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## THE EFFECT OF INVOLVEMENT, PUBLIC SERVICE MOTIVATION, AND RED TAPE ON PERFORMANCE

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**Abstract:** The public sector of developing countries initiates reforms that frequently center around enhancing the performance of civil servants in response to the growing demands of the work environment. Thus, organizations in the public sector need their employees to be more engaged in their work to achieve high performance. Therefore, this study aimed to investigate the direct association between high-involvement climate, public service motivation, red tape, and employee performance, as well as their indirect influence mediated by work engagement. The analysis was conducted using covariance-based structural equation modeling with the Lisrel application based on data from a questionnaire survey of civil servants under the National Civil Service Agency (NCSA), Indonesia. This study used purposive sampling with 338 respondents selected from the NCSA, based on a minimum sample size of 331 derived from a population of approximately 2400 employees by the Krejcie & Morgan table. The findings of the analysis validated the positive impact of public service motivation and a high-involvement climate on employee performance while revealing the negative effects of red tape, which hindered performance. Additionally, the study demonstrated that public service motivation exerted the most significant direct effect on improving performance, and this relationship was partially mediated by work engagement. Based on the results of this study, it can be concluded that a high-involvement climate and public service motivation can improve performance, red tape can reduce performance, and work engagement is mediating the relationships. Therefore, in improving their employees' performance, NCSA managers can focus on improving their public service motivation while stimulating their work engagement, improving their involvement, and reducing the impact of red tape.

**Keywords:** High-Involvement Climate, Public Service Motivation, Red Tape, Work Engagement, Employee Performance

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## INTRODUCTION

The Indonesian government is conducting bureaucratic reforms to make the bureaucracy more agile and dynamic in adjusting to the increasing demands of the work environment. The bureaucratic reform is carried out by reducing organizational complexity, adjusting positions, and adjusting work systems. Through this bureaucratic reform, civil servants must perform optimally according to their competence in the organizational unit where they are assigned and outside their unit (Humas Menpan RB, 2022). Employee performance is also essential in achieving the organization's goals, mission, and vision, considering that Indonesia's government effectiveness value from the World Bank (2022) is in fourth position among ASEAN countries in 2021 with a value of 0.38. The difference in value is still relatively high with the country that occupies the third position with a value of 0.99, so it is still necessary to evaluate and improve the effectiveness or performance of the Indonesian government. Therefore, to achieve outstanding performance in its employees, Indonesian public sector organizations such as the National Civil Service Agency (NCSA) need to analyze factors related to the performance of their employees.

Fan et al. (2022), in their research, stated that power distance is essential in explaining the relationship between public service motivation and employee performance between countries where countries in the Middle East, Latin Europe, and Confucian Asia have higher power distance. These differences make employees with higher public service motivation in cultures with lower power distance less likely to be engaged. In this regard, the NCSA has undertaken bureaucratic reforms that have resulted in a change in power distance from high to lower distance, which can affect the involvement of each employee and the impact of public service motivation itself. Furthermore, the reform also led to dynamic and rapid changes in civil service management regulations, making it challenging to map the linkages between these regulations. NCSA, because of its duties and functions regarding the management of civil servants in Indonesia, is expected to be more prompt in implementing or piloting the implementation of these regulations before other agencies. These changes in regulations can increase employees' perceived red tape because there are too many regulations, or

it can reduce the perceived red tape because they become more accustomed to these regulatory changes.

Management experts and practitioners acknowledge the importance of work engagement because of its competitive benefits in improved employee performance, meaningfulness, and job satisfaction (Lu et al., 2022; Rich et al., 2010; Scrimshire et al., 2022). In contrast to passive dispositions such as organizational commitment and job satisfaction, which signify calmness and happiness, work engagement denotes a proactive state characterized by initiative and vigor (Borst, 2018). Furthermore, most studies on work engagement use data from the private sector that may show different correlates in the public sector organizations. For instance, Akingbola and van den Berg (2016) and Borst (2018) stress the contrasts between different sectors regarding value congruence and work setting. Public sector workers, such as civil servants, face political complexities, bureaucratic obstacles, lower salaries, and reduced independence compared to their private sector counterparts (Scrimshire et al., 2022). Therefore, public organizations require engaged civil servants since civil servants are expected to perform efficiently despite limited resources and a growingly unfavorable public perception.

In this study, investigating the factors that precede work engagement is grounded in Job Demands-Resources (JD-R) model, as Borst (2018) expanded to incorporate the public sector context. Borst (2018) includes the dimensions of public service motivation, autonomy, and red tape, which show their potential to influence work engagement and employee performance. In addition, this study also uses a study from Scrimshire et al. (2022), which uses self-determination theory and argues that public service motivation is individual differences related to performance, while a high-involvement climate is the type of social context that can meet the demand for autonomy. The findings revealed that a high-involvement climate and public service motivation are positively linked to employee performance, both directly and indirectly (Scrimshire et al., 2022). Thus, we will replace autonomy in the JD-R model previously used by Borst (2018) with a high-involvement climate.

