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Public Service Motivation and Service Quality of Local Government Employees: A Moderated Mediation Analysis

Abstract

The study of public service motivation (PSM) is an emerging topic in relation to understanding the impact of perceived service quality within public-sector organizations. Drawing upon the self-determination theory, this paper develops and validates a conceptual model incorporating the relationship between PSM and perceived service quality by the user. Moreover, this study also examines the moderated-mediation models of service factors in the link. This paper further argues user orientation as a mediator in the nexus between PSM and service quality, and service climate as a moderator in the effect of user orientation on service quality. This research was conducted on 250 frontline public servants and their users in Bintan Regency, Kepulauan Riau, Indonesia. The data was performed using structural equation modeling. The proposed model suggests (1) PSM positively related to service quality, (2) user orientation partially mediates the relationship, and (3) the indirect effect of PSM on service quality (via user orientation) is quasi moderated by service climate within the public organization. Accordingly, few theoretical and practical implications for policymakers are formulated.

Keywords:

public service motivation; service quality; user orientation; moderated mediation

Introduction

Public service motivation (PSM) has been acknowledged as a crucial factor in determining various dimensions of public-service delivery. Many recent studies have addressed the potential role of PSM in elevating public-service features, such as customer service behavior (Potipiroon et al., 2019), user orientation (Jensen & Andersen,

2015; Palma et al., 2017), and service orientation (Yudiatmaja, 2019). These studies shape the knowledge that highly motivated public servants can positively determine public-service delivery.

Although scholars have had little interest in inspecting the link between PSM and the public-sector organization's service quality, there are several

pieces of evidence explaining the relationship between PSM and public sector service quality. Ferdousipour (2016) sought the connection between PSM and service quality of governmental employees of Tajikistan. She found that PSM is significantly related to public service quality. In a similar study, including an investigation of PSM and service quality, Syamsir (2016) likewise demonstrated the positive effect of PSM on service quality of civil servants in Indonesia.

Several gaps in the literature regarding PSM have been identified from prior studies. First, much of PSM research has not used a specific and fitted theory to clarify the relationship between PSM and the variety of individual and organizational facets in the workplace (Bozeman & Su, 2015; Vandenaabeele et al., 2014). Second, the possibility that the relationships between individual and organizational factors may differ as a function of the stage of PSM and service quality has been given little attention. In addition, although several researchers have identified the association between PSM and service quality, more knowledge is still needed about the series of variables, both mediated and moderated.

In order to fill the research gaps, the present study has two novelties on the debate of PSM and service quality. Firstly, this study draws on the literature of self-determination theory to examine PSM's effect on service quality. The self-determination lens is used in this research because it, one of the major theories of motivation in the social psychology literature, was hardly understated by PSM scholars (Andrews, 2016; Chen et al., 2018; Xu & Chen, 2016). Secondly, this builds and tests multiple models of the interaction between PSM and service quality. The first one is the individual-level model, examining how PSM can effectively influence service quality through user orientation. Additionally, this paper also includes the moderating and impact of service climate in the user orientation-service quality association at the organizational level.

The rest of this study is organized in four sections, as follows: Before describing the research methods in this study, this paper first explains the theory used in this study, self-determination theory, and the relationship among variables constructed from the hypotheses. Even though this study focuses on governmental organizations in Bintan Regency, Indonesia, a review of the literature covers a broad range of contexts to establish clear relationships between the constructs. The paper proposes a research model focused on the literature review, with five hypotheses. Section two describes the methodological issues of the research. The subsequent part presents general findings involving validity and reliability, measurement model, and the results of the hypotheses' tests using structural equation modeling (SEM). Finally, the key findings of the study are summarized in the conclusion.

Theory and Research

There are a variety of prominent theories explaining human motivation and behavior in the workplace, such as expectancy theory (Vroom, 1964), social cognitive theory (Bandura, 1989), self-efficacy (Bandura, 1997), and self-determination theory (Ryan & Deci, 2017). In this research, a self-determination viewpoint is utilized because a number of ideas have considered motivation as a one-size-fits-all phenomenon differing predominantly in degree (e.g., Bandura, 1997) so that individuals with more motivation strive to greater achievement and being more effective in their endeavors than people with less determination. On the contrary, SDT emphasizes that there are multiple forms of motivation. The structure of motivation is more necessary than predicting the significant outcomes of life in general.

The central argument of SDT is that there are at least three basic psychological needs necessary for optimal growth and functioning,

specifically the need for competence, autonomy, and relatedness (Deci et al., 2017). According to self-determination theory, getting inspired means getting pushed toward doing something. As such, a person feeling no impetus or enthusiasm to behave is categorized as unmotivated. At the same time, “anyone who is encouraged or activated towards an end” is assumed motivated (Rigby & Ryan, 2018, p. 136).

