THE EFFECT OF PUBLIC SERVICE MOTIVATION TOWARD REGIONAL CIVIL SERVANTS PERFORMANCE DURING THE COVID-19 PANDEMIC

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Abstract: Since the COVID-19 pandemic hit the world and including Indonesia, the government has issued adaptive policies to prevent the virus from spreading more widely. This form of policy is a change in work patterns to work from home. On the other hand, public services should not be interrupted or stopped. To continue to provide public services in a pandemic situation, high public service motivation is needed so that even during a pandemic, civil servants can still perform public services. This study examines the effect of public service motivation on the performance of civil servants in Bali Region during the pandemic. From the results of the research, the public service motivation has a significant effect on the performance of civil servants with the affective motive to be the largest contribution to the performance of civil servants during the pandemic Covid-19.

Keywords: *Public Service Motivation, Performance, COVID-19, Civil Servants*

1. Introduction

Civil Servants as part of State Civil Apparatus (ASN) is an Indonesian citizen who fulfills certain conditions, appointed as ASN Employees permanently by the staffing officer to occupy government positions (Law Number 5 of 2014 concerning ASN). There are three main functions of Civil servants; implementing public policies, public servants and the glue and unifier of the nation. Civil servants are tasked with carrying out public policies made by Staffing Officer in accordance with the provisions of the legislation; provide professional and quality public services; and strengthen the unity and integrity of the Unitary State of the Republic of Indonesia. Civil servants act as planners, implementers, and supervisors for the implementation of general government tasks and national development through the implementation of policies and public services that professional, free from political intervention, and free from practices of corruption, collusion, and nepotism.

Since the first positive case of the COVID-19 virus was announced in Indonesia on March 2, 2020, the central government has been more aggressive in dealing with the global COVID-19 pandemic. Various policies have been issued by the government since early March 2020, ranging from restrictions on social relations (social distancing), calls to work from home (work from home) for most civil servants, restrictions on religious activities in public places, and appeals to the public to stay. Domestic and restrictions on economic activities outside the home. Through the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (Kemenpan RB) the Government issued Circular Letter Number 34 of

2020 concerning Amendments to Circular Letter of Kemenpan RB Number 19 of 2020 concerning Adjustment of the Work Procedures of State Civil Apparatus in Preventing the Spread of COVID19 in Government Agencies as a guide for central and local government agencies in carrying out official duties by working at home/where they live/commonly called Work from Home (WFH) for ASN as an effort to prevent and minimize the spread of COVID-19 (Icuk, 2020). The purposes of the circular are:

1. To prevent and minimize the spread, and reduce the risk of COVID-19 in the environment of central and local government agencies in particular and the public in general.
2. To ensure that the tasks and functions of each central and regional government agencies can be implemented and run effectively to achieve the performance of each organizational unit in the central and regional government agencies.
3. Ensure that the public services of the central government and local government agencies are implemented and continue to operate effectively. WFH or work from home is working from home or working at home. This term is often used if workers do long distance work and use digital communication to tell colleagues that they work from home on a certain day or for a temporary period of time in order to minimize risks to the health and safety of individuals. WFH is also defined as an activity in carrying out official tasks, completing outputs, coordination, meetings, and other tasks from the employee's residence.

The ideal condition of WFH applied by an agency / office is the ability to connect people electronically and create the best situation where work does not need to be done in the office and can be done anywhere the employee is located including at home. Provisions for civil servants who work at home are:

1. Civil servants assigned to Work From Home are required to carry out their duties based on the prevailing working hours.
2. When assigned to WFH, civil servants are also required to remain at their residence. If there is an urgent need to meet their health or food needs, civil servants are required to report to their immediate supervisor.
3. Civil servants are also required to carry out work in accordance with the work plan agreed by the direct supervisor. The results of work must still be reported at the end of each period.
4. The Direct supervisors of WFH-assigned civil servants are fully responsible for the implementation of work from home policy.
5. In addition, the leadership of echelon II units or work units have to make periodical reports at weekend.