Several other studies have also stated a positive association between public service motiva-

tion and work engagement (Borst, 2018; Cooke et al., 2018; Lu et al., 2022; Scrimshire et al., 2022). In addition, several studies also report a positive correlation between employee involvement and organizational development, such as improving employee performance (Matagi et al., 2022; Scrimshire et al., 2022), improving organizational performance (Qi and Wang, 2016) and supporting digital transformation (Selimović et al., 2021). Also, red tape may be viewed as job demand or situations containing excessive or unwelcome restraints that reduce work engagement (Borst, 2018; Debets et al., 2022). Additionally, several studies have shown that work engagement can mediate between job demands, job resources, and employee performance (Schaufeli, 2015). However, Fan et al. (2022) show that power distance influences the impact of public service motivation on work engagement and employee performance. Thus, this study aims to ascertain how public service motivation, high-involvement climate, and red tape affect employee performance in NCSA. The novelty of this study is to combine and develop a research model related to involvement, public service motivation, red tape, and work engagement in a public organization in Indonesia, NCSA, which has undergone bureaucratic reform. The results of this study are expected to contribute to the development of literature and help NCSA make organizational decisions in dealing with involvement, public service motivation, red tape, and work engagement to improve employee performance.

## LITERATURE REVIEW

### Employee Performance

Public sector reforms in developing countries often focus on the performance of civil servants because of several things that hinder economic and social progress, such as apathy, lack of accountability, corruption, low performance, and low levels of work ethic in these employees (Vu et al., 2019). Employee performance is a broad concept and has been defined by numerous researchers. Atatsi et al. (2019) stated that employee performance could be defined as the overall results provided by individuals consisting of in-role performance, namely the fulfillment of responsibilities expected in job descriptions and extra-role performance, which is not part of job requirements but has

significant implications for organizational performance. Furthermore, Dhoopar et al. (2021) define performance as the cognition of organizational capacity to achieve predetermined goals, while employee performance is the overall result of abilities, skills, knowledge, and functions directed at specified job behavior.

### High-involvement climate

Employee involvement refers to how employees decide about their work and working conditions (Neirotti, 2018). Then Elorza et al. (2022) define a high-involvement climate as a managerial approach focusing on increasing employee involvement to improve employee work experience and overall organizational competitiveness. Based on these explanations, a high-involvement climate can refer to an employee's view of a series of management behaviors in the PIRK model (power, information, reward, knowledge) that impact performance (Riordan et al., 2005; Scrimshire et al., 2022). The PIRK model consists of increased power for employees in making decisions, access to critical information, rewards that link individual performance to organizational results, and opportunities to expand knowledge about the organization and their work. Through this model, a high-involvement climate promotes increased knowledge and skills, flexibility, proactivity, and greater collaboration (Guthrie et al., 2009; Wood and de Menezes, 2011) to improve performance (Song et al., 2018) and creates an atmosphere that encourages higher work engagement (Scrimshire et al., 2022; Gupta and Sharma, 2018; Shin et al., 2016).

### Public Service Motivation

The initial definition of public service motivation was established by Perry and Wise (1990), encompassing the tendency of individuals to be driven by motives unique to public organizations. Furthermore, Hondeghem and Perry (2009) define public service motivation as a person's orientation to provide services for good to others or society. Then McCarthy et al. (2019) define public service motivation as the desire to fulfill prosocial or altruistic behavioral tendencies by engaging in activities that promote the public interest, such as actively participating in public policy and delivering services to the public. Based on these definitions, public service motivation is primarily propelled by an

inherent inclination to assist others, distinguishing it from the motivation observed in the private sector, which tends to be more autonomous and primarily influenced by extrinsic rewards (Das, 2022). Public service motivation encompasses a concern beyond self-interest, the motivation to serve others, and the belief that service contributes to the organization's greater good (Stefurak et al., 2020). Individuals with high levels of public service motivation show high emotional involvement and are positively associated with engagement and performance in public sector (Scrimshire et al., 2022).

