. The results of the study indicate that performance allowances do not have a significant direct effect on ASN performance. This finding indicates that performance allowances have not been able to directly encourage increased ASN performance without the presence of intermediary psychological factors. The Effect of Self-Efficacy on ASN Performance. Self-efficacy has a positive and significant effect on ASN performance. Confidence in one's own abilities enables ASN to manage work more effectively, persist in the face of obstacles, and produce more optimal performance. The Role of Work Motivation in Mediating the Effect of Performance Allowances on ASN Performance. Work motivation fully mediates the effect of performance allowances on ASN performance. This indicates that performance allowances will only impact ASN performance if they are able to increase work motivation first. The Role of Work Motivation in Mediating the Effect of Self-Efficacy on ASN Performance. Work motivation partially mediates the effect of self-efficacy on ASN performance. This means that self-efficacy influences performance both directly and indirectly through increased work motivation.

#### 5. References

##### Journals:

- Alessandri, G., Borgogni, L., & Latham, G. P. (2020). Self-efficacy and work engagement: A multilevel analysis of their relationship in organizational settings. *Journal of Organizational Behavior*, 41(5), 423–439.
- Alessandri, G., Borgogni, L., & Latham, G. P. (2021). The role of self-efficacy and motivation in predicting employee performance: Evidence from public and private sectors. *European Management Journal*, 39(3), 345–359.

- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12–16.
- Belle, N., & Cantarelli, P. (2021). Motivating public employees: A meta-analysis of the effects of incentives on performance. *Public Administration Review*, 81(5), 879–892.
- Chin, W. W. (1995). Partial least squares is to LISREL as principal components analysis is to common factor analysis. *Technology Studies*, 2(2), 315–319.
- Dewi, R., Nugroho, R., & Prasetyo, E. (2021). Pengaruh sistem penilaian kinerja terhadap motivasi dan kinerja ASN. *Jurnal Manajemen Publik*, 13(2), 145–158.
- Egele, A., Richter, N. F., & Hauff, S. (2025). Self-efficacy and performance in public organizations. *Public Personnel Management*, 54(1), 32–50.
- Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2022). The motivation at work scale: Validity evidence and relations with work outcomes. *Journal of Occupational and Organizational Psychology*, 95(1), 1–22.
- George, B., & Van der Wal, Z. (2023). Incentives and motivation in the public sector: A meta-analytic review. *Public Administration Review*, 83(1), 3–17.

#### Books:

- Abdillah, W., & Jogiyanto, H. M. (2015). *Partial least square (PLS): Alternatif structural equation modeling (SEM) dalam penelitian bisnis*. Andi.
- Aguinis, H. (2019). *Performance management* (4th ed.). Chicago, IL: Chicago Business Press.
- American Psychological Association. (2025). *APA dictionary of psychology*. Washington, DC: American Psychological Association.
- Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (14th ed.). London, UK: Kogan Page.
- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (15th ed.). London, UK: Kogan Page.
- Badan Kepegawaian Negara. (2011). *Peraturan Kepala BKN tentang tunjangan kinerja pegawai negeri sipil*. Jakarta: BKN.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice Hall.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York, NY: W. H. Freeman.
- Bandura, A. (2018). *A commentary on moral disengagement: How people do harm and live with themselves*. New York, NY: Worth Publishers.
- Boyne, G. A., Poole, M., & Jenkins, G. (2022). *Public service performance*. Oxford, UK: Oxford University Press.
- Brewer, G. A., & Kellough, J. E. (2021). *Responsible public management* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2023). *Organizational behavior: Improving performance and commitment in the workplace* (8th ed.). New York, NY: McGraw-Hill Education.
- Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.

- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York, NY: Plenum Press.
- Dessler, G. (2022). *Human resource management* (16th ed.). New York, NY: Pearson Education.