The policy for WFH is a challenge for most regional civil servants, especially for those who work in the public service sector. The main purpose of public services is to provide services for the welfare of the community. Therefore, access to services cannot be stopped, closed or denied for the WFH policy because this is only a transfer (change) of the method of work in organizing and implementing the way how to provide services while the essence is to continue providing services to the community. One measurement of service given by civil servants could be seen through their performance. The performance is the description of the achievement of the implementation of activities/plans/policies when achieving the goals, objectives, missions and visions of an organization. The quantity and quality of work done by individuals, groups or organizations. In the public sector, especially the government sector, performance can be interpreted as an achievement by government officials/employees in carrying out services to the community in a period.

Performance measurement is divided into two groups, namely traditional and contemporary. Traditional performance measurement is done by comparing actual performance with budgeted performance or standard costs according to accountability characteristics. Contemporary performance measurement uses activity as a basis. Performance measurement is designed to assess how well activities are being performed and can identify whether continual improvement

has been made. Meanwhile, performance measurement is the process of assessing the progress of work towards a certain goal, including information on the effective use of resources in the production of goods or services, quality of goods or services, comparison of work results with targets, and effectiveness of actions in achieving goals.

A number of delays in public services occurred due to the sudden implementation of the WFH policy as part of preventing the spread of COVID-19. Some areas of public service that cannot serve the community directly cause public services to be neglected. Kompas Daily Monday (13/4/2020) showed that the highest number of complaints came from the problem of not handling population administration services. Of the total 348 reports received, 153 were related to population administration services, followed by electricity, taxation, licensing, immigration, and oil and gas.

Another point, motivation is the driving force that makes people feel excited at work, so they want to make every effort to get satisfaction. Motivation is a process that can explain the strength, direction, and persistence of an individual to achieve a goal. Motivation is needed because human nature requires some kind of stimulation, encouragement, and incentives to get better performance. Motivation acts as a technique to improve the performance of employees working at different levels. Perry and Wise (1990) define Public Service Motivation (PSM) as an individual's tendency to respond to unique basic motives found in public institutions and organizations. Three motives are characterized in the Public Service Motivation (PSM), namely; rational motives, normative motives, and affective motives.

Many researchers found evidence that employee motivation has a positive relationship with employee performance (Nnaeto Japhet Olusadum et. al (2018), Irum Shazadi et. al (2014), Oluwayomi Ayoade Ekundayo et. al (2018), Sara ghaffari et. al (2017), Darolia et al (2010) report). Different results were carried out by Pamela Akinyi Omollo et., al (2015) found that motivation does not affect higher final performance, which means that although civil servants have good work motivation, they will not significantly affect their performance.

Knowing the impact of motivation on performance based on differences in the results of several studies, researchers are interested in examining these variables as well as to find out the biggest motive of public service motivation that affects performance in the COVID-19 pandemic situation. Where civil servants have implemented work from home, so that in changing work from home patterns, regional civil servants can maintain their performance in carrying out their duties and functions to always provide services to the community.

2. Literature Review

Public Service Motivation

According to McCormick in Mangkunegara (2000), work motivation is a condition that influences generating, directing, and maintaining behavior related to the work environment. Giving motivation has the same goal, namely to stimulate and encourage individuals to work more actively, efficiently, and effectively in order to achieve organizational goals. The motivation that every civil servant should have is the motivation for public service (Public Service Motivation), this is in accordance with one of the roles of civil servants as executors of public services.

Perry and Wise (1990) define Public Service Motivation (PSM) as an individual's tendency to respond to the unique basic motives found in public institutions and organizations. This is based on the opinion that there are people who are interested and motivated to work in the public sector. Three motives are characterized in the Public Service Motivation (PSM), namely, the first rational motive based on individual utility maximization where individuals are interested in working in the public sector because they have an interest in supporting certain private sectors when they have authority in the formulation of public policies. Second, normative

motives are based on a desire to serve the public interest, loyalty to duties and government. Third, affective motives are based on emotional factors or commitment to a program based on beliefs about its social benefits and a sense of patriotism.

Public Service Motivation (PSM) which is generally found among employees in the public sector relates to four dimensions, namely: First, interest in making public policies (attraction to public policy-making), this dimension relates to motivation to achieve achievements that enable individuals to achieve inner or personal satisfaction. Second, responsibility to the public interest and obligations as citizens (commitment to the public interest and civic duty), this dimension relates to the desire to serve the public which is driven by sincere belief and compassion for social interests. Third, sympathy (compassion), this dimension is characterized by the desire to help others, the nature of prioritizing the interests of others, the attitude of sharing the feelings of others, and other social desires. Fourth is the attitude of self-sacrifice (self-sacrifice), this dimension relates to the attitude of love for the homeland, responsibility to duty, loyalty to the state, high awareness to share, and sacrifice for the survival of the organization.

