

Critical Role of Mission Valence as Moderator in Leadership and Public Service Motivation

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Abstract

The organization's mission is mostly written and recorded as documents weighted to understand and serve as suggestions for good orientation for individuals to direct themselves as employees. This research aims to analyze the role of Mission Valence as a variable that moderates the influence of public service leadership on public service motivation in West Java. Explanatory survey deduction research on sub-district employees in West Java Province. The number of samples is 327 randomly selected. Inferential data analysis using SEM procedure covariance the study results show that Vision strengthens the relationship between leadership and performance but not for employee motivation. Leadership that can ensure a balance of administrative and local orientation, decision making, decision making, focus on, and control can encourage PSM Mission to moderate the influence of leadership on PSM. The practical implication is the importance of developing a mission to strengthen leadership that can encourage motivation in regional government institutions.

Keywords

Leadership; public service motivation; performance; mission valence.



I. Introduction

Mission valence is very important, but its position is sometimes forgotten. Since Osborne and Gaebler (1992) suggested that the mission drives the effectiveness of public institutions as a critical element. Mission valence is very important to motivate employees to dedicate themselves to society (Rainey & Steinbauer, 1999). Mission valence is a component of any formal cooperation system, and organizational goals can be used to direct, evaluate, and mobilize the activities of its members (Wright et al., 2006). 2011) Willems, Faulk and Boenigh (2020) stated the importance of mission valence for public and non-public institutions. Bosak et al. (2021) conveyed the importance of mission valence position. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

However, Guerrero and Chenevert (2020) convey that mission valence encourages having a positive meaning but knowledge of how valence mission can support individual attitudes to have meaning towards work is still weak. Botti and Monda (2019) stated that the unclear purpose of the existence of public institutions for employees is still a common phenomenon. However, the mission valence is still ignored (Wright et al., 2011)

The mission is closely related to the motivation to provide public services (PSM) (Desmidt & Prinzie, 2018). The relationship between mission and motivation of organizational members is unclear, and there is an inconsistency between what they state in the mission and what they do in reality. (Cardona Rey, 2008; Rey and Baston, 2017;) Vandenabeele et al. (2014) suggested that PSM helps connect public institutions with institutions' core values related to individual motivation, behaviour, and individual and organizational performance. PSM is not pro-social behaviour in general. PSM is a

particular example of pro-social motivation, mainly aimed at the wider community or unknown beneficiaries, dimensions in PSM are sometimes irrelevant, and relevant dimensions are ignored (Vandenabeele et al. 2018). However, the position of PSM is also very institutional. PSM is institutionally dependent (Van Loon et al., 2013; Vandenabeele et al., 2018).

Another aspect related to PSM is leadership. Belrhit et al. (2020) stated the influence of leadership on PSM. Ritz et al. (2016) stated using a leadership approach in a study of public service motivation. In his research, Caillier (2020) stated that a democratic leadership style moderates the relationship between PSM and performance ratings. The leadership role as predictor and moderator for PSM. Cillier (2016); Schwarz et al. (2020) suggest the opposite, where leadership is mediated by PSM in its causal relationship to performance.

However, the debate about the role of leadership in predicting employee behaviour still exists. Jensen et al. (2019) suggest that goal-oriented leadership can demotivate when employee and organizational values are incompatible. Empirical evidence is needed regarding the relationship between leadership and PSM to understand better the value-based leadership role that attracts organizations. Marques (2020) suggests that the specifics of leadership in the public sector and public followers such as PSM need to be studied further.

The study of the role of mission valence is critical both to PSM and leadership. Caillier (2014) stated that the role of mission valence is still rare. Ronikko and Sunaryo (2021) suggested that PSM was strengthened by mission Valence in its position as a variable that moderates the influence of leadership on job performance. Desmidt and Prinzie (2018) suggest that mission valence analysis can provide further evidence for PSM institutional theory. Practically, missions are more often recorded as a guide for institutions in providing public services.

The research provides a framework for public institutions to return to the attractive strategic references to organizations, namely 1) affirming the position and function of mission valence to strengthen PSM. 2) shows an intervention framework that is by the demands of public institutions to provide benefits to the broader community based on the leadership function of PSM. The study aims to analyze the role of Mission Valence as a variable that moderates the influence of public service leadership on public service motivation in West Java.

