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Belief control systems, psychological empowerment, and service motivation: A path to organizational effectiveness

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ABSTRACT

This study examines how belief control systems affect public service motivation, focusing on the role of psychological empowerment. Using purposive sampling techniques, we selected a sample of 150 permanent public servants from the local bureaucracy in Yogyakarta, Indonesia. Data analysis was conducted using SEM-PLS analysis with Smart-PLS 4.0 software. Our findings indicate that belief control systems do not directly impact individuals' motivation to deliver efficient public services. However, psychological empowerment mediated the relationship between belief control systems and public service motivation. These results contribute to the existing literature by providing empirical evidence of the influence of belief control systems on public service motivation through psychological empowerment. The study underscores the importance of fostering positive belief control systems and enhancing psychological empowerment to improve performance and service delivery in the public sector. Understanding these dynamics is crucial for policymakers and practitioners to incentivize employees effectively and enhance public service outcomes.

Keywords: Belief Control System; Service Motivation; Psychological Empowerment; Public Sector

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Introduction

Public sector entities serve as representatives of the state and are responsible for the administration of public services. Aspects of public services need to be fulfilled optimally by the state through innovative policies in the service aspect as an essential prerequisite for creating the best quality public services (Sururi, 2019). Public sector entities allocate public funds to cover various expenses, including fees, taxes, and other levies, to facilitate high-quality public services (Agustina, 2019). Hence, it is necessary to implement a performance measurement system to align with organizational objectives and enhance the delivery of services to the community effectively and efficiently by allocating available resources (Sihaloho & Halim, 2005; Tanan & Duri, 2018). Since 1999, the implementation of a performance measurement system for public sector organizations in Indonesia has been initiated by the government, as outlined in Presidential Instruction (IP) No. 7. This rule mandates that each agency assumes responsibility for executing its primary activities and functions, as well as possessing the authority to allocate resources following the strategic objectives established by each respective agency. Service satisfaction is attained when service beneficiaries receive services in alignment with their needs and expectations. Therefore, periodic community satisfaction index surveys are undertaken to assess the delivery of public services within the governmental sector (Damayanti et al., 2019).

Moreover, organizations can use a performance measurement system as a management control strategy (Simons, 1995). The efficient implementation of management control systems in companies can be achieved by carefully balancing four controls derived from the levers of control framework. These controls include belief systems, boundary systems, diagnostic control systems, and interactive control systems (Fellita, 2017). Control levers can also enhance innovation within repetitive activity patterns, expanding their focus beyond goal attainment (Bastian & Handayani, 2017).

Several scholarly investigations have been undertaken by Matsuo et al. (2021), Hermawan et al. (2021), Siregar (2020), and Febrinaldi et al. (2016) to explore the elements that influence the deployment and development of performance measurement systems with levers of control. Nevertheless, these studies continue to yield inconclusive findings. Therefore, it is imperative to research the application of performance measurement systems within government institutions. In connection with the significant role of performance measurement systems, implementation in Indonesia must be optimized to improve organizational performance and accountability, as highlighted by (Sofyani et al., 2018). It is

essential to note that organizational control systems can be categorized into two main types: positive and negative. The positive control system comprises a belief system and an interactive control system designed to inspire, direct, and facilitate employee learning. In organizational management, negative control encompasses two distinct components: a boundary system and a diagnostic control system. These systems are designed to mitigate potential risks and prevent undesirable outcomes for the organization (Simons, 1995). According to Fellita (2017), the implementation of control mechanisms might have an impact on employee performance within an organizational context.

Drawing upon a knowledge of the belief control system, it is plausible to utilize this sort of control within a performance measurement system to incentivize public employees toward providing services. A study by Ridwan and Mus'id (2019) uncovered a significant relationship between work motivation and organizational performance. Motivating human resources within an organization is of utmost importance in this particular scenario, as it is intricately linked to the organizational culture and its ability to attain desired performance objectives (Tahar et al., 2021; Tarigan, 2011). Locke and Latham (2013) proposed a comprehensive motivation theory encompassing various components, including the goal-setting theory. Based on the notion proposed by Ridwan and Mus'id (2019), individuals are more likely to achieve higher levels of performance when they are provided with precise goals as opposed to lacking clear goals. Consequently, organizations must establish attainable objectives and employ appropriate strategies to allocate resources and successfully navigate shifts in governmental policy efficiently.

Additionally, empirical evidence supports the notion that psychological empowerment plays a pivotal role in fostering employees' inclination to contribute to the organization. As defined by Conger & Kanungo (1988), psychological empowerment pertains to the state or cognitive interpretation that an individual undergoes within the context of their professional setting. The phenomenon is distinguished by emotions associated with ability, independence, and impact. According to Shalihah (2018), the performance of individuals inside organizations can be influenced by their sense of empowerment and confidence in their talents. It, in turn, can lead to good perceptions and emotions regarding their work. Therefore, the present study included the psychological empowerment variable as an intermediary variable. This study investigates the impact of belief control system linkages on the performance measurement system, specifically as an exogenous variable, to assess its influence on service motivation within the public sector context.