Measuring Public Service Motivation

Public Service Motivation is the motivation behind an employee making a choice to become a public servant. Measurement of Public Service Motivation (PSM) or public service motivation was carried out using the five-item Protection Board Merit System scale used in previous work (Wright et al. 2012). The three motives in Public service motivation (rational, normative, affective) each consist of four indicators

Civil Servants Performance

Performance is the achievement of a particular job which can be directly reflected in the resulting output (Simamora 2004). Lawler & Porter stated that performance is a "successful role performance" that a person gets from his actions. Performance is the result of work which is the result of the implementation of a job, both material and non-material. Performance management is a continuous cycle of improving performance by setting goals, feedback, rewards, and positive reinforcement, Kreitner and Kinicki (2010).

Wibowo (2010) suggests that performance is the process of doing work so as to achieve the results achieved from a job. In addition, Sedarmayanti (2011) reveals that performance is the result of a person's work at work, a process of activities involving all members of the organization, where the work results must be tangible, measurable (compared to predetermined standards). Hasibuan (2006), explains that performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time.

The performance of government agencies is formed from the performance of organizational units in the government environment. Meanwhile, the performance of the organizational unit is formed by the performance of the unit formed by the individual performance of the government apparatus. So that indirectly the organizational performance of government agencies is very dependent on the performance of the state civil apparatus itself.

According to Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants, the performance of civil servants is an accumulation of work results and work behavior. The work result is a comparison between the target and the realization of performance, while work behavior is obtained from the results of the assessment of direct superiors, subordinates, and equal colleagues. Work behavior assessment includes; service orientation, initiative, commitment, cooperation, and leadership.

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Measuring Civil Servant Performance

Civil Servant Performance is the work achieved by each PNS in the organization/unit in accordance with the Employee Performance Target (SKP) and Work Behavior (Government Regulation Number 30 of 2019). Aspects of performance assessment include the achievement of Employee Performance Goals and Work Behavior. Performance indicators use aspects of SKP achievement and civil servant work behavior in accordance with Government Regulation Number 30 of 2019 concerning National Civil Servants Performance Management and performance indicators developed by Bishop (1987). Performance results consist of three indicators, while work behavior consists of four indicators, including; service orientation, initiative, commitment, and cooperation.

Research's Theoretical Framework

Based on the background problems and the literature review, then, the research's theoretical framework could be described as follows:
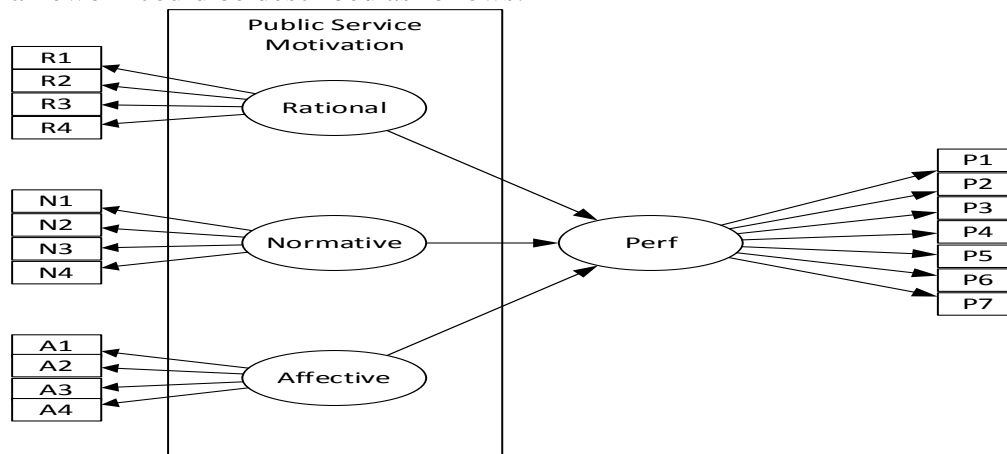