Using self-determination theory, this paper argues that public employees are determined by intrinsic motivation. This is in line with the assumption of PSM that PSM is a philosophy based on longer-term and more “other” than intrinsic motivation. It entails more intrinsic reliance rather than extrinsic benefits (Bullock et al., 2015). Moreover, public employees are also motivated to deliver excellent public service because they are motivated by orientation on their user and organizational service climate. It establishes psychological balance in an official’s relationship and these individual and organizational circumstances.

The Relationship between PSM and User Orientation

Many scholars have defined PSM in diverse manners in the literature. Nonetheless, PSM is extensively defined as the predisposition of a person to reply to intentions predominantly or specially established in public institutions and organizations (Perry & Wise, 1990; Rainey & Steinbauer, 1999; Yudiatmaja, 2012). PSM is associated with the civil service’s attitude for doing good to the users. The desire to do something excellent for others is attached to various types of motives. Perry and Wise (1990) suggested that PSM originated from three kinds of motives: normative, affective, and rational. In doing so, Perry (1996) elaborated these three forms of human motivations, including normative, affective, and rational to describe four distinct dimensions of PSM: attraction

to policy making, public interest engagement, compassion, and self-sacrifice.

Several research studies have examined the impact of PSM on user orientation. In their study on public and private physiotherapists in Denmark, Andersen et al. (2011) found that physiotherapists in the private sector tend to be more specifically focused on the user, physiotherapists in the public sector have a wider emphasis on the public interest. Andersen and Pedersen (2012) studied PSM and the user orientation of Danish public sector organizations. Analyzing the data from 845 civil servants, they revealed that professionalism is linked negatively to compassion and user orientation, but it is positively related to policy making attraction.

A qualitative study on PSM and its relationship with user orientation were conducted by Sayce (2016). Focusing on executive pension trustees in the United Kingdom, she highlighted the different reasons for fiduciary involvement, but also the ways in which this position can change, using an element of organizational citizenship and user orientation to provide guidance and support to pension plan members. Jensen and Andersen (2015) examined PSM, user orientation, and prescription behavior of medical workers in Denmark. They asserted that public service motivation and consumer orientation were related to prescription behavior differently. Yudiatmaja (2019) investigated the PSM and service orientation of public servants in Indonesia. He claimed that PSM was connected to service orientation, and its relationship was mediated by job satisfaction and commitment to the organization.

In the context of self-determination, the presence of user orientation in the PSM construct is especially essential for the delivery of social services to individuals, as user orientation can flourish in contexts with a sense of relatedness (Ryan & Deci, 2019). Based on prior studies and the concept of self-determination, the first hypothesis can be formulated, as follow:

H1 : There is a positive and significant relationship between PSM and user orientation

The effect of User Orientation on Service Quality

User orientation can be understood as the orientation of public workers to help meet customer's needs through specific actions in service activities (Andersen et al., 2011; Vandenabeele, 2008). User orientation, market orientation, and service orientation are three different concepts with the same meaning. It occurs because of the paradigm shift in the study of public administration, from old public administration to new public management and new public service (Denhardt & Denhardt, 2007). The difference between these notions is merely on the usage. If the idea of market and service orientation is ordinarily used in the private sector, user orientation is widely acknowledged in the public sector service.

Service quality refers to the level of service provided by service organizations (Yoserizal & Yudiantmaja, 2010; Yudiantmaja et al., 2017). It can be measured by comparing the customer's perceived and expected service (Zeithaml et al., 2017). Because of the strategic role to maintain service organizations' sustainability, many firms develop and design service in excellent manners (Huang et al., 2019). Nevertheless, the principle has not been appropriately considered by a number of public-sector organizations because it is not directly associated with public organizations' existence (Grönroos, 2019).

In his analysis of customer satisfaction of m-banking service in the United States financial institutions, Jun and Palacios (2016) indicated that service orientation affected service quality and m-bankers satisfaction. M-bankers were also determined by service quality. Kim (2017) shed light on the antecedents of service quality and business performance of small and medium enterprises (SMEs) in South Korea. Employing a large sample of businessmen in the SMEs, he

identified several factors contributing to service quality, involving innovation orientation and customer orientation. Service quality reported positively influences the business performance of SMEs. Referring to the previous research, the second hypothesis in this research is proposed:

H2 : User orientation positively and significantly related to service quality

The Link between PSM and Service Quality

Following the logic of SDT's assumptions, SDT implies that external strategies that fulfill basic psychological needs appear to increase inner motivation, while those that hinder the fulfillment of requirements tend to decrease inner motivation. Satisfaction needs can also be one of the primary ways to recognize, sustain, and promote PSM and prosocial actions. Our understanding of the complexities associated with PSM can be supported by unique elements of the organizational climate central to SDT. The conditions in which the various intrinsic motivations have been fulfilled can encourage public employees to maximize their work outcomes, such as service quality (Corduneanu et al., 2020). In other words, PSM contributes to improving civil servant's service quality.