II. Review of Literature

2.1 Leadership in Beureaucratic

The leadership of public institutions or public bureaucracies is more complex with various challenges. Uhl- Bien and Marion (2009); Donkor & Sekyere (2020) put forward the concept of leadership in public institutions based on the assumptions about this complexity in the Complexity Leadership Theory (CLT). Bureaucracy is part of a complex interactive dynamic system. Bureaucratic leadership shows the existence of rich interconnections and dynamic interactions that produce various aspects, including political issues at the elite level. Bureaucratic leadership will continue to produce new features, such as self-organization processes, network structures, and constantly changing dynamics. CLT as a contextual leadership theory is embedded in context and “socially constructed within and from context” (Osborn et al., 2002). Such leadership as a leadership “change model” presents a change framework with a focus on enabling learning, innovation, and

adaptive capacity within complex systems and larger bureaucratic structures (Uhl- Bien 2021); Donkor & Sekyere (2020) added that creative leadership from the CLT perspective considers the organization as a whole, the future and the long term. Leadership begins with internal or external pressures on the system that encourage agents to change (unbalance), the search for novelty through exploration, experimentation, learning and growth, amplification, the scale of ideas into the system until operational (recombination) to form a new adaptive order (Donkor & Sekyere 2020; Uhl-Bien & Arena, 2018). Howden et al. (2021) suggest that leadership in CLT offers a reflective framework that illuminates insight into what does and does not happen. Understanding feelings, the importance of context, other people, and control also points to the loss of control as potentially valuable. Complexity leadership theory is a leadership meta-framework for adaptability (Uhl-Bien 2021).

2.2 Public Service Motivation

PSM has a rational, norm-based, and affective basis (Perry & Wise, 1990; KIM, 2008). The conceptualization of PSM offered by Perry and Wise (1990) PSM can be derived from the three commonalities of human motives (affective, normative, and rational) and how they can be realized in public service. Four different dimensions of PSM: interest in public policymaking (attraction to public policymaking), commitment to the public interest (or civic duty)/ commitment to the public interest (or civic duty), compassion, and self-sacrifice. PSM is the tendency of individuals to respond to motives in public institutions" (Perry 2020; Vogel 2020). PSM as an altruistic desire (Steijn and Van der Voet 2019). Nowell et al. (2016) stated as feelings and obligations to take action for the welfare of society and not directly rooted in personal expectations. PSM is 'the desire to exert effort to benefit others (Steijn and Van der Voet, 2019).

2.3 Mission Valence

Mission valence is the "perception of attractiveness or salience" of organizational goals or social contributions" (Bosak et al., 2021; Wright et al., 2012). The concept of mission valence describes an employee's emotional orientation to the institution's mission or perceptions of the attractiveness of the mission and its value to society for employees (Cailier, 2014; Rainey and Steinbauer, 1999). Willems et al. (2020) put forward mission valence as a moderator to build a process that shows the institution's reputation. Roniko and Sunaryo (2021) suggest that since it was introduced by Rainey and Steinbauer (1999), the valence of missions has continued to increase and is closely related to work. Guerrero and Chenevert (2020) assert that mission valence encourages the experience that work is significant and has a positive meaning. It is emphasized that the best character that characterizes the valence of mission and makes this concept unique is that the individual sees the organization's mission as something of value.

2.4 Development Hypothesis

Growing motivation in the public service system is not easy, especially with the various complexities that exist. 'Essential traits of leadership' (leadership as a complex relational dynamic), 'peripheral' elements' (leadership for individual and organizational adaptation), and 'content' (complex patterns of thought, behaviour, and leadership style). It takes leadership that understands the reality and orientation of public institutions. Leaders can cultivate an ethical orientation as the basis for PSM. Individuals have a social orientation and patriotism for virtue. Both orientations can be grown, directed and supported by the presence of the leadership. The credibility of public leaders influences

others (Shahid and Azhar, 2013); Belrhiti et al (2019); Belle & cantarelli (2018) Belrhiti et al (2019); Hostrup and Andersen (2020) Marques (2020) and Sedano (2021) suggest that leadership influences PSM.) Anderson et al. (2016) suggests clarifying the vision, sharing it with their employees and maintaining it long-term. This is expected to increase employee publicity. Service motivation (PSM) namely the orientation to do good for others and society. The proposed hypothesis is