Figure 1
Research's Theoretical Framework

Hypothesis

A good organization will maintain positive values as a behavioral guide for all employees in completing their duties. Each member of the organization is expected to complete all his work based on the allocated work. This will be realized when an employee has a strong motivation to carry out their duties. Hayati and Caniago (2010) found a positive and significant effect of motivation on employee performance. Motivation is a natural driving force for satisfaction and survival (Clayton, 2000). Motivation results from the attitude of employees in dealing with the work environment. Motivation can also be seen as a condition and energy to direct employees to move towards organizational goals. Soeroso (2002) says that motivation is a collection or collection of behaviors as a basis or reason for achieving certain goals. Work motivation is divided into two: (1) extrinsic motivation, (2) intrinsic motivation. Based on the above definition, it can be said that the purpose of motivation is to increase the willingness of employees to work, utilize their internal potential, and behave in ways that encourage better performance.

In the seminal work of Perry and Wise (1990, p. 370), the second proposition is that in public sector organizations, PSM is positively related to individual performance. In public sector roles, people with high levels of PSM are able to live up to their altruistic values, creating intrinsic motivation to perform at higher levels (Wright and Grant 2010). In the 25 years since Perry and Wise's proposition was formed, a number of studies have explored this relationship empirically. In addition to Caillier (2010), they demonstrated a positive relationship between PSM and performance across different cultures and organizations (eg Bright 2007; Leisink and Steijn 2009; Vandenabeele 2009; Bellé 2013). Further research conducted by Gary Schwarz,

et. al 2016 found a positive and significant influence between public service motivation on the performance of public sector employees in China. Previous studies that confirmed the positive influence of motivation on performance were among others conducted by: Olusadum et. al (2018), Shazadi et. al (2014), Ekundayo et. al (2018), Ghaffari et. al (2017), Darolia et. al (2010). Based on empirical evidence that supports motivation affects performance.

Hypothesis: Public Service Motivation (rational, normative, affective) has a positive and significant impact on the performance of regional civil servants in the Bali area during the covid-19 pandemic.

3. Method

Research Design

This study uses a quantitative approach, which is based on an empirical approach in analyzing and presenting data that tends to be numerical rather than narrative (Sugiyono, 2017). Therefore, data collection was carried out using research instruments arranged in the form of a questionnaire and then continued with statistical analysis. To confirm the findings, interviews and observations were conducted according to the limitations of the study.

Population and sample

The population is a generalization area consisting of subjects and objects whose characteristics are in accordance with the provisions of the study (Sugiyono, 2017). The population in this study were 2,815 administrative and supervisory employees at Regional Civil Servants in the Bali Region including; Bali Province, Badung Regency, Buleleng Regency, Klungkung Regency, Bangli Regency, Karangasem Regency, Tabanan Regency, Gianyar Regency, Jembrana Regency, and Denpasar City (State Personnel Agency, 22 January 2022). Referring to the opinion of Fraenkel & Wallen that for this type of correlational research the minimum number of samples used is 50 respondents, for this reason this study uses 50 administrative officials in 10 Regional Governments in the Bali Region.

Data Collection

Data was collected through a questionnaire with a survey method, where the respondents were Civil Servants in 10 Local Governments in the Bali Region. Bali was chosen as the research location because Bali felt the severe impact of the COVID-19 pandemic, where previously Bali relied on the tourism sector which was almost paralyzed by the pandemic. In addition, the number of Covid-19 spreads in Bali is also high, so several times they have to implement restrictions on social activities during the COVID-19 pandemic. The Statistical Package for the Social Sciences (SPSS) 21 was used to test the research hypotheses.

According to Sugiyono (2017), the Likert scale is used to measure attitudes, opinions, and opinions of a person or group of people towards social phenomena. In this study, social phenomena have been specifically determined by researchers, and are referred to as research variables. Use a Likert scale to change the variable to be measured into an indicator variable. Then, use those indicators as a starting point for the preparation of a tool project (which can be a statement or a question). Likert scale is used in the answers to each instrument. The levels range from positive to negative, and can be worded, namely:
1. Strongly agree: Score 5
2. Agree: Score 4
3. Doubtful: Score 3
4. Disagree: Score 2
5. Strongly Disagree: Score 1

4. Result and Discussion

Research's Instrument Test

For testing purposes, the research instrument was tested on 30 respondents. The purpose of this test is to ensure that all the instruments used are reliable. According to Sugiyono (2017), the instrument is said to be valid if it has a correlation coefficient of 0.30 and can be said to be reliable if it has a Cronbach's Alpha of 0.6. Based on the test results, it shows that the instrument meets the reliability test criteria by using validity and reliability tests.