A manifold of research has sought the effect of PSM on the quality of service delivered by the employee. Syamsir (2016) analyzed whether service quality presented by the public official was influenced by the degree of PSM of Indonesian civil servants. Using extensive data from the government of West Sumatera, he concluded that the overall dimensions of PSM greatly affected the quality of service of the officials. Research, conducted by Ferdousipour (2016) in Iran found that PSM was related to organizational citizenship behavior and service quality. In the case of European teachers, Palma (2017) also showed that individual performance was strongly determined by PSM. Hence, the present study offers the third hypothesis: H3 : PSM significantly affects service quality.

The Mediating Role of User Orientation

The discussion regarding the precise dimensional structure of PSM continues, with some researchers introducing factors such as democratic governance and user orientation (Kjeldsen & Hansen, 2018). User orientation is believed to be a predominant role in mediating the effect of PSM on various factors regarding the outcome of public servants, in particular service quality. Boyd et al. (2018) tested the mediating effect of sense of community responsibility and sense of community in the influence of PSM on organizational citizenship behavior of employees within nonprofit health care institutions in the United States. They asserted that the correlation between PSM and organizational citizenship behavior was mediated by a sense of community and responsibility. Palma et al. (2020) also found that user orientation mediated the connection between PSM and educational staff's work performance in Italy.

In this paper, user orientation is regarded as a mediator in the impact of PSM on public service quality provided by government officials. Regarding a self-determination point of view, user orientation is related to the concept of competence (Sheldon & Prentice, 2019). This is based on the logic that user-oriented employees feel self-confidence and enthusiasm because they have sufficient capacity and capability in delivering distinguished public service (Bro et al., 2017). It occurred because they entirely understand and

afford to accomplish customer's needs. Thus, the fourth hypothesis is that:

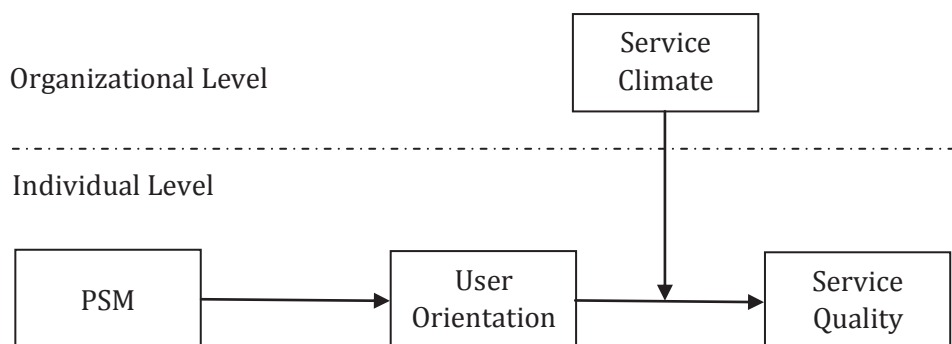
H4 : User orientation mediates the nexus between public employee's user-oriented behavior and service quality.

The Moderating Effect of Service Climate

Menguc et al. (2017) investigated the role of service climate as a moderator in the relationship between employee engagement and performance in customer service. Using two case studies from the health care company in Turkey, they showed that service climate moderated the engagement-service performance linkage. Cheng et al. (2018) studied psychological capital, work engagement, service behavior, and flight attendants' service climate. They underlined the vital role of service climate in the effect of work engagement on service behavior. Jerger and Wirtz (2017) inspected the moderating effect of service climate in the link of the status of angry customers and the response of the employee fast-food restaurant to angry complaints. They revealed that the association between angry customer status and employee responses to angry complaints was moderated by the firm's service climate.

Furthermore, this paper argues that the employee's climate for service plays a crucial role as moderator in the impact of user orientation on service quality of public attendants. So, the fifth hypothesis in this research is:

Figure 1:
Proposed Research Model



Source: Developed from the review of the literature and gaps of the research

H5 : The relationship between user orientation of public officials and service quality is moderated by employee's perception of organizational service climate.