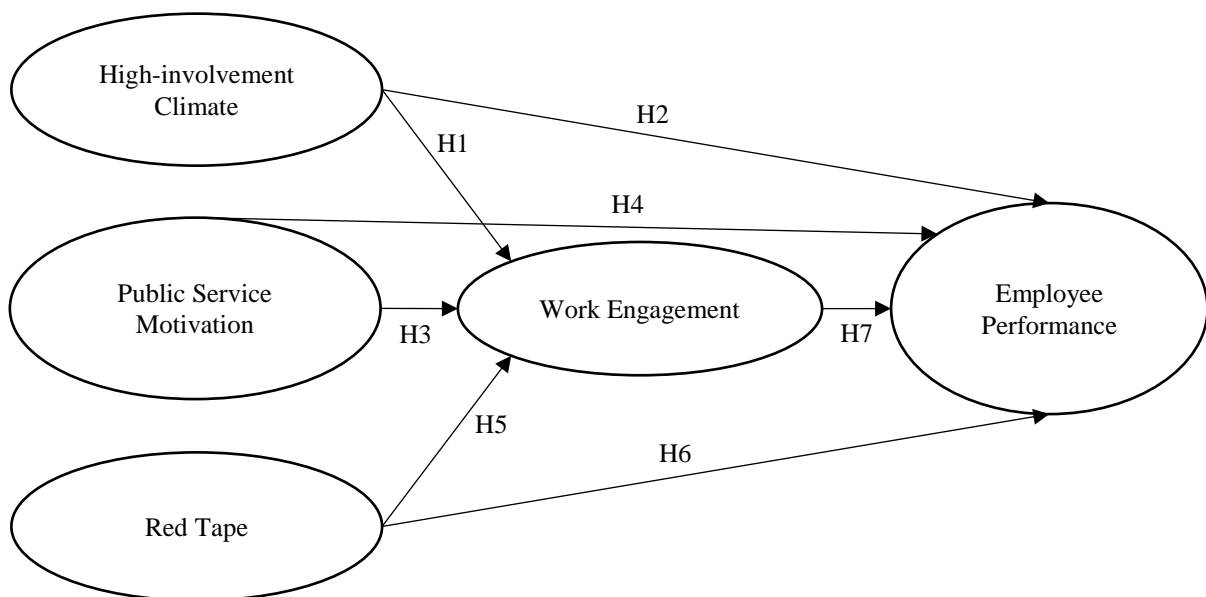
**Red Tape**

Borst (2018) defined red tape or bureaucratic burden as regulations, rules, and procedures that apply and require compliance but do not contribute to the expected legitimate goals. Rules or regulations included in red tape have the criteria of being burdensome, unnecessary, and ineffective (Borry, 2016). Red tape can come from internal and external sources, such as government regulations and management-imposed policies and procedures for supervising employees (Walker and Brewer, 2008). Regardless of the source, red tape can incur a high cost for organizations by hindering decision-making and innovation. Civil servants who face red tape can feel alienated from their work, less creative, and less productive (DeHart-Davis and Pandey, 2005), so they can experience decreased perform-

ance and work engagement (Borst, 2018).

**Work Engagement**

The idea of how individuals engage or not at work was initially introduced by Kahn (1990). Kahn (1990) said that engagement is an individual's manifestation of the role of self, as indicated by the degree to which individuals use and express their physical, cognitive, and emotional identities while performing their work. Furthermore, Schaufeli et al. (2002) described employees who have work engagement as having a sense of vigor, dedication, and absorption in their work activities. Vigor refers to high energy levels, mental resilience, a desire to put effort into work, and perseverance in facing challenges. Then, dedication refers to enthusiasm, inspiration, pride, and an inherent sense of challenge associated with the job. Meanwhile, absorption refers to high concentration, focus, attachment to work, and thorough preoccupation with the activity. Concerning these definitions, Obubisa-Darko (2019) defined work engagement as a state of mind that encourages individuals to use their cognitive, emotional, and physical efforts to achieve personal and organizational goals. Engaged employees are highly focused and committed, surpassing performance standards by investing more energy, cognitive abilities, and emotional efforts (Bakker and Bal, 2010; Schaufeli and Bakker, 2004).



**Figure 1. Conceptual Framework**

### Conceptual Framework

Borst (2018), in his study, uses the public sector's job demands-resources (JD-R) model to show several factors that affect employee performance, namely the dimensions of public service motivation, autonomy, red tape, and work engagement. In addition, Scrimshire et al. (2022) also conducted a study using the self-determination theory to analyze several factors that affect employee performance. They argued that public service motivation could act as individual differences related to performance. At the same time, a high-involvement climate is a social context that can fulfill the need for autonomy, competence, and relatedness in the public sector. According to Scrimshire et al. (2022), a positive association was observed between public service motivation and a high-involvement climate, which directly and indirectly influenced employee performance through work engagement. Based on this explanation, the current study employs the JD-R model to examine the effects of high-involvement climate as a job resource, public service motivation as a personal resource, and red tape as a job demand on employee performance, both directly and through the mediation of work engagement. The conceptual framework used in this study is illustrated in Figure 1.