Respondents' characteristics

Based on the data collected, it is known that there are 52% of male respondents and 48% of female respondents. Regarding age, respondents are dominated by the age range of 36 to 45 years, namely 54% of the total respondents, and the age range from 46 to 55, namely 26%. At the education level, it is dominated by bachelor, namely 65%. As for work experience, 54% have worked for 11-20 years and 24% have worked 21-30 years as a Civil Servant.

Classical Assumption Test

To meet the criteria for multiple linear regression, it must first meet several criteria for the classical assumption test scores as follows.;

1) **Normality Test:** the classical assumption test of this study uses the PP Normal Plot of the Standardized Residual Regression diagram as shown in Figure 2. From the diagram it can be concluded that the data is normally distributed because the data is spread between coordinates so that the data is valid for further analysis..
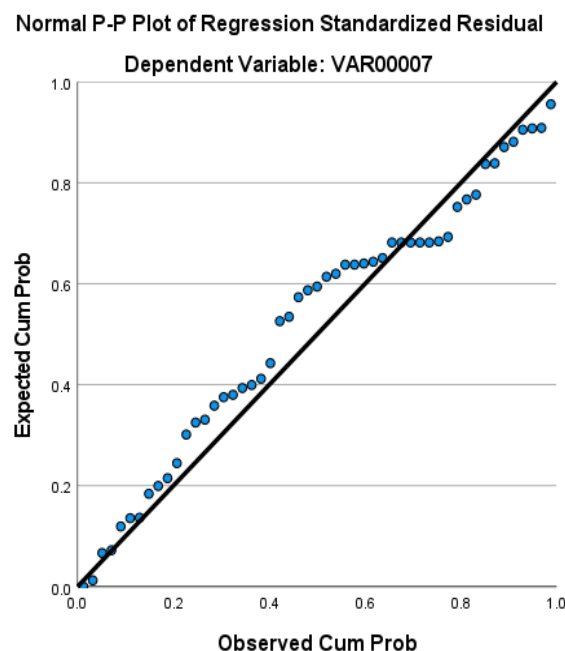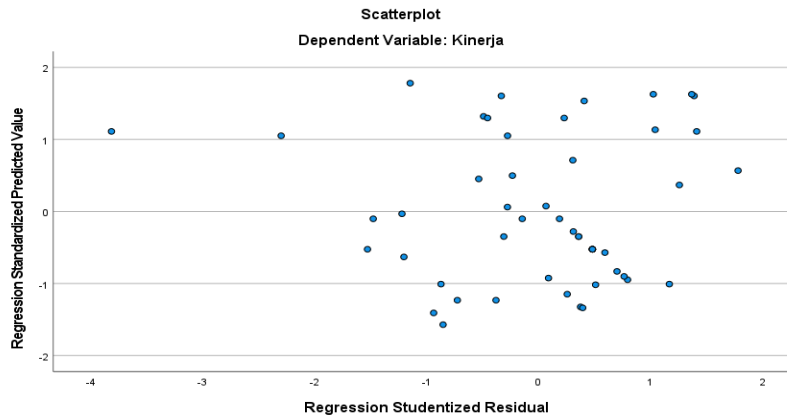

Figure 2: Normality Test

2) **Multicollinearity test:** based on the tests carried out there is no multicollinearity between variables which can be seen from the collinearity statistic score, where rational has a tolerance score of 0.382 with a VIF score of 2.617. Normative has a tolerance score of 0.383 with a VIF score of 2.613. Affective has a tolerance score of 0.365 with a VIF score of 2.738. Thus it can be explained that there is no multicollinearity between variables (Table 1).

3) **Heteroscedasticity test:** if the data is evenly distributed between values 0, it can be assumed that there is no heteroscedasticity. Based on the scatterplot diagram, it can be seen that there is no heteroscedasticity, so that the data can be analyzed further.

Scatterplot
Dependent Variable: Kinerja

Multiple Linear Regression Analysis

After the data fulfilled the classical assumption test criteria, the hypothesis was tested using the estimation of multiple linear regression analysis. Based on the data processing, the obtained results are as follows.