Methods

This research used a quantitative approach to empirically inspect the proposed model (Figure 1) and the studied hypotheses. A survey method was applied to frontline public employees within Bintan Regency, Kepulauan Riau, Indonesia. The sample size was counted using Krejcie & Morgan's (1970) formula, s = sample size, X^2 = degree of freedom, N = the population size, P = the population proportion, d = degree of accuracy. According to the data from BPS - Statistics of Bintan Regency (2019), Bintan has 3.190 employees.

$$s = X^2 NP(1 - P) \div d^2(N - 1) + X^2 P(1 - P).$$

$$s = 1.96^2 0.5(1 - 0.5) \div 0.5^2 (3190 - 1) + 1.96^2 0.5(1 - 0.5) = 343$$

There were 343 matched pairs of officials, and their users were initially approached via a self-administered questionnaire. Public officials were asked to assess their PSM, user orientation, and organizational service climate. Separately, the citizens were requested to give their opinion about perceived service quality from civil servants in charge of the public organization because they were co-developers in the service system (Jaakkola & Alexander, 2014). 285 participants responded to this research. Of the total responsive participants, 250 questionnaires were deemed valid for further analysis; 22 questionnaires were not returned and 13 questionnaires were incomplete. The research response rate was 72.89%, which was in the acceptable range (Hendra & Hill, 2019). The questionnaire surveys in this research were initially adapted from English and translated into Indonesian using a back-to-back translation procedure (Behr, 2017).

In this research, the independent variable, public official's PSM, was assessed using eleven items provided by Pedersen et al. (2020). All items expressing all three conceptual dimensions of PSM, policy-making attraction, compassion, and public-interest engagement, were included and calculated. However, only four items were incorporated in the analysis because seven items were not valid.

The user orientation was adapted from Jensen & Andersen (2015), validated by Bro & Jensen (2020). It initially contained three items. In this research, I added two more items to complete the construct. Service climate was measured using Barnes & Collier's (2013) scale. It consisted of five statements to measure organizational climate in the service delivery.

A SERVQUAL scale was employed to assess the user's perceived service quality (Zeithaml et al., 2017). It contained 21 items grouped into five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Despite initially being from business sectors, it was widely accepted and used to seek service quality in the public sector of both developed and third-world countries (Al-Neyadi et al., 2018; Paul et al., 2016; Yudiantmaja et al., 2017). Because of invalid reasons, sixteen items were discarded from the assessment.

All responses of the respondents were measured using 5-point Likert-type questions anchored at 1 reflecting "absolute agreement" and 5 reflecting "absolute disagreement."

Since single mediation and moderation were conducted in a single model, structural equation modeling (SEM) was employed. SEM was used because it shall be deemed appropriate when carrying out certain tests (Baron & Kenny, 1986). A SEM analysis with IBM SPSS Amos 24.0 was primarily utilized to analyze a series of hypotheses formed along with a model comparison to determine the mediating impact of user orientation to determine the relationship between PSM and service quality as well as the

moderating role of service climate to describe the effect of user orientation on service quality. The *t*-value criterion (t -value > 1.96) was used in the SEM analysis to assess the significant impact among the structural paths (Byrne, 2016; Kline, 2015; Schumacker & Lomax, 2016). Additionally, the standardized path coefficient (SPC) estimates of the pathway were considered for calculating the magnitudes of the path effect size (Kaplan, 2009).

To test the significance of the mediating effect of user orientation in the link between PSM and service quality, a bootstrapping strategy was applied because it can assess a mediator's value more accurately (Hayes & Preacher, 2014; Zhao et al., 2010). To check for the moderating effect of service climate in both the direct and indirect impacts of the PSM encouraging service quality through user orientation, a moderated regression analysis developed by Wang and Preacher (2015) was used.

Using IBM SPSS version 25.0, hierarchical multiple regression analysis was performed to test the initial relationships among the variables before the SEM analysis. In doing so, several basic multivariate analysis assumptions were tested along with the normal distribution of the data as well as the multicollinearity of variables. Regression coefficient calculations were used in the regression analysis to analyze the general correlations between the variables, and trend shifts in the *R*-square and beta values were also studied. Each of these analyses was carried out based on the simple descriptive analyses, the reliability and validity checks of the measures, and the steps of data screening (Sarstedt et al., 2017).

Results and Discussion

Validity and Reliability

Before performing the SEM test, several conditions must be fulfilled. First, the measuring model was tested using item loadings, composite reliability (CR) and average variance extracted

(AVE) for convergent validity. All the loadings value is above 0.6, exceeding the suggested value. All indicators have statistically significant loadings ($p < 0.01$) on their expected constructs, implying convergent validity. CR values exceeded the recommended value of 0.7 and AVE exceeded the suggested value of 0.5 for all latent constructs, as presented in Table 1 (Hair et al., 2017).