### HYPOTHESIS DEVELOPMENT

#### High-involvement Climate as Job Resource

The practice of a high-involvement climate considers employees as the key to success. It can stimulate employees to become more involved in their work, exhibiting higher levels of competence and motivation (Gupta and Sharma, 2018). High-involvement climate is expected to result in autonomy as employees are encouraged to think of better methods to do their work, better align that work with coworkers, and are given the resources and flexibility to tackle new challenges. Those in high-involvement management create an atmosphere encouraging higher work engagement (Gupta and Sharma, 2018; Scrimshire et al., 2022; Shin et al., 2016). Furthermore, employee participation can contribute to the organization's competitive advantage by leveraging their knowledge and skills (Guthrie et al., 2009). This positive impact is also supported by several studies showing that employee involvement positively impacts employee performance (Matagi et al., 2022; Scrimshire et al.,

2022) and organizational performance (Guthrie et al., 2009; Qi and Wang, 2016). Based on this explanation, the following hypotheses can be formulated:

- H1** : High-involvement climate exerts a positive and significant influence on work engagement.
- H2** : High-involvement climate exerts a positive and significant influence on employee performance.

#### Public Service Motivation as a Personal Resource

Individuals with elevated levels of public service motivation demonstrate heightened emotional involvement in their work within the public sector, as they are driven by the pursuit of societal objectives and the promotion of public service and its core values (Vinarski-Peretz, 2020). Public service motivation can also be linked to engagement through psychological feelings of responsibility to society through their organization (Boyd and Nowell, 2020). Several prior studies also document a substantial positive correlation between public service motivation and work engagement (Cooke et al., 2018; Lu et al., 2022; Scrimshire et al., 2022). Furthermore, several studies also show the positive influence of public service motivation on organizational performance (Qi and Wang, 2016) and employee performance (Scrimshire et al., 2022; Thuy and Phinaitrup, 2021; Vandenabeele, 2007). Based on this explanation, the following hypotheses can be formulated:

- H3** : Public service motivation exerts a positive and significant influence on work engagement.
- H4** : Public service motivation exerts a positive and significant influence on employee performance.

#### Red Tape as Job Demand

In their study, George et al. (2021) found that red tape negatively impacts organizational performance and employee work results. Then, Blom et al. (2020), in their study, also showed the harmful effects of red tape that inhibits and alienates employees from their work, although the impact seems small on employee performance. Empirical evidence also shows that red tape has a negative relationship with desired work outcomes, such as



job satisfaction (Steijn and van der Voet, 2017), employee performance (Borst, 2018; DeHart-Davis and Pandey, 2005), and organizational performance (Jacobsen and Jakobsen, 2018). Therefore, red tape can be seen as job demand as it can create unwanted constraints and inhibit work engagement (Borst, 2018; Quratulain and Khan, 2013).

Furthermore, when employees face ineffective or unnecessary procedures that hinder their progress at work, they often require assistance to identify their work's importance and positive aspects to sustain their motivation. Jiang et al. (2022) state that employees who perceive a higher level of red tape are more likely to exhibit reduced levels of work engagement. In addition, Rauf (2020) also showed that the red tape can prevent the employees from completing their assigned tasks, reducing their commitment to their work. This result shows that red tape impacts the actions, behaviors, and overall performance of employees in public sector organizations (Rauf, 2020). Based on this explanation, the following hypotheses can be formulated:

**H5** : Red tape exerts a negative and significant influence on work engagement.

**H6** : Red tape exerts a negative and significant influence on employee performance.

### Work Engagement as a Mediator

High work engagement is a valuable indicator in evaluating organizational and leadership performance. It enhances the bond between leaders and employees to create stable workplace and promote innovation and creativity (Thanh and Quang, 2022). According to Schaufeli and Bakker (2004), engaged employees are highly concentrated and committed to accomplishing job duties. Additionally, these employees are more likely to exceed performance standards (Bakker and Bal, 2010) due to their increased investment of energy, cognitive abilities, and emotional efforts. These efforts can contribute to achieving organizational goals and high performance as individuals increase their focus and attentiveness (Rich et al., 2010). Several studies have also linked the positive influence of the work engagement to performance (Obuobisa-Darko, 2019; Park et al., 2021; Scrimshire et al., 2022).

Furthermore, Scrimshire et al. (2022) showed that work engagement can act as a mediator

that indirectly links high-involvement climate and public service motivation to employee performance in the public sector. Gupta and Sharma (2018) supported the results and stated that work engagement mediates the relationship between high-involvement human resource practices and extra-role performance. Then, work engagement's level of intrinsic motivation can drive performance since employees are affected by different factors that result in an internal focus on achieving high performance (Scrimshire et al., 2022). Moreover, Borst (2018) states that work engagement can mediate the influence of red tape, autonomy, and dimensions of public service motivation on job satisfaction and employee performance. Based on this explanation, work engagement could mediate the relationship between job demands, job resources, and employee performance in the job demand-resources model (Schaufeli, 2015). Based on this explanation, the following hypotheses can be formulated:

**H7** : Work engagement has a significant positive impact on employee performance.

**H8** : Work engagement mediates the effects of a high-involvement climate on employee performance.

**H9** : Work engagement mediates the effects of public service motivation on employee performance.

**H10** : Work engagement mediates the effects of red tape on employee performance.

## METHOD

### Participants and Procedures

This study utilized a quantitative approach to examine the causal relationship between variables. The sample was drawn from the total population of employees in the public sector under the National Civil Service Agency (NCSA) in Indonesia. As of January 20, 2023, NCSA had 2440 employees. A sample size 331 was determined using Krejcie and Morgan (1970) table. The survey was administered online using Google Forms and distributed through the human resources bureau of the NCSA. A total of 344 respondents completed the survey questionnaire, and after undergoing data cleansing, 338 respondents were deemed suitable for inclusion in the research sample.

This study employs the Covariance-Based Structural Equation Modeling approach, utilizing

the Lisrel 8.8 software application. SEM consists of two primary components: the structural and measurement models. Through factor analysis, the measurement model depicts the correlation or relationship between variables with each variable's indicators. In contrast, the structural model is a path model that connects independent and dependent variables (Hair et al., 2019).

Measurement model analysis aims to ensure the measuring instrument is correct by analyzing the validity and the reliability values between variables and indicators in a construct (Hair et al., 2019). The validity test uses the standard loading factor (SLF) value with an SLF value must be above 0.5 (Hair et al., 2019) so that if there are variables that do not meet the parameter requirements, the indicators of these variables need to be removed or not included in the model. Subsequently, the reliability assessment utilizes the construct reliability (CR) value and the average variance extracted (AVE) value. The CR value should surpass 0.7, while the AVE value should exceed 0.5 (Hair et al., 2019).

The following analysis, namely the structural model, is carried out by looking at the results or value of the model's goodness-of-fit and continuing to analyze causal relationships. The causal relationship in the structural model can be analyzed by looking at the t-value. At a confidence level of 95%, the accepted t-value is  $\geq 1.96$  or  $\leq -1.96$  for a two-way or two-tailed hypothesis (Hair et al., 2019), while for a one-way or one-tailed hypothesis, the accepted t-value is  $\geq 1.645$  or  $\leq -1.645$  (Malhotra, 2010). This study also analyzes the indirect relationship between the hypothesis of mediation of work engagement and the relationship between high-involvement climate, public service motivation, and red tape on employee performance.

### Measurements

This study adopts several measurements of variables from previous studies and modifies them to align with the current research environment. All indicators were measured on a seven-point Likert scale, from strongly disagree (1) to strongly agree (7). The seven-point Likert scale was chosen because it can provide better results and is more likely to reflect the proper subjective evaluation of respondents than the five-point scale (Taherdoost,

2019).

Employee performance is the overall results provided by individuals consisting of in-role performance, which is the fulfillment of responsibilities expected in the job description, and extra-role performance, which is not part of the job requirements but has significant implications for organizational performance (Atatsi et al., 2019). Based on this definition, employee performance is measured based on task and contextual performance, where task performance is behavior directly related to job duties or requirements and directly or indirectly contributes to the organization (Motowildo et al., 1997). In contrast, contextual performance is behavior that supports and shapes the organizational, social, and psychological environment under organizational functions (Motowildo et al., 1997). The measurement of employee performance in this study adopted these two dimensions from the research of Koopmans et al. (2014), which has five tasks and seven contextual performance indicators.

High-involvement climate is an employee's view of a series of management behaviors in the PIRK (power, information, reward, knowledge) model that impact performance (Scrimshire et al., 2022; Riordan et al., 2005). Based on this definition, a high-involvement climate is measured based on the perception of employee involvement in the PIRK model from Qi and Wang (2016), which uses five indicators. The indicators include supervisors sharing information with subordinates, showing respect towards subordinates, giving performance evaluation feedback, involving employees in decision-making, and providing fair and equal pay rewards.

Public service motivation is the desire to fulfill prosocial or altruistic behavioral tendencies by engaging in activities that promote the public interest (McCarthy et al., 2019). Public service motivation is measured by adopting a multidimensional measure developed by Kim et al. (2013) with four dimensions: attraction to public participation, commitment to public values, compassion, and self-sacrifice. Each dimension of public service motivation has four indicators to measure it.

Red tape is regulations, rules, and procedures that apply and require compliance but do not contribute to the expected legitimate goals Borst (2018). Red tape is measured using six indicators

developed by the Dutch government and has been used previously in several studies (Borst, 2018). Although not developed in the research, these indicators align with red tape as a construct of burdensome, unnecessary, and ineffective regulations (Blom, 2019).

Work engagement is a sense of vigor, dedication, and absorption that employees have in their work activities (Schaufeli et al., 2002). Based on this definition, work engagement is measured using the Utrecht Work Engagement Scale developed by Schaufeli et al. (2006) with three dimensions: vigor, dedication, and absorption. Each dimension of work engagement has three indicators to measure it.