Table 1: Results of Multiple Linear Regression Analysis

	Model	B	Std, Error	Beta	t (F)	Sig	Tolerance	VIF	R Square
1	(Constant)	8,270	1.624		6,494	0,000			0,888
	Rational	0,421	.225	0,219	1.879	.066	0,382	2,617	
	Normative	0,408	.210	0,057	.499	.620	0,383	2,613	
	Affective	0,320	.244	0,688	5.008	.000	0,365	2,738	
	Y= 8,270 + 0,421X1 + 0,408 X2 + 0,320X3 + e								
	Source: Processed primary data, 2022								

The regression equation above has meanings as follows.

Constanta value of 8.270 indicates that when the Rational, Normative, and Affective variables are equal to 0 (zero), then the performance of civil servants is 8.270 points. The score is the total performance of Civil Servants in the Bali Region which is sampled. The rational regression coefficient of 0.421 indicates that when Rational is increased by 1%, then the performance of Civil Servants is 0.421% with the assumption that the normative and affective variables do not change or are constant. The normative variable coefficient of 0.408 indicates that when the normative is increased by 1%, the performance of civil servants will tend to increase by 0.408% with the assumption that the Rational and Affective do not change or are constant. The regression results show the affective coefficient is 0.320, this shows that when the affective increases by 1%, the performance of civil servants will tend to increase by 0.320% with the assumption that the rational and rational variables do not change or remain.

Coefficient of Determination (R^2) of Public Service Motivation toward Civil Servants Performance

Based on the test results, the coefficient of determination (R2) is 0.888 (Table 1), with a positive coefficient of determination. This means that the performance of civil servants during the pandemic was 88.80% influenced by a combination of the three motivational motives for public services (Rational, Normative, and Affective) and 11.20% influenced by other factors not included in the research model. The high score of public service motivation shows that

public service motivation has a very significant effect on the performance of civil servants during the pandemic.

The Result of *standardized beta coefficients* test

The results of the analysis (Table 1) show that the beta coefficient for rational motives is 0.219, normative motives are 0.057 and affective motives are 0.688. This shows that the motivational variable of public service that most dominantly affects the performance of civil servants is the affective motive. Therefore, this result explains that the most important affective motive is enhanced. This means that the responsibility to serve the public interest, loyalty to duties, and the government of civil servants are important to improve the performance of civil servants during the COVID-19 pandemic.

Hypothesis Test
1) **Rational Motive toward Civil Servant Performance**
   Based on the test results, it is known that the coefficient value of the rational motives variable is 0.219 with a significance of 0.066. Based on the probability value of rational motives which is greater than 0.05 (0.066 > 0.05) it can be explained that rational motives have a positive and insignificant effect on the performance of civil servants, so the first hypothesis is **not accepted**.
2) **Normative Motive toward Civil Servant Performance**
   Based on the test results, it is known that the coefficient value of the normative motives variable is 0.057 with a significance of 0.620. Based on the normative probability value that is greater than 0.05 (0.620 > 0.05), it can be explained that the normative motive has a positive and insignificant effect on the performance of civil servants, so the second hypothesis is **not accepted.**
3) **Affective Motive toward Civil Servant Performance**
   Based on the test results, it is known that the coefficient value of affective motives variable is 0.688 with a significance of 0.000. Based on the probability value smaller than 0.05 (0.000 < 0.05) it can be explained that the affective motive has a positive and significant effect on the performance of civil servants, so the third hypothesis is **accepted.**
4) **Public Service Motivation toward Civil Servant Performance.**
   Based on the simultant test (F test) result, it was obtained that significance of 0,000, is smaller than 0,05 (0.000 < 0.05), it could be explained that Public Service Motivation had a positive and significant effect on civil service performance, therefore, the hypothesis is **accepted.**

Discussion

Public Service Motivation has a positive and significant impact on the performance of civil servants during the COVID-19 pandemic in the Bali area. This supports the research of Olusadum et. al (2018), who found a positive and significant staff motivation on staff performance at Alvan Ikoku Federal College of Education Nigeria. These results also support the research of Shazadi et. al (2014) who found a positive and significant effect of motivation on staff performance on teachers in Pakistan. Ekundayo et. al (2018) in his research also found that motivation is the main factor influencing the performance of insurance company staff in Nigeria. Positive values will serve as behavioral guidelines for all employees in carrying out their responsibilities in a good organization. Each member of the organization is expected to carry out all his duties based on the work that has been assigned to him. This will be realized if someone has high motivation to complete the task. Motivation has a beneficial and considerable influence on employee performance. Employee motivation comes from their attitude towards their work environment. Motivation is also a state of mind and energy that

guides employees to achieve organizational goals. Motivation is a set of actions on which to base. The tendency of individuals to respond to unique underlying motives found in public institutions and organizations is referred to as "Public Service Motivation". It is based on the belief that there are people who are interested in working in the public sector and motivated to do so.