To check the discriminant validity of the constructs, the Fornell & Larcker criterion (1981) was used. Discriminant validity refers to the degree to which empirical rules apply a concept that is genuinely distinct from other constructs (Hair et al., 2014). As shown in Table 4, the square root of AVE of the construct in the diagonal matrix is larger than the associated correlation (off-diagonal) in the corresponding rows and columns, thereby reflecting an adequate discriminant validity. Table 2 also depicts the Cronbach's alpha is between 0.78 (PSM) and 0.86 (user orientation) for each construct, demonstrating the internal consistency of all latent variables.

Measurement Model

A confirmatory factor analysis (CFA) was conducted to elucidate whether the measurement model can form all constructs and whether it was consistent with the Indonesian public servants' sample. As formulated by Hair et al. (2010), this analysis used a number of additional fit indices, including the goodness of fit index (GFI), adjusted goodness-of-fit index (AGFI); normed fit index (NFI), parsimony normed fit index (PNFI), comparative fit index (CFI), root mean square residuals (RMSR), and the root mean square error of approximation (RMSEA). Table 3 shows that all studied models clearly show a good level of fit indices, as proposed by Hair et al. (2010). From these results, all constructs in this study exhibit that the single factor structure of the Indonesian version of the scale is a good fit and accepted at an ideal level (Hooper et al., 2008).

Table 1.
Assessment of the Measurement Model

Latent Variable	Loading	AVE	CR
Public Service Motivation (PSM)		0.47	0.78
I am sad when I see people in distress	0.70		
I am happy to contribute to our community	0.71		
Politics is a dirty word (R)	0.66		
I prioritize others over my own interests	0.67		
User Orientation (UO)		0.50	0.86
The user's needs are more essential than formal rules	0.72		
It gives me the satisfaction to realize I helped the user	0.61		
The job will be accomplished if the user is satisfied,	0.69		
I always would like to know the user's needs	0.76		
Fulfilling the user's need is a challenge for me	0.68		
Improving the service quality complained of by users	0.77		
Service Climate (SC)		0.66	0.90
I can provide excellent service because of support from other employees and management	0.89		
Where I work, we set high standards of excellence for quality of service	0.93		
Our organization's ethos is to place on the needs of the users	0.87		
My work environment allows workers to offer outstanding service to their users	0.68		
Individuals where I work are honored for their contribution to enhancing the standard of service	0.65		
Service Quality (SQ)		0.51	0.84
If this public organization agrees to do something at some point, it does so	0.80		
The public organization keeps its customers updated when services are being done	0.64		
Employees behavior at the public organization instills confidence in you	0.76		
The public organization cares about you individually	0.71		
The public organization uses cutting-edge equipment	0.63		

Note: AVE = average variance extracted; CR = composite reliability; (R) = reversed
Source: *The results of the analysis of all variables*

Table 2.
Discriminant Validity

Construct	PSM	UO	SC	SQ	Square Root of AVE
PSM	-				0.687
UO	0.47 ^a	-			0.707
SC	n/a	n/a	-		0.812
SQ	0.52 ^a	0.64 ^a	0.63 ^a	-	0.711
Cronbach α	0.78	0.86	0.82	0.83	-

Note: ^a significant level at the 0.01 level (two tailed); n/a = not available
Source: *The results of data analysis using Amos 24.0*

Hierarchical Multiple Regression Analysis

To determine the general relationships among the three study variables, the initial mediating effect of the planned mediating variable, user orientation, hierarchical multiple regression were applied to evaluate trend changes

in the coefficient of the regression estimates and beta values (Hair et al., 2008).

Two independent variables, PSM and user orientation, significantly and collectively affected dependent variable, service quality, comprising around 42% of the variance ($R^2 = 0.415$), as

Table 3.
Summary of Model Fit for all Measurements and Structural Models

Fit Index	Recommended Value by Hair et al. (2010)	Model 1 (PSM-UO)	Model 2 (UO-SQ)	Model 3 (PSM-SQ)	Model 4 (PSM-UO-SQ)
χ^2	$p < 0.05$	54.861	55.433	41.103	118.828
Probability	>0.05	0.010	0.080	0.030	0.011
df	n/a	33	42	26	86
χ^2/df	<5 preferable <3	1.662	1.320	1.581	1.382
GFI	>0.90	0.935	0.938	0.946	0.910
AGFI	>0.80	0.891	0.903	0.906	0.874
CFI	>0.90	0.965	0.982	0.972	0.969
RMSR	<0.10	0.025	0.023	0.025	0.025
RMSEA	<0.08	0.067	0.046	0.062	0.051
NFI	>0.90	0.919	0.932	0.928	0.898
PNFI	>0.60	0.674	0.712	0.670	0.736

