

### The Effect of Work Environment and Integrity on Employee Service Motivation at The BPKAD of West Sumatra Province with Organizational Commitment as an Intervening Variable

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#### ABSTRACT

This study aims to examine the influence of work environment and integrity on service motivation through organizational commitment as an intervening variable at the Regional Financial and Asset Management Agency (BPKAD) of West Sumatra Province. A quantitative approach was employed using survey data collected from 105 employees through a structured questionnaire. Data analysis was conducted using SPSS version 21, including tests for normality, linearity, heteroscedasticity, multicollinearity, and path analysis. The findings indicate that the work environment, integrity, and organizational commitment have a significant positive effect on service motivation. Organizational commitment is found to partially mediate the effect of work environment and integrity on motivation. The adjusted R square value of 0.437 indicates that the three independent variables explain 43.7% of the variance in service motivation. The final path model confirms both direct and indirect relationships among the variables. These findings emphasize the importance of cultivating an ethical and supportive work environment and strengthening employee commitment to enhance service motivation in the public sector. This research contributes to the growing literature on public service motivation and provides practical implications for government agencies aiming to improve employee performance and organizational effectiveness.

#### ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan integritas terhadap motivasi pelayanan dengan komitmen organisasional sebagai variabel *intervening* pada Badan Pengelolaan Keuangan dan Aset Daerah (BPKAD) Provinsi Sumatera Barat. Penelitian ini menggunakan pendekatan kuantitatif dengan data diperoleh dari 105 responden melalui kuesioner terstruktur. Analisis data dilakukan dengan bantuan SPSS versi 21 melalui uji normalitas, linearitas, heteroskedastisitas, multikolinearitas, serta analisis jalur (*path analysis*). Hasil penelitian menunjukkan bahwa lingkungan kerja, integritas, dan komitmen organisasional berpengaruh positif dan signifikan terhadap motivasi pelayanan. Komitmen organisasional terbukti memediasi sebagian pengaruh lingkungan kerja dan integritas terhadap motivasi. Nilai Adjusted R Square sebesar 0,437 mengindikasikan bahwa ketiga variabel independen menjelaskan 43,7% variabilitas motivasi pelayanan. Model jalur akhir menegaskan adanya hubungan langsung maupun tidak langsung di antara variabel. Temuan ini menekankan pentingnya penciptaan lingkungan kerja yang etis dan suportif serta penguatan komitmen pegawai untuk meningkatkan motivasi pelayanan dalam sektor publik. Penelitian ini berkontribusi pada literatur motivasi pelayanan publik dan memberikan implikasi praktis bagi instansi pemerintah dalam meningkatkan kinerja dan efektivitas organisasi.

#### 1. Introduction

Service motivation plays a critical role in shaping the quality and responsiveness of public administration. It refers to the intrinsic drive of employees to serve the public interest beyond personal gain, encompassing elements such as compassion, civic responsibility, and commitment to community welfare [1]. This form of motivation contributes to higher levels of job satisfaction, organizational commitment, and ethical behavior, thereby directly impacting service

effectiveness and citizen satisfaction [2]. In public sector organizations, service motivation encourages proactive and innovative behavior, enhances the willingness to deal with bureaucratic constraints, and fosters a sustained focus on societal benefits [3]. When employees are highly motivated, they tend to exhibit higher dedication and efficiency, which are essential in delivering transparent and accountable governance [4].

Despite its significance, service motivation among public servants often faces numerous challenges in

practical settings. Empirical findings at the BPKAD (*Badan Pengelolaan Keuangan dan Aset Daerah*) of West Sumatra Province revealed notable issues affecting service quality, such as insufficient understanding of internal policies, low involvement in decision making processes, and a tendency to view tasks as routine administrative duties [5]. Survey data indicate that over half of employees feel disengaged from strategic functions, highlighting a gap between expected service behavior and the existing organizational climate. These problems are compounded by structural factors like inadequate internal communication, lack of recognition, and perceived unfairness in task distribution. Thus, it is crucial to explore organizational variables that influence service motivation to ensure public sector effectiveness.