This study also found evidence that Affective Motives on Public Service Motivation also had a positive and significant effect on the performance of civil servants during the COVID-19 pandemic in the Bali Region. This indicates that civil servants want to carry out their responsibilities as state servants to be part of the government in serving the community during the pandemic. They want to carry out the obligation to provide public services. This supports the research of Ghaffari et. al (2017) who found the most motivating factors were additional responsibility and utility with a significant effect on staff performance at Universiti Teknologi Malaysia. Darolia et. al (2010) also found that work motivation has a positive and significant effect on staff performance at National Fertilizer Ltd India.

This study also has evidence that civil servants during the Covid-19 pandemic have a desire to be part of government policy to serve the community. This is a representation of sympathy (affection), which is characterized by the desire to help others, the nature of prioritizing the interests of others, the attitude of sharing the feelings of others, and other social desires. This is also related to the attitude of self-sacrifice (self-sacrifice) which is related to the attitude of responsibility towards the task, loyalty to the state, a high awareness of sharing and sacrifice for the survival of the organization.

5. Conclusion

Based on the discussion above, the research results can be concluded as follows. Public Service Motivation has a positive and significant effect on civil servant performance in the Bali area during the pandemic Covid-19. Its means can be explained that the higher the public service motivation, the higher the civil service performance. This study also has evidence that affective motive had a positive and significant rule to the civil service performance, it's also the highest contributor to increasing civil service performance during the pandemic Covid-19. However, the rational and normative motive has a positive but insignificant effect on civil servant performance. It means that the higher the rational and normative motive which is conducted on civil servant still not increase the performance of civil servant. Meanwhile, the highest potential contribution to increase civil servant performance during the pandemic Covid -19 is the affective motive. The rational and normative motive had a positive rule but not significant effect on the civil service performance during the pandemic. Thus, it can be explained that rational and normative motives can increase performance but not significantly during the pandemic Covid-19. The determination or the effect score of the rational, normative, and affective motive, Variables toward the civil servant performance is 88,8 % and the rest is 11,2% influenced by other variables which are not discussed in the research. Based on the beta coefficient score of the rational motive, normative motive, and affective motive, the most dominant in influencing the civil servant performance is affective motive.

Limitation
Based on the overall process and the results obtained, this study has several limitations, such as the findings showing that the rational and normative motive variables do not have a significant effect, meaning that further research is still needed by using more comprehensive measurement indicators for rational motives and normative motives. Another limitation of this study is that the research design is confirmatory research, therefore, further research is expected to further study the causes of rational and normative motives that play a less role in improving

the performance of civil servants. Further research is also expected to be able to examine more deeply in conditions with a larger sample and wider research location.

Suggestion

Based on the research findings, the following can be suggested. All local governments in the Bali region should increase the motivation of public services, especially affective motives because they can affect the performance of civil servants during the Covid-19 pandemic. Affective motives can be maintained with a massive movement to internalize and implement the core values of ASN ber-AKHLAK (service orientation, accountability, competence, harmony, loyalty, adaptability, and collaboration) and personal branding pride in serving the nation. Increasing public service motivation can be done by providing socialization and internalization of the core values of the state civil apparatus because they are proud to do things that are of value to others.

Rational and normative motives have a positive effect on the performance of civil servants but not signficant, this is related to the rules of civil servants as implementing public policies and as public servants (Law Number 5 of 2014 concerning ASN). It is important to provide socialization and internalization to civil servants regarding the functions, duties and roles of civil servants according to the civil service law. Therefore, the dominance of affective motives in influencing the performance of civil servants is a priority to be carried out during the pandemic and post-pandemic situations.

Further research also recommends the use of a larger sample of respondents and a more in-depth study of public service motivation with more comprehensive indicators.

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