Note : χ^2 = chi-square; df = degree of freedom; GFI = goodness-of-fit-index; AGFI = adjusted goodness-of-fit-index; CFI = comparative fit index; RMSR = root mean square residuals; RMSEA = root mean square error of approximation; NFI = normed fit index; PNFI = parsimony normed fit index; n/a = not available

Source : The results of the data analysis using Amos 24.0

Table 4.
Analysis of Hierarchical Multiple Regression on Service Quality

Predictor	B	SE B	β	t	VIF	Adjusted R2	F	p	ΔR^2
<i>Step 1</i>									
PSM	0.640	0.074	0.579	8.641	1.00	0.331	74.7	0.001	n/a
<i>Step 2</i>									
PSM	0.428	0.083	0.387	5.174	1.423	n/a	n/a	0.001	n/a
UO	0.360	0.076	0.353	4.718	1.423	0.415	n/a	0.001	n/a

Note: The dependent variable is service quality; n/a = not available

Source: The results of the data analysis using SPSS 25.0

illustrated in Table 4. In Step 2, introducing the second independent variable (user orientation) results in a considerable increase of the R-square ($\Delta R^2 = 0.084$), while the beta value of the first independent variable increases ($\Delta\beta = 0.161$). These results reveal that approximately 8% of the magnitude of the explanation is increased at a significant level once the second independent variable is included. These findings show the initial mediating impact of user orientation on the relationship between PSM and service quality.

Testing of Hypotheses

The SEM assessments were performed to analyze the multiple associations among studied

variables, the mediating effect of user orientation, and the mediating role of service climate. The standardized path coefficient (SPC) estimates are examined to measure the magnitude of the connection paths among the research variables. According to Byrne (2016) and Kline (2015), the t -value of each direction must be higher than 1.96 to be important in doing so.

H1 and H3 predict that PSM would be positively linked to user orientation and service quality, respectively. As shown in Table 5 and Figure 2, the direct paths from PSM to user orientation (SPC = 0.683; $t = 3.833$, $p < 0.001$), and the direct paths from PSM to service quality (SPC = 0.383; $t = 2.135$; $p < 0.01$) are reported to be positive and

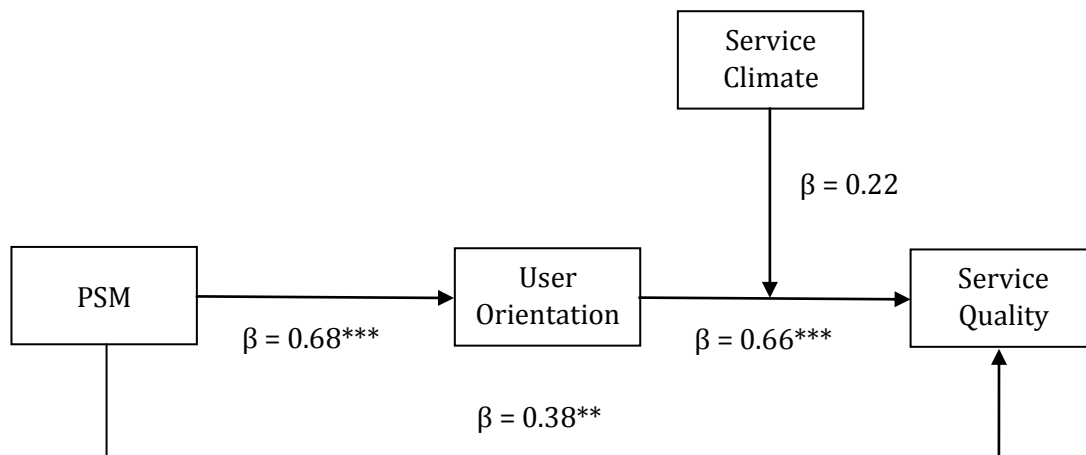
Table 5.
The Estimates of Structural Paths

Hypothesis	Paths	β	S.E.	t	R^2	Result
H1	PSM \rightarrow UO	0.683	0.177	3.833***	0.47	Supported
H2	UO \rightarrow SQ	0.656	0.189	3.411***	0.49	Supported
H3	PSM \rightarrow SQ	0.383	0.231	2.135**	0.43	Supported
H4	PSM \rightarrow UO \rightarrow SQ	n/a	n/a	3.050**	0.58	Supported
H5	CO \rightarrow SC \rightarrow SQ	0.220	n/a	n/a	0.62	Supported