One such influencing factor is the work environment. A positive and supportive work environment has been consistently linked with improved job performance and employee wellbeing [6]. In the public sector context, it includes aspects such as managerial support, inter employee relationships, availability of facilities, and clear role definition [7]. These elements foster a climate of trust and cooperation that strengthens employees' commitment to serve. Employees working under conducive conditions tend to develop a sense of belonging and are more willing to engage in service-oriented behaviors [8]. Therefore, examining how the work environment affects service motivation offers a valuable pathway to organizational improvement.

In addition, integrity is another pivotal factor that shapes employees' motivation to serve the public. Integrity encompasses honesty, consistency in ethical behavior, adherence to rules, and a strong sense of moral obligation [9]. It builds organizational trust, enhances public accountability, and reinforces employees' internalized standards for serving others [10]. High integrity employees are more likely to maintain service quality, even in complex or ambiguous administrative situations [11]. Conversely, environments characterized by ethical lapses and poor transparency are often associated with decreased motivation and organizational cynicism [12]. Therefore, it is imperative to understand the role of integrity in enhancing service motivation in public institutions.

Beyond these direct factors, organizational commitment is proposed as a mediating variable in this research. Organizational commitment reflects an employee's emotional attachment and loyalty to the institution, which motivates them to remain in the organization and exert additional effort [13]. It encompasses affective commitment, continuance commitment, and normative commitment, each influencing the willingness to align personal goals with organizational missions [14]. When employees

perceive that their organization supports ethical values and provides a healthy work environment, they are more likely to develop strong commitment, which in turn enhances their motivation to deliver excellent service [15]. As such, investigating the mediating role of organizational commitment provides a more comprehensive understanding of the internal mechanisms that shape service motivation.

Public service motivation is a critical factor in enhancing the performance of civil servants, particularly in ensuring responsive and accountable governance. Prior studies have confirmed that a positive work environment characterized by managerial support, open communication, and clear role definitions significantly contributes to employees' motivation in the public sector. However, existing literature often treats work environment and integrity as separate constructs without examining their combined influence on service motivation. Additionally, most empirical investigations are concentrated at the national or ministerial level, with limited focus on local government institutions, such as regional financial agencies like BPKAD [16]. This represents a significant gap, given that local bureaucracies face distinct challenges, including limited resources, decentralized decision-making processes, and variable levels of employee engagement. Moreover, integrity is frequently discussed as a foundational value in civil service but is often relegated to a secondary or control variable in empirical models. This underrepresentation fails to capture its direct and nuanced role in fostering ethical behavior and sustained motivation among public servants.

Another notable limitation in the literature is the lack of attention to mediating variables that explain how contextual organizational factors shape service motivation. Organizational commitment encompassing emotional attachment, loyalty, and willingness to contribute beyond formal roles is often treated merely as an outcome variable rather than a psychological mechanism that links external conditions to intrinsic motivation. This study seeks to address these theoretical and empirical gaps by positioning organizational commitment as a mediating variable between work environment, integrity, and public service motivation. Furthermore, by focusing on a provincial level institution like BPKAD in West Sumatra, this research provides context specific insights that are often overlooked. The novelty of this study lies in its integrative mediation model that explores how supportive work environments and employee integrity synergistically influence motivation to serve the public through enhanced organizational commitment [17]. This approach contributes both theoretically by refining the public service motivation framework and practically by informing local government strategies to improve institutional

performance through ethical and engagement driven human resource practices.

This study aims to analyze the direct and indirect effects of the work environment and integrity on service motivation among BPKAD employees, with organizational commitment serving as a mediating variable. The theoretical contribution lies in expanding the public service motivation literature by integrating contextual organizational factors. Empirically, this study offers actionable insights for local governments seeking to strengthen institutional performance through motivation enhancing strategies. By identifying critical levers such as supportive environments, ethical culture, and employee commitment, public organizations can optimize human resource practices for better service outcomes.