## RESULTS

### Respondent Characteristics

Based on the questionnaire results, the respondent profile comprised 56% female and 44% male. Most respondents are based on the age range 27 to 42 years, with a total of 82%, while based on the level of education, most have a bachelor's degree, with a percentage of 79%. The results also show that the marital status of most respondents is married, with a total of 70%. The most prominent respondent position is in a functional position at 57%, followed by staff position at 39%. The working period of respondents who filled out the questionnaire was mainly in the range of less than five years of service, with a percentage of 53%.

**Table 1. Respondent Characteristics**

Characteristic	Description	n	%
Gender	Male	149	44%
	Female	189	56%
Age	<27 years	19	6%
	27-42 years	277	82%
	43-58 years	37	11%
	>58 years	5	1%
Marital status	Married	238	70%
	Unmarried	94	28%
	Widowed	6	2%
Education	High School	4	1%
	Associate degree	3	1%
	Bachelor's degree	266	79%
	Master's degree	65	19%
Working period	<5 years	180	53%
	5-10 years	102	30%
	10-15 years	19	6%
	15-20 years	15	4%
	>20 years	22	7%
Position	Functional	191	57%
	Staff	131	39%
	Supervisor	11	3%
	Administrator	5	1%
Office	Central Office	177	52%
	Regional Office	161	48%

Source: Processed Data (2023)



**Measurement Model Analysis**

The validity test results on the measurement model analysis show that one indicator has a standardized loading factor (SLF) of less than 0.5, namely in the red tape variable with the indicator statement "Guidelines and regulations are more important in my organization than my experience or intuition." Therefore, the indicator is removed from the model, while other indicators from these variables and other variables have an SLF value of above 0.5 and can be used in further tests.

Furthermore, the reliability testing results of the measurement model test show that all construct reliability (CR) values are above 0.7. In contrast, for the average variance extracted (AVE) value, there is one variable below 0.5, namely red tape. Malhotra (2010) stated that AVE is a more conservative measure than CR, so the construct's convergent validity can be adequate based on CR alone. Therefore, it can be concluded that the measurements on each variable meet the validity criteria and have good reliability.

**Structural Model Analysis**

The structural model analysis is then carried out to explain the correlation between latent variables in the study through the structural model fit test and causal relationship analysis of the variables used. The fit test on the structural model can be done by looking at the results or value of goodness-of-fit (Hair et al., 2019). The results of the initial fit test on the measurement model gave results that showed poor fit results on several goodness-of-fit indicators. Therefore, it is necessary to res-

pecify or modify the model by correlating errors between indicators in each variable according to the recommendations offered in the Lisrel 8.8 software application.

The goodness-of-fit value obtained based on these modifications shows marginal fit results for GFI and AGFI, while most other measures fall into the good fit category, namely RMSEA, RMR, NFI, NNFI, and CFI. Structural models are generally suitable based on three to four fit indices (Hair et al., 2019). Therefore, the research model used has a good structural model fit. The following analysis in the structural model analysis is the causal relationship analysis. The causal relationship analysis is carried out on each relationship between the variables used, including employee performance (EP), high involvement climate (HIC), public service motivation (PSM), bureaucracy (RT), and work engagement (WE). Table 2 shows that the data supports all direct and indirect relationships in the hypotheses and has significant results with t-values above 1.96. These results show that a high-involvement climate and public service motivation positively influence, while red tape negatively influences, work engagement and employee performance. In addition, the results also show that work engagement positively influences employee performance and partially mediates the relationship between high-involvement climate, public service motivation, and red tape on employee performance. Based on the standardized coefficient value on each path, it is found that public service motivation has a more substantial influence on employee performance than other paths.

**Table 2. Hypothesis Testing Results**

H	Path	Std. Coefficient	t-value	Result
H1	HIC → WE	0,30	5,27	Accepted, significant positive
H2	HIC → EP	0,17	3,38	Accepted, significant positive
H3	PSM → WE	0,38	5,81	Accepted, significant positive
H4	PSM → EP	0,43	7,60	Accepted, significant positive
H5	RT → WE	-0,29	-4,65	Accepted, significant negative
H6	RT → EP	-0,16	-2,93	Accepted, significant negative
H7	WE → EP	0,28	4,54	Accepted, significant positive
H8	HIC → WE → EP	0,09	3,41	Accepted, significant positive
H9	PSM → WE → EP	0,11	3,49	Accepted, significant positive
H10	RT → WE → EP	-0,08	-3,47	Accepted, significant negative

Source: Processed Data (2023)

## DISCUSSION

### **High-involvement Climate on Work Engagement and Employee Performance**

The findings from the test results of hypothesis 1 indicate that a high-involvement climate has a meaningful and constructive impact on work engagement. These outcomes are consistent with earlier studies that suggest a high-involvement climate addresses relational needs by offering information, recognition, expertise, and autonomy to individuals who may lack them, thereby cultivating an environment that motivates heightened work engagement among every employee (Scrimshire et al., 2022). Prior research has also shown similarly that a high-involvement climate fosters an atmosphere conducive to increased work engagement, exemplified by granting employees autonomy to align their work with colleagues and providing them with resources and flexibility in the workplace (Shin et al., 2016; Gupta and Sharma, 2018; Scrimshire et al., 2022).