Note: ***significant level at the 0.001 level (two tailed); ** significant level at the 0.01 level (two tailed); n/a = not available

Source: The results of the data analysis using Amos 24.0

Figure 2. The Structural Estimates among the Variables



Source: The results of the data analysis

significant, so H1 and H3 are supported. Afterwards, the direct influences from user orientation and service quality are also identified to be significant ($SPC = 0.656$; $t = 3.411$; $p < 0.001$). Thus, H2 positing that user orientation would be positively related to service quality is supported by the data. Related to the results of the multiple regression test, the two independent variables (PSM and user orientation) jointly influence the dependent variable (service quality), and the findings of SEM demonstrate that the PSM's direct effect on the service quality is found to still be significant.

Mediation Test

The linear regression analysis was carried out to test whether the relationship between PSM and service quality is mediated by user orientation. In doing so, the service quality as a

dependent variable, user orientation as a mediator variable, and PSM as the independent variable are introduced in the analysis. The results show that the model built is statistically significant, with user orientation determining 58% of the variance of service quality ($t = 3.050$; $R^2 = 0.58$; $p < 0.01$). The impact of PSM on service quality in the observed model is still significant ($p < 0.01$). Although the p -value decreases, the effect of user orientation is also found to be statistically significant ($p < 0.05$) (see Table 5). The results of the structural equation analysis created by the bootstrapping method report a statistically significant impact of the PSM on service quality (indirect support) ($p < 0.01$). In line with these findings, user orientation has a partial mediating role in explaining the impact of PSM on service quality, in support of H4 (Byrne, 2016; Kline, 2015).

Moderation Test

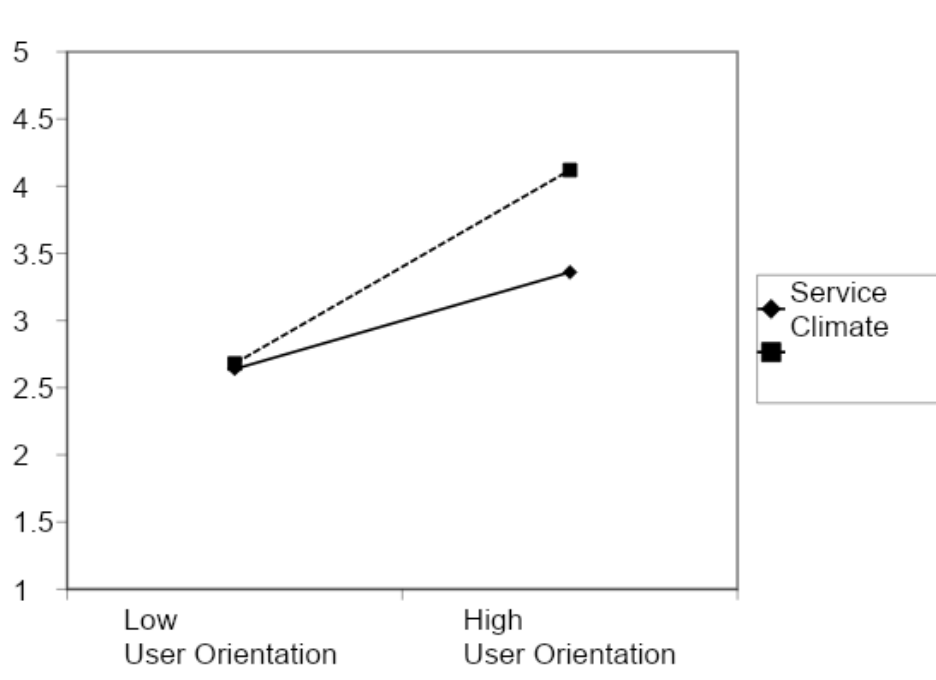
Furthermore, H4 suggests that service climate improves the relationship between user orientation and service quality, thereby enhancing this relationship with higher position service climate levels. As depicted in Table 5, the interaction span of user orientation and service climate is important in predicting service quality (SPC = 0.22; $p < 0.01$). Although there is a deficit amount of variance in service quality estimated by the association term, the link between user orientation and service quality is also significant ($\Delta R^2 = 0.62$; $p < 0.01$). The results also show that the relationship between user orientation and service quality is still significant after including service climate. Therefore, the service climate plays a quasi-moderation role in the nexus (Quoquab et al., 2018).