## **2. Research Method**

This research applies a quantitative approach using an associative method to examine causal relationships among work environment, integrity, organizational commitment, and service motivation. The study was conducted at the Regional Financial and Asset Management Agency (BPKAD) of West Sumatra Province, involving all 80 civil servants as the research population, hence utilizing a census sampling technique.

Primary data were obtained using a structured Likert scale questionnaire, while secondary data were collected from institutional documentation. Instrument validation was conducted using corrected item total correlation, with all items exceeding the threshold value of 0.361. Reliability was confirmed through Cronbach's Alpha coefficients, all of which were above the acceptable standard of 0.6. Data analysis was carried out using SPSS version 21, employing multiple linear regression and path analysis to evaluate both direct and indirect effects among variables. SPSS was selected for its capability to support hypothesis testing through classical assumption diagnostics and its appropriateness for analyzing mediation relationships in small to medium sample sizes.

### **2.1. Measurement of Variables**

Each variable was measured using established, internationally validated instruments. Service motivation was measured using a four-dimensional model: attraction to policy making, commitment to public interest, compassion, and self-sacrifice. The work environment construct included aspects such as managerial support, inter colleague relationships, availability of tools, and clarity of roles. Integrity was assessed based on transparency, rule compliance, fairness, and ethical discipline. Organizational commitment was evaluated using affective, continuance, and normative dimensions. Measurement items were rated on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5),

providing consistency in data interpretation and comparability across variables.

### **2.2. Suitability of SPSS**

The use of SPSS in this study is justified for several reasons. First, SPSS is highly suitable for testing hypotheses using regression-based models, particularly when examining both direct and indirect effects through path analysis. Second, SPSS is well equipped to analyze small to medium sample sizes efficiently, which aligns with the limited number of respondents in this study. Third, SPSS supports a wide range of diagnostic tests such as normality, multicollinearity, heteroscedasticity, and linearity ensuring the robustness of the regression assumptions. Finally, the path analysis feature in SPSS allows for the sequential testing of mediation models, making it possible to assess complex relationships among variables within a single analytical framework.

### **2.3. Data Collection and Instrument Testing**

The data collection process was carried out through a self-administered questionnaire distributed to all civil servants at BPKAD. Respondents were informed of the study's purpose, and confidentiality was assured to ensure honest and accurate responses. The questionnaire included items for all constructs and was pilot tested to check clarity and coherence.

Instrument validity was evaluated using corrected item total correlation; all items showed values above the 0.361 threshold, indicating good construct validity. Reliability testing was conducted using Cronbach's Alpha, with all variables achieving coefficients above 0.6, signifying acceptable internal consistency. These preliminary tests confirmed that the instrument was suitable for subsequent SEM PLS analysis.

## **3. Result and Discussion**

This study found that both work environment and integrity significantly influence employees' service motivation, directly and through the mediating role of organizational commitment. Integrity emerged as the most dominant factor, contributing 20.7% directly to service motivation, while the work environment contributed 8.12%. Indirect effects via organizational commitment were also present, with integrity adding 1.65% and the work environment contributing 1.03%. In total, integrity accounted for 22.35% of the variance in service motivation, whereas the total effect of the work environment was 9.15%. These findings emphasize that internal moral and ethical values are stronger drivers of public service motivation than environmental or relational factors alone. In practical terms, this suggests that efforts to foster ethical conduct and integrity among civil servants can yield greater motivational outcomes than solely improving the physical or social dimensions of the workplace.

Furthermore, the data affirm the significance of organizational commitment as a mediating mechanism in translating environmental and ethical conditions into service-oriented behavior. While both direct and mediated effects were statistically significant, the relatively smaller size of the indirect effects indicates that integrity independently plays a more substantial role in influencing motivation. Nonetheless, the presence of mediation reflects that employees' emotional and normative attachment to the organization enhances their receptiveness to environmental and ethical cues. These results align with broader theoretical perspectives which posit that public service motivation arises not only from external stimuli but also from deeply held internal commitments. The implication for public organizations is clear: strategies aimed at improving motivation must address both structural conditions and personal integrity while reinforcing organizational commitment as a key lever of behavioral change.