The findings from the test results of hypothesis 2 indicate that a high-involvement climate positively impacts employee performance. Several studies also support this positive impact, showing that employee involvement positively impacts their performance (Matagi et al., 2022; Scrimshire et al., 2022). The positive and substantial correlation between work engagement and performance stems from the likelihood of highly engaged employees dedicating significant effort to achieving their job goals, as supported by the involvement model, where employees with high levels of involvement exhibit a committed and positive mindset towards their work and organization, which motivates them to perform under organizational goals and objectives (Matagi et al., 2022).

### **Public Service Motivation on Work Engagement and Employee Performance**

The findings from the test results of hypothesis 3 indicate that public service motivation positively impacts work engagement. In addition, public service motivation also has the largest standardized coefficient value than other paths, so it has a substantial effect to be considered in improving engagement and employee performance. It could be due to a change in power distance from low to high distance so that they can feel more engaged. Individuals with higher public service motivation

are more likely to be emotionally engaged in their work and feel responsible to society through their work in public organizations (Boyd and Nowell, 2020). As supported by the Job Demands-Resources theory, public service motivation can be an internal drive for individuals working in the public service sector. It enables them to overcome work dissatisfaction and complaints, resulting in increased dedication and engagement (Ding and Wang, 2022). In addition, public service motivation can act as a catalyst for work engagement when employees perceive their work as having a positive impact, which suggests that motivation and behavior outcomes are interdependent in initiating and sustaining motivation (Bashir et al., 2021).

The findings from the test results of hypothesis 4 indicate that public service motivation has a meaningful and constructive impact on employee performance. This finding concurs with numerous other research investigations (Scrimshire et al., 2022; Thuy and Phinaitrup, 2021), demonstrating a positive association between public service motivation and employee performance. This association can be attributed to the intrinsic motivation experienced by employees with elevated levels of public service motivation, driving them to contribute to society actively. Consequently, their performance improves when the contextual factors foster a belief that they can make a meaningful difference (Fan et al., 2022).

### **Red Tape on Work Engagement and Employee Performance**

The findings from the test results of hypothesis 5 indicate that red tape negatively impacts work engagement. Red tape has a smaller standardized coefficient value than other direct pathways, which may be because NCSA employees are used to dealing with red tape in the workplace due to regulatory changes during the bureaucratic reform. Nevertheless, the effect of red tape based on the *t*-value shows significant results, so it is essential to be considered by management at NCSA to avoid excessive red tape.

This finding also supports the research of Jiang et al. (2022), who highlighted that employees who perceive higher levels of red tape are more prone to decreased work engagement. When employees encounter unnecessary or inefficient procedures that hinder their work progress, they often

need help recognizing their work's significance and positive value, leading to a decline in engagement. The perception of red tape can negatively impact work engagement by acting as a stressor that obstructs cognitive and emotional well-being. Other studies have also stated that red tape could harm work engagement (Borst, 2018; Quratulain and Khan, 2013).

The findings from the test results of hypothesis 6 indicate that red tape negatively impacts employee performance. Rauf (2020) also states similar findings that red tape, as excessive rules and regulations, can hinder task completion and subsequently diminish employees' job commitment, underscoring the broader impact of red tape on the overall performance in public sector organizations. Several studies have also stated similar results that bureaucracy negatively correlates with employee creativity, productivity, and performance (Borst, 2018; DeHart-Davis and Pandey, 2005).

### **Work Engagement on Employee Performance**

The findings from the test results of hypothesis 7 indicated that work engagement positively impacts employee performance. This study provides evidence consistent with prior research that establishes a positive association between work engagement and employee performance (Obuobisa-Darko, 2019; Park et al., 2021; Scrimshire et al., 2022). Engaged employees are more likely to exceed expectations (Bakker and Bal, 2010) as they invest their behavioral, cognitive, and emotional energies in their jobs. Consequently, these efforts directly contribute to organizational objectives and result in heightened performance, as the increased energy levels lead to enhanced concentration and attentiveness (Rich et al., 2010).