- Ha 1 = bureaucratic leadership has a significant positive effect on PSM

Orientation to the public interest encourages someone to do better. Hostrup and Anderson (2020) suggested the role of mission valence as a moderating variable for leadership and PSM relationships. Mission illustrates the importance of organizations that strengthen the role of leadership to provide public services and inspire employees to go beyond their self-interest and contribute to the realization of the future. Mission strengthens the influence of leadership on pro-social motivation in public services. The meaning of the organization as a public servant is used as the basis for justifying employees' actions. Mission gives meaning, and orientation becomes clearer (Guerrero and Chênevert, 2020); Safaat et al. (2020) assert that when employees are interested in the importance of their organization's mission (mission valence), the level of employee motivation is higher. The proposed hypothesis is

- Ha 2 = Mission Valence strengthens the positive influence of bureaucratic leadership on PSM

The proposed model based on the construction of the relationship between variables is as follows:

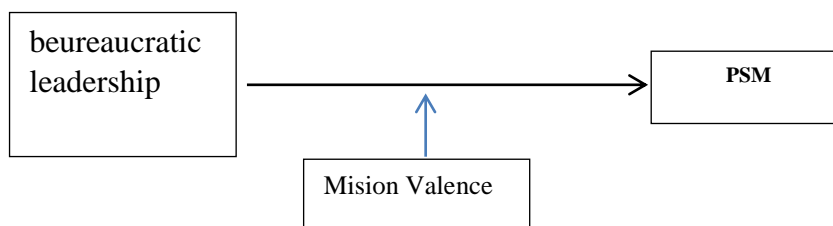


Figure 1. Proposed Model

III. Research method

The research method used is an explanatory survey approach to explain the influence of leadership variables on PSM, which is moderated by mission valence.

3.1 Sample

The research sample is regional / sub-district employees in West Java Province. The number of samples is 327 randomly selected for two months from November to December 2021. Questionnaires were collected online and offline, especially in areas difficult to reach by the internet properly. The use of social media helps the data collection process to be faster. Of the 400 questionnaires distributed, 327 were filled out again. Two research assistants supported the screening of complete questionnaires.

3.1 Measurement Scale

The measurement scale uses a semantic differential rating scale from 1 to 5, with answers ranging from very low or very high or from never to always. Questions use positive questions.

The measurement of leadership variables cannot be separated from the context, environmental dynamics and assumptions that underlie the function of leadership in public institutions or bureaucratic leadership as implementers and policy designers, referring to Othemeng and Huque (2017, namely 1) Have the capacity to build relationships in the bureaucracy, have the skills and abilities interact, cooperate, and collaborate with other agencies and stakeholders to achieve government goals 2) Administrative ability to ensure the continuity of public services, 3) Implement government policies and carry out a number of essential functions expected by the government, 4) Able to solve various problems and issues and complex, develop strategies and take risks and find appropriate policies and solutions to social problems, 5) have the ability to critically understand government budgeting, expenditure processes, and accountable management of public funds and transparency in the management of public funds. 6) Able to face obstacles by the environment and bureaucratic structure by optimizing the opportunities and dualities inherent in the position as a leader, 7) Credibility, openness and being able to coordinate human and material resources, as well as integrity in carrying out the organization's vision consistently.

The PSM measurement was developed based on Perry and Wise's PSM Conceptualization (1990):

1. Interest in public policymaking (attraction to public policymaking).
2. Commitment to the public interest (or civic duty) / commitment to the public interest (or civic duty).
3. Compassion/compassion.
4. Self-sacrifice/self-sacrifice.

Mission Valence refers to Wright & Pandey, 2011, and Caillier (2014), namely 1) believe that the institution's priority where I work is quite essential 2) The institution where I work provides valuable public services. 3) For me, the mission of the organization I work for is exciting.

The data analysis used is a descriptive-analytic and inferential analysis using the covariant SEM procedure.

IV. Result and Discussion

4.1 Descriptive statistics

Table 1. Description of research variables

No	Variabel	Mean	Standar deviation	Category
1	bureaucratic leadership	3.89	0.63	high
2	PSM	3.79	0.75	high
3	Mision Valence	3.32	0.73	medium

The results show that each variable is in the high category.