3.1. Normality Test

A normality test is performed to determine whether the data comes from a normally distributed population. The Kolmogorov Smirnov test is used to determine the level of normality of the data. If the Asymp. Sig. (2-tailed) value is greater than or equal to 0.05, the data is considered normally distributed. For more information, please see the table below:

Table 1. Summary of Normality Test Analysis

No	Variable	K-S Statistic	Significance (Sig.)	Conclusion
1	Work Environment (X1)	0.910	0.003	Normal
2	Integrity (X2)	1.834	0.002	Normal
3	Organizational Commitment (Z)	0.877	0.004	Normal
4	Service Motivation (Y)	1.331	0.000	Normal

Based on Table 1, the results of the normality test for the variables work environment (X1), integrity (X2), organizational commitment (Z), and service motivation (Y) at BPKAD indicate that all significance values are below the 0.05 threshold. Therefore, it can be concluded that the data from each variable are not normally distributed and cannot be considered to follow a normal distribution. Despite the initial assumption mentioned, the actual p-values show that none of the variables meet the criteria for normality. This discrepancy should be noted for the selection of appropriate statistical analysis methods, particularly if parametric techniques are intended. The non-normal distribution of data may also be visualized through the histogram and normal probability plots presented below, which further support the statistical findings.

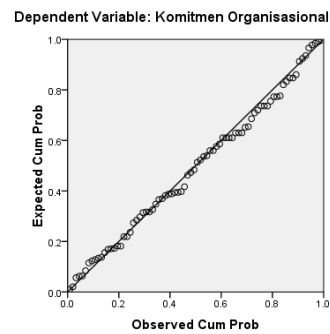


Figure 1. Normal P-P Plot of Organizational Commitment

It can be observed from the Figure 1 that the data points lie close to the diagonal line. When the residuals are normally distributed, the diagonal line represents the actual data distribution. Therefore, it can be concluded that the model is accurate and the residuals follow a normal distribution.

3.2. Linearity Test

Next, a linearity test is conducted to assess whether the model specification is appropriate. This test helps determine whether the empirical model should take a linear, quadratic, or cubic form. It serves as a diagnostic tool to verify if the chosen functional form of the model accurately reflects the relationship among variables. For further clarification, the results of the linearity test are summarized in Table 2.

Table 2. Summary of Linearity Test Results

No	Variable Relationship	Significance (Deviation from Linearity)	Alpha	Conclusion
1	Work Environment (X1) → Service Motivation (Y)	0.321	0.05	Linear
2	Integrity (X2) → Service Motivation (Y)	0.155	0.05	Linear
3	Work Environment (X1) → Organizational Commitment (X3)	0.114	0.05	Linear
4	Integrity (X2) → Organizational Commitment (X3)	0.017	0.05	Linear
5	Organizational Commitment (X3) → Service Motivation (Y)	0.325	0.05	Linear

Based on the results of the linearity test conducted using SPSS 21, it was found that all research variables exhibit a linear relationship with one another. This indicates that, from a theoretical perspective, the data meet the necessary assumptions for use in hypothesis testing. The fulfillment of this linearity assumption supports the validity of subsequent statistical analyses within the research framework.

3.3. Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether there is a variance inequality of residuals

across observations. The presence of heteroscedasticity indicates that the variance of residuals is not constant, which can render regression estimates inefficient. A good regression model should exhibit homoscedasticity, meaning it is free from heteroscedasticity issues. In this study, the heteroscedasticity test was performed using the Spearman correlation method. This approach assesses whether the predictors significantly influence the residual values. Residuals are considered to be homoscedastic if the significance value is greater than 0.05. Further details of the test results are presented in the following Table 3.