### **Mediating Role of Work Engagement**

The test results of hypotheses 8, 9, and 10 indicate that work engagement could mediate the effect of a high-involvement climate, public service motivation, and red tape on employee performance. Furthermore, Table 2 shows that the direct effect remains significant despite adding mediating variables, as seen from the t-value above 1.96 in the direct relationship to employee performance. In addition, when viewed from the standardized coefficient value, the direct effect has a higher effect than through the mediation of work engage-

ment. Based on Hair et al. (2019), the mediating effect of work engagement in this study can be categorized as partial mediation. That is, when the mediating variable is included as an additional predictor, it could decrease the significance of the relationship between the independent and dependent variables but remain significant. Although only partially mediating, the mediating effect of work engagement must be addressed in the relationship because it can affect the direct effect. These results support research by Borst (2018) and Scrimshire et al. (2022), which state that work engagement can mediate the effect of red tape, high-involvement climate, and public service motivation on employee performance. It also shows that work engagement can mediate the relationship between job demands and job resources on employee performance as a motivational process (Schaufeli, 2015).

### **IMPLICATIONS**

This study confirms prior studies on a direct relationship between high-involvement climate, public service motivation, and red tape on employee performance and the mediating effect of work engagement on the relationship. Although smaller than the direct effect, the mediating effect must still be considered because it influences the direct relationship to performance. Therefore, NCSA managers need to stimulate their civil servants' work engagement. This mediating effect also supports the results of previous research by Borst (2018), which shows that work engagement plays a crucial role in fostering performance among personnel in all contexts of public sector organizations.

Public service motivation has the most considerable influence on the direct relationship to performance. This influence shows the importance of managing public service motivation for management at NCSA so that employees who have high public service motivation need to be managed to realize their motivation. Furthermore, the lowest effect on the direct relationship occurs due to red tape, which shows that workers at NCSA are accustomed to dealing with red tape in their institutions. Nevertheless, the effect of red tape on performance is still significant, so organizations must reduce or prevent red tape so as not to give bad outcomes for employees and organizations. Another significant influence is a high-involvement climate, which positively influences employee perform-

ance. Organizations need to prioritize the implementation of high-involvement climate principles to augment employees' sense of purpose and belonging, facilitate autonomy in their work, and cultivate a culture of ongoing enhancement.

## RECOMMENDATIONS

Future research can use a more significant population so that the results obtained will also get more excellent benefits. In addition, to reduce the effect of the resulting bias, employee performance in future research can be measured by several stakeholders, such as the person receiving the service, their supervisor, and the employee. Moreover, a mixed-method approach encompassing quantitative and qualitative analyses can be utilized to comprehensively comprehend and further ascertain the degree of involvement, the nature of motivation, and the extent of red tape that can be addressed to enhance employee performance in delivering public services.

This study is subject to multiple limitations, with the first constraint being related to generalizability. This research was conducted under NCSA, Indonesia, and we used a sample representing the population. Hence, the sample size needs to be more significant to generalize the statistics in the context of public sector organizations in Indonesia. The following limitation of this study is that it may not be applicable in other countries as the Indonesian context may differ from other countries. One such form of difference between countries is regarding power distance, which Fan et al. (2022) argue is essential in explaining the relationship between public service motivation and employee performance.

This study also uses the self-reported data, which may lead to potential common method bias (CMB) or social desirability. Social desirability is the tendency of respondents to provide answers that make them look good (Jakobsen and Jensen, 2014). One effort to reduce the risk of social desirability influence on employee performance, public service motivation, and work engagement in this study is to use several measurement dimensions (Jakobsen and Jensen, 2014). The next effort to reduce the potential for CMB is to follow some suggestions from Podsakoff et al. (2003), namely developing an easy-to-understand questionnaire based on existing literature and feedback to prevent

possible translation problems. In addition, it was also necessary to assure the respondents that their participation in the study was entirely voluntary and that their answers would be kept confidential. Furthermore, each variable on the questionnaire was also placed in a different section of the questionnaire.

## CONCLUSIONS

This study aims to analyze the factors that influence employee performance in the public sector, especially NCSA so that employees can adjust to the increasing work environment demands. These factors are obtained through a conceptual model of high-involvement climate, public service motivation, red tape, work engagement, and employee performance based on several previous studies (Borst, 2018; Schaufeli, 2015; Scrimshire et al., 2022). The results show that all hypotheses are accepted. The path that significantly improves employee performance based on the standardized coefficient value is the direct relationship between public service motivation and employee performance, while the direct relationship's lowest effect is from red tape. This effect could occur because of the decrease in power distance due to bureaucratic reform, and employees at NCSA have become accustomed to changes in rules during bureaucratic reform.

Furthermore, although the direct effect has a more significant effect than the mediation of work engagement, the impact of mediation on the relationship still needs to be considered as a form of motivational process. Overall, the results support previous research, which states that high-involvement climate, public service motivation, and red tape influence employee performance directly and through the mediation of work attachment. High-involvement climate and public service motivation can act as job and personal resources that positively affect employee performance. In contrast, red tape can act as job demands that harm employee performance.

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