Results of Analysis with SEM. procedures

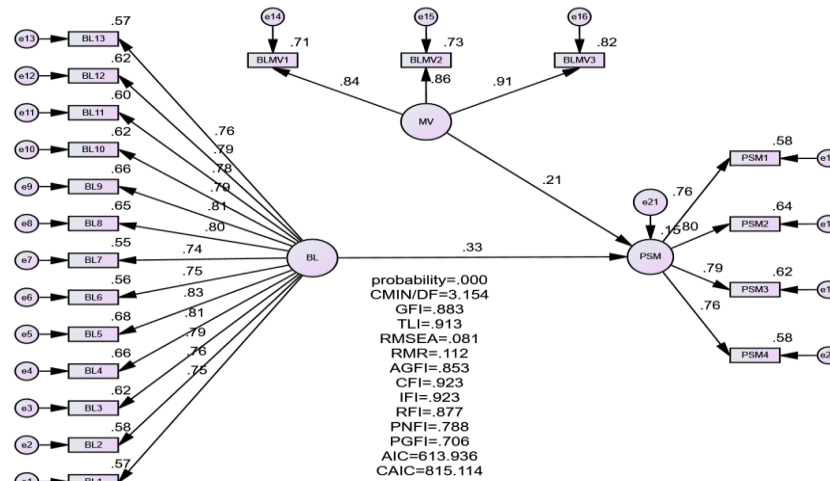


Figure 2. Full model first-order confirmatory analysis

The test results of Confirmatory Factor Analysis (Convergent Validity, average variance extracted (AVE), Composite reliability) are as follows

Table 2. CVA, AVE, and CR test results

Construct	Item	Loading factor	AVE	CR
beureaucratic leadership (BL)	BL1	0.754	0.612	0.969
	BL2	0.762		
	BL3	0.791		
	BL4	0.81		
	BL5	0.826		
	BL6	0.748		
	BL7	0.744		
	BL8	0.804		
	BL9	0.815		
	BL10	0.788		
	BL11	0.777		
	BL12	0.786		
	BL13	0.756		
Mision Valence	MV1	0.843	0.755	0.968
	MV2	0.856		
	MV3	0.907		
PSM	PSM1	0.764	0.609	0.903
	PSM2	0.802		
	PSM3	0.789		
	PSM4	0.765		

Each loading factor of the observed variables can be accepted with a standard acceptance value > 0.30 according to the number of samples 327. The loading factor value of the observed bureaucratic leadership variable is 0.744-0.826, with an AVE value of 0.612. and the CR value is 0.969. The value of the variable loading factor, namely the

observed Mission Valence, is 0.843-0.907 with an AVE value of 0.755. and the CR value is 0.968. The value of the variable loading factor observed PSM is 0.764-0.802, with an AVE value of 0.609. and the CR value is 0.903. The ability of each observed variable to explain the latent variable is acceptable, and the AVE value is in a suitable category. The discriminant validity value shows a high CR value.

4.4 Discriminant validity test

The results of the discriminant validity test using cross-loading are as follows:

Table 3

Variabel	BL	MV	PSM
BL1	0.754	0.189	0.247
BL2	0.762	0.191	0.25
BL3	0.791	0.198	0.259
BL4	0.81	0.203	0.265
BL5	0.826	0.207	0.271
BL6	0.748	0.187	0.245
BL7	0.744	0.186	0.244
BL8	0.804	0.201	0.263
BL9	0.815	0.204	0.267
BL10	0.788	0.197	0.258
BL11	0.777	0.195	0.255
BL12	0.786	0.197	0.258
BL13	0.756	0.189	0.248
MV1	0.135	0.843	0.177
MV2	0.137	0.856	0.179
MV3	0.145	0.907	0.19
PSM1	0.25	0.16	0.764
PSM2	0.263	0.168	0.802
PSM3	0.259	0.165	0.789
PSM4	0.251	0.16	0.765

According to the test results in the table above, it is known that the indicators B1-BL13 have the highest correlation to the bureaucracy leadership (BL) variable (X1). MV1 indicator. –MV3 has the highest correlation to the Mission Valence (M) variable. PSM1-PSM4 indicators have the highest correlation to the PSM variable (Y). This means that each observed variable can explain each latent variable quite well.

4.5 Significance test

Testing the relationship between latent variables shows a significant relationship between latent variables. The beta coefficient that shows the relationship between BL and PSM is 0.328, and the beta coefficient of PSM and MV is 0.209.