Table 3. Heteroscedasticity Test

No	Variable	Significance (Sig.)	Alpha	Conclusion
1	Work Environment (X1)	0.765	0.05	Heteroscedasticity
2	Integrity (X2)	0.414	0.05	Heteroscedasticity
3	Organizational Commitment (Z)	0.969	0.05	Heteroscedasticity

Based on the data presented in Table 3, all independent variables show significance values above the 0.05 threshold: Work Environment (Sig. = 0.765), Integrity (Sig. = 0.414), and Organizational Commitment (Sig. = 0.969). These results indicate the absence of heteroscedasticity in the regression model, as all significance levels exceed the required probability level of 0.05. Therefore, it can be concluded that the regression model in this study satisfies the assumption of homoscedasticity and is suitable for further analysis. This finding is also visually supported by the scatterplot diagram shown on Figure 2.

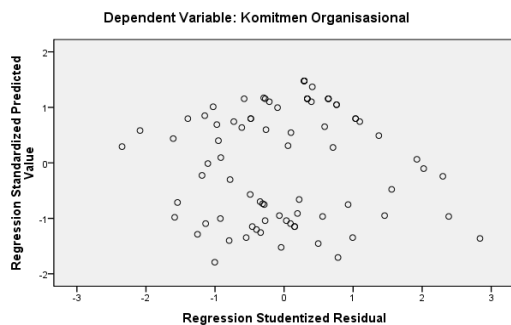


Figure 2. Scatterplot

The scatterplot above displays the relationship between the regression standardized predicted values and the regression studentized residuals for the dependent variable Organizational Commitment. This scatterplot serves as a diagnostic tool to assess the assumptions of non-autocorrelation and homoscedasticity in a linear regression model. The random distribution of points around the horizontal axis without forming a specific pattern indicates that there is no heteroscedasticity in the model. In other words, the variance of the residuals remains constant across all levels of predicted values,

supporting the reliability of the statistical inference drawn from the regression analysis.

Moreover, the absence of discernible patterns such as curves, lines, or clusters suggests that the model does not significantly violate the assumptions of linearity or normality of residuals. This confirms the appropriateness of using linear regression analysis to examine the influence of work environment and integrity on organizational commitment. Given that the fundamental assumptions of regression are satisfied, the model can be considered statistically valid for hypothesis testing and conclusion drawing. Therefore, the scatterplot reinforces the robustness of the model in explaining the relationships among the variables examined in this study.

### 3.4. Multicollinearity Test

The multicollinearity test aims to assess whether there is a correlation among independent variables in the regression model. If the independent variables are correlated with each other, they are considered non orthogonal. Orthogonal variables are independent variables whose correlation with each other equals zero. Detecting multicollinearity is essential because it can distort the estimation of regression coefficients and weaken the statistical power of the model. The presence or absence of multicollinearity can be identified through specific indicators, such as the Variance Inflation Factor (VIF) and Tolerance values.

Table 4. Multicollinearity Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	Notes
1	(Constant)	13.183	3.948	3.339	.001	
	Work Environment	0.271	0.117	0.249	2.309	.024
	Integrity	0.442	0.168	0.341	2.623	.011
	Organizational Commitment	0.204	0.138	0.187	1.481	.143

Based on the Table 4, it is evident that in the first regression model, which predicts organizational commitment as the dependent variable, the independent variables work environment and integrity have tolerance values of 0.648 and a VIF of 1.544. These values meet the criteria for being free from multicollinearity, as tolerance values are above 0.10 and VIF values are below 10. This indicates that there is no strong collinear relationship between work environment and integrity in influencing organizational commitment. Similarly, in the second regression model, where service motivation is the dependent variable, the tolerance values for work environment, integrity, and organizational commitment are 0.614, 0.422, and 0.449 respectively, with corresponding VIF values of 1.629, 2.372, and 2.228. These values also fall within acceptable limits, confirming that the regression model is free from multicollinearity issues.