In addition, simple slope tests were performed to understand the conditional effect using Dawson's (2014) guidelines for two-way linear interaction effects. The positive impact of

user orientation on service quality is stronger for public organization with high level of service climate ($M + 1\text{ SD}$; $t = 6.573$, simple slope = 0.72, $p < 0.001$) than for public organization with a low-level service climate ($M + 1\text{ SD}$; $t = 8.050$, simple slope = 0.36, $p < 0.001$). It can be seen that when the service climate is low (the clear line), there is little interaction between user orientation and service quality; however, the relationship is strong and positive when the service climate is high (see Figure 3). More specifically, public organizations with high scores on service climate report high service-quality scores compared with low service climate scores also under a level of service quality. Hence, H5 suggesting that the relationship between user orientation and service quality is moderated by service climate is fully supported by these findings.

This study seeks how PSM influences service quality through user orientation, how service climate moderates the nexus of PSM service quality, and how it elaborates on self-

Figure 3.
The Interaction Effect between User Orientation and Service Quality through Service Climate



Source: The results of the data analysis

determination theory in these relationships. In sum, there are significant relationships among these observed constructs. Using the moderated-mediation model, the study also reveals the mediating role of user orientation and the moderating effect of service climate.

The quality of public service can simply be achieved if individual and organizational dimensions of public-sector organizations can support employees to deliver better service (Alzaydi et al., 2018; Karatepe et al., 2018; Yudiatmaja, 2020). According to Karakasnaki et al. (2019), service quality is quietly influenced by embedded organizational factors. Hereafter, individual-related factors also play a critical role in shaping service quality in service organizations (Saleem et al., 2017; Sharma et al., 2016; Yudiatmaja et al., 2018). In this study, the findings show that user orientation as an individual feature and service climate as an organizational factor positively corroborates the service quality of employees in the public sector and its relationship with PSM.

The role of PSM is significant with the service quality of the bureaucracy. It has been reported that public servants with higher PSMs (public interest, self-sacrifice, compassion, and attraction to policy making) are directly associated with service quality. These behaviors encourage public workers to provide their energy and consideration to adequately serve the public (Wright et al., 2017). The significant and positive connection between PSM and the quality of public service documented in this study are similar to the results found by Syamsir (2016), Ferdousipour (2016), and Yudiatmaja (2017). Yudiatmaja (2017); for example, revealed the difference of PSM between permanent and non-permanent employees in local Indonesian governments. He also suggested that the level of PSM in two cohort employees potentially correlated with service quality.

The results of this study note the mediator role of user orientation in the nexus of PSM

employee service quality in Indonesian public organizations. The empirical data shows evidence that people in public-service organizations in Indonesia are strongly encouraged to perform the distinguished public service because of their positive motives, such as compassion, attraction to policy making, and self-sacrifice. PSM has become energy to be a proficient civil servant. This study therefore supports several research findings showing that user orientation has a positive mediation in the association between PSM and service quality (Boyd et al., 2018; Palma et al., 2020).

The findings of this work point out that service climate has a moderating effect on the linkage between user orientation and service quality of Indonesian public bureaucracy. Employees' service quality is strengthened by the organizational service climate, like providing easy customer services. The results confirm prior inquiries indicating the moderating impact of service climate in different settings, such as Jung et al. (2017) and Hoang et al. (2018). For example, Jung et al. (2017) has shown that service climate moderated the impact of customer interactions on service quality in the Korean health sector.

Conclusion

All of the five proposed hypotheses in this work have been proven. The findings claim that both PSM and user orientation positively and significantly influence the user's perceived service quality in the public organization in Indonesia. It is also revealed that the nexus PSM and service quality mediated by user orientation. Furthermore, the effect of user orientation on service quality is moderated by the organizational service climate. This research has several practical contributions to the practice. Specifically, the government, policy makers, and managers in public organizations can benefit from the results of this study. First, the results of this work show that service quality is driven by public employee's

PSM and user orientation. To increase perceived service quality by the citizens, the government should continuously develop PSM and provide user orientation for government employees. This can be realized by socializing, training, and educating public officials about PSM and service orientation (Christensen et al., 2017; Yudiantmaja, 2019).

Second, the findings indicate that the service climate created by public organizations moderates the association between user orientation and service quality. In the future, policy makers should establish an optimum condition of service climate in public institutions by designing an organizational setting supporting climate for excellent service to society (Linuesa-Langreo et al., 2017). Finally, this research also reveals that user-oriented workers are a pivotal factor in enhancing service quality in public sector organizations. The government should improve the user-oriented behavior of public workers. It can be implemented by adapting the principle of customer first in the service affairs properly (Bruno, 2018; Samnuzulsari & Yudiantmaja, 2015). For instance, public organizations can educate their workers to understand the importance of orientation to the user through formal and informal education.

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