4.6 Model Suitability Test (Goodness of Fit Test) and model reification

The results of the model fit test are as follows:

Table 4. Model test results

Absolut Fit Measure	Stage 1 measurement		Model Improvement (stage 2)	
	Results	conclusion	Repair Results	Results
p-value (Sig.)	0.00	Marginal	0.00	Marginal
CMIN	3.154	Marginal fit	2.156	Fit
GFI(Goodness of Fit)	0.883	Marginal Fit	0.914	Fit
RMSEA(Root Mean square Error of Approximation)	0.81	Marginal Fit	0.06	Fit
RMR(Root Mean Square Residual)	0.112	Marginal Fit	0.119	Marginal Fit
Incremental Fit Measure				
AGFI(Adjusted Goodness of Fit Index)	0.853	Marginal Fit	0.855	Marginal Fit
CFI (Comparative Fit Index)	0.923	Marginal Fit	0.961	Fit
Incremental Fit Index (IFI)	0.923	Marginal Fit	0.962	fit
Relative Fit Index (RFI)	0.877	Marginal Fit	0.916	fit
Parsimonious Fit Measure				
PNFI (Parsimonious Normed Fit Index)	0.788	Fit	0.764	fit
PGFI (Parsimonious Goodness Of Fit Index)	0.706	Fit	0.679	Marginal Fit
AIC (Akaike Information Criterion)	613	Fit	444	Marginal Fit
CAIC (Consistent Akaike Information Criterion)	815	Fit	706	Marginal Fit

Based on the results of testing the goodness of fit criteria and improvement by multiplying the relationship based on the modification indices value, each criterion of the goodness of fit, namely absolute fit indices, incremental fit indices, and parsimony indices, is fully represented. There is a match between the data in the field obtained through a survey and the model constructed in the study after repairs have been made.

Causality test with regression analysis technique (Regression Weight) and effect moderation

The results of the regression analysis (Regression Weight) and the moderating effect are as follows:

Ha	Hipotesis	Beta coefficient	CR	P-Value	Results
Ha1	leadership has a significant positive effect on PSM	0.328	3.809	0.00	supported
Ha2	Mission Valence strengthens leadership's positive influence on PSM	0.209	2.410	0.16	supported

4.6 Discussion

In line with the CLT perspective on leadership, as stated by Howden et al., 2021, and Uhl-Bien & Arena, 2018, bureaucratic leadership needs to encourage further development and explore the conditions that lead to change and the organization's mission as a tool for reflection and learning.

Leadership is in line with Uhl- Bien and Marion (2009); Donkor & Sekyere (2020) Osborn et al., 2002). Uhl-Bien 2021);. Donkor & Sekyere (2020) and Donkor & Sekyere 2020 and Uhl-Bien & Arena, 2018) mean that the leadership function focuses on operational, entrepreneurial, and enabling aspects. All three encourage motivation to provide public services.

Leaders clarify the organization's mission so that subordinates do not lose orientation and continue to find exciting and valuable sides of the institution for the public interest.

V. Conclusion

5.1 Theoretical implications

Develop the concept of mission valence according to the context and organizational values and emphasize its position in the relationship between leadership and PSM. Value theories can help explain organizational mission valence for organizations. Focus on the Development of Complexity leadership theory based on the assumption that there are complexities that leaders and followers must face. Assumptions that underlie the function of leaders in institutions as implementers and policy designers, with collective and relational dynamics.

5.2 Practical Implications

The practical implication is that the leadership maintains that the values that are the organization's mission remain an attraction that strengthens the influence of leadership on the motivation to provide public services. Leaders promote awareness of the organization's mission is a complex task,

Leaders can recognize the complexity and describe it so that subordinates still have a public service orientation. Practical implications on the operational side, leadership functions 1) balance the value structure that is public orientation, formal structure and maintains efficiency with the need for innovation in providing public services. Leaders continue to encourage subordinates to change new ideas into standard processes in providing public services. The idea has a meaning of value to society. Leaders acquire and allocate resources as needed to encourage novelty and implementation of ideas. On the other hand, the leadership acts as a filter for values that damage the public orientation of the institution, 2). Leaders continually seek to generate new things through ideas and actions, working together to expand diverse networks. 3) Leadership occurs at the interface between operational leadership and entrepreneurship to ensure the spirit of providing social services and maintaining organizational survival through activation of the organization's

mission and freeing subordinates to expand collectively on the organization's mission and spread ideas in various networks so that the institution's essential functions for society can be realized. Leadership enables a deeper understanding of the organization's mission and utilizes the leadership function to create, maintain, and energize the organization's mission.

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