3.5. Multiple Regression Analysis

Multiple linear regression analysis was conducted using the variables of work environment (X1), integrity (X2), and organizational commitment (Z) to examine their influence on service motivation (Y). This regression model aims to identify both the simultaneous and partial effects of the independent variables work environment, integrity, and organizational commitment on the dependent variable, service motivation, within the context of BPKAD. Based on the calculations performed using SPSS 21, the results of the regression analysis are presented in the following Table 5.

Table 5. Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1	(Constant)	13.183	3.948	3.339
	Work Environment	0.271	0.117	0.249
	Integrity	0.442	0.168	0.341
	Organizational Commitment	0.204	0.138	0.187

The regression coefficients table shows the individual contribution of each predictor to service motivation. The unstandardized coefficients indicate that for every one unit increase in work environment, integrity, and organizational commitment, service motivation increases by 0.271, 0.442, and 0.204 respectively. Among the predictors, integrity has the highest standardized beta coefficient (0.341), suggesting it is the strongest predictor of service motivation. The positive coefficients for all variables indicate a direct, positive relationship with the dependent variable.

Table 6. Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677a	.458	.437	4.025

a. Predictors: (Constant), Organizational Commitment, Work Environment, Integrity  
 b. Dependent Variable: Service Motivation

Table 6 presents the multiple linear regression equation derived from the analysis results, which is formulated on Equation (1).

$$Y = 13.183 + 0.271X_1 + 0.442X_2 + 0.204X_3 \quad (1)$$

This regression model can be interpreted as follows: Constant (Intercept): 13.183  
 This means that if the independent variables Work Environment (X<sub>1</sub>), Integrity (X<sub>2</sub>), and Organizational Commitment (X<sub>3</sub>) are assumed to be zero, then the predicted value of the dependent variable, Service Motivation (Y), would be 13.183. This value represents the baseline level of service motivation in the absence of influence from the three predictors.

3.6. Substructure Analysis Results 1

This section presents the analysis of the influence of independent variables Work Environment (X1), Integrity (X2), and Organizational Commitment (X3) on the dependent variable, namely Service Motivation (Y). The results of the data processing and interpretation of the regression findings are presented based on the data shown in the following Table 7.

Table 7. Substructure Analysis Results 1

Dependent Variable	Independent Variable	Path Coefficient	t-value	Sig.	Conclusion
Organizational Commitment (Z)	Work Environment	0.258	2.699	0.002	Significant
	Integrity	0.455	4.301	0.000	Significant

RSquare=0.442  
 F-value=30.555  
 F Sig. = 0.000

Therefore, it is evident that the path coefficient representing the influence of external variables on organizational commitment is 0.258. This indicates that the proportion of the influence on organizational commitment from variables other than work environment and integrity is 25.8%. This is derived from the calculation:  $0.813 \times 0.813 = 0.660$ . The remaining influence, outside the identified predictors, accounts for the unexplained variance in the model. The path diagram of the analysis results for sub structure one can be illustrated as follows on Figure 3.

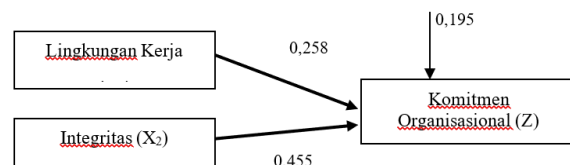


Figure 3. Path Diagram of The Analysis Results for Sub Structure One

3.7. Results of Substructure Analysis 2

To analyze the influence of the work environment (X1), integrity (X2), and organizational commitment (Z) on employee service motivation at BPKAD (Y), both simultaneously and partially, a multiple regression analysis was conducted. The results of the analysis for sub structure two are presented in the following Table 8.

Table 8. Results of Substructure Analysis 2

Dependent Variable	Independent Variable	Path Coefficient	t-value	Sig.	Conclusion
Service Motivation (Y)	Work Environment	0.249	2.309	0.002	Significant
	Integrity	0.341	2.623	0.001	Significant
	Organizational Commitment	0.187	1.481	0.003	Significant

The path diagram representing the results of the analysis for sub structure two can be illustrated as follows on Figure 4.

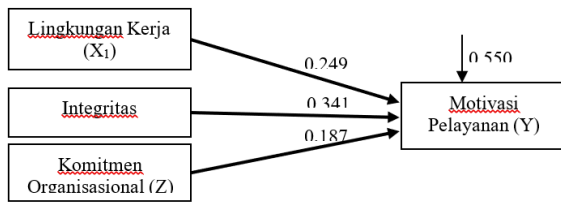


Figure 4. The Results of The Analysis For Sub Structure Two

After conducting the path analysis for sub structures one and two, the combined path diagram illustrating the overall relationships among the variables can be presented as follows on Figure 5.

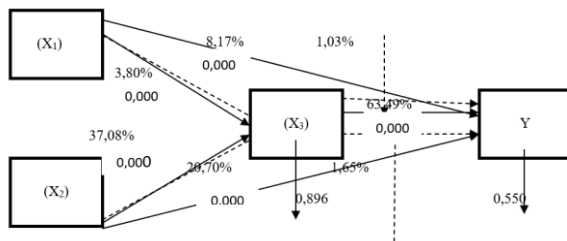


Figure 5. Final Path Diagram of Research Model

Based on the analysis described previously, it is evident that the significance value of the influence of work environment, integrity, and organizational commitment on service motivation at the BPKAD office is 0.000. This significance level is less than 0.05, indicating that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. Thus, it can be concluded that work environment, integrity, and organizational commitment significantly affect service motivation at BPKAD.

This conclusion is supported by an adjusted R square value of 0.437, suggesting that 43.7% of the variation in service motivation is explained by the independent variables in the model. The remaining 56.3% is attributed to other variables not examined in this study. Furthermore, the R value of 0.677, or 67.7%, indicates the strength of the association between the observed and predicted values of service motivation, confirming the substantial contribution of the independent variables.

The findings of this research are consistent with previous studies that demonstrated the positive impact of perceived organizational support on public service motivation [17]. Employees who perceive their organizations as providing sufficient resources, emotional support, and recognition are more likely to exhibit higher motivation levels. Additionally, interpersonal relationships within the work

environment play a critical role in influencing service motivation. It has been found that collaborative work cultures enhance the motivation to serve. Environments that promote teamwork, open communication, and a sense of belonging help employees see the social value of their contributions, thus increasing motivation.

Organizational integrity is also crucial in fostering motivation among employees [18]. Organizations that uphold strong ethical standards and promote a culture of integrity create a work environment that builds trust and mutual respect, which encourages a greater willingness to serve. The positive relationship between organizational commitment and service motivation is further supported by findings that employees with higher organizational commitment are more intrinsically motivated to provide optimal service due to shared values with the organization [19].

Moreover, strong interpersonal relationships both among peers and between employees and their superiors play an essential role in strengthening organizational commitment. Harmonious relationships contribute to a positive work climate, enhance employee comfort and trust, and ultimately support higher motivation and engagement [20].

#### 4. Conclusion

This study concludes that the work environment, integrity, and organizational commitment significantly influence the service motivation of employees at the BPKAD Office of West Sumatra Province. The results of multiple linear regression and path analysis show that each of the independent variables work environment and integrity has both direct and indirect effects on service motivation, with organizational commitment acting as a mediating variable. The adjusted R square value of 0.437 indicates that 43.7% of the variance in service motivation is explained by the proposed model, while the remaining 56.3% may be influenced by other factors not examined in this study. The strongest predictor among the variables was integrity, both in its direct influence on service motivation and its role in shaping organizational commitment. The path analysis also confirms that organizational commitment significantly contributes to enhancing motivation, emphasizing the need for emotional and value-based alignment between employees and the organization. The final path diagram validates the theoretical model and suggests that improvements in workplace ethics, support systems, and value driven leadership are key to enhancing service-oriented behavior among public employees.

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