Literature Review

The study employed goal setting theory as its principal theoretical framework, a component of motivation theory that elucidates the crucial connection between goal setting and the achieved performance outcomes. The fundamental principle of goal-setting theory posits that businesses establish goals and objectives to fulfill desired expectations and enhance performance among individual employees or entities. This process is intrinsically linked to the initial strategy to attain these goals (Locke & Latham, 2013). The goals above might be construed as accomplishments individuals attain to evaluate their performance. Performance measurement is a crucial aspect of organizational evaluation, wherein the performance measurement system assumes the responsibility of gathering, scrutinizing, and disseminating data about organizational performance. The primary objective of this system is to ascertain the extent to which the achieved outcomes align with the intended or desired outcomes (Sofyani & Akbar, 2018). PMS has the potential to serve as a motivating factor for employees, encouraging them to work towards organizational objectives and adhere to predetermined behavioral norms in order to generate desired outcomes (Sigilipu, 2013). Belief systems also have a crucial influence on forming anticipated values and the framework for performance.

The concept of belief control systems encompasses the processes through which organizational values are established, the expected performance standards are determined, and the dynamics of human relations are managed inside an organization. The belief system includes assertions defining the organizational identity, explicitly expressed by executives and consistently reiterated to represent the organization's fundamental beliefs, ideals, aims, and direction (Simons, 1995). Belief systems can be articulated through several means, such as mission and vision statements, purpose statements, and values.

Furthermore, public service motivation is a unique type characterized by a definition encompassing beliefs, values, and attitudes that go beyond the self-interests of individuals and organizations. It encourages individuals to engage in actions that promote the greater good, ultimately benefiting others and working towards improving organizations and society through their dedicated service (Deni, 2018). According to Haris (2018), economists classify the inclination of individuals (namely employees) to make sacrifices for the betterment of others without seeking personal gain as altruism within the framework of public service motivation. In Indonesia, the presence of bureaucratic reform inside the government serves as a driving force that motivates organizations to enhance the performance of their personnel.

This improvement is aimed at effectively fulfilling their core responsibilities and functions as providers of public services to the citizens.

Thomas and Velthouse (1990) argue that psychological empowerment is not limited to a single concept. Instead, it encompasses a broader notion of increased intrinsic task motivation, evident in four cognitive dimensions that indicate an individual's attitude towards their work role. Psychological empowerment can be understood as an individual's drive to fulfill their professional responsibilities, manifested through four key components: meaning, competence, self-determination, and influence.

The purpose of the control system is to incentivize individuals to align their actions with the objectives of the business. The presence of a belief system can serve as a catalyst for motivation and guidance among personnel in executing their tasks. Belief systems communicate an organization's mission, beliefs, and goals by facilitating the assimilation of values that may be challenging for employees to comprehend. Additionally, they underscore the importance of managers directing their efforts toward attaining corporate objectives (Simons, 1995).

When employees are highly aware of missions and beliefs and can transform organizational values, it can increase public service motivation. In this study, the level of confidence of the Yogyakarta local bureaucracy employees in the organization's mission and vision is reviewed so that they are motivated to provide the best public service to the community. Research on the influence of the belief system on public service motivation is still rare. However, research with the same theory has been studied by Wijaya et al. (2007), who found that trust can increase work motivation in government employees. Another study was conducted by Radianto (2015) at higher education institutions regarding belief systems being able to motivate human resources by bringing out the creativity and innovation of employees to behave as expected by the organization. Therefore, the first hypothesis can be formulated, namely:

H_1: Belief system positively affects public service motivation.

A belief believed in each individual in achieving the vision and mission of the organization can be found in the definition of a belief system put forward by Simons (1995). The belief system describes the central values of the organization, its direction, and objectives in the form of a vision and mission for effective and efficient performance. According to goal-setting theory, a person's performance behavior can be influenced by the level of understanding of goals (Robbins & A., 2008). As Smither et al. (2016) stated,

individuals in realizing differences in organizations need several qualities obtained from psychological empowerment, such as having a core of internal control, believing themselves to be competent, not closing themselves from new things, having a high tolerance for uncertainty, and being willing to take risks. Research on the effect of psychological empowerment on organizational trust has been investigated by Debora (2006), who reported a positive influence relationship. Other research by Lora revealed that employees in public sector entities can feel a higher level of trust in leaders or organizations through psychological empowerment.

H_2: Belief system positively affects psychological empowerment.

Goal setting involves creating a plan of action designed to motivate individuals or groups and guide them to their goals. According to goal-setting theory, the simplest and most direct motivational explanation for why some people perform better than others is that they have different performance goals. Public service motivation is a process in which a person can encourage his need to carry out a series of activities, which not only lead to the achievement of specific goals but also make a positive contribution to the public. Work motivation also includes the result of a person's internal or external processes that arouse enthusiasm and tenacity in doing work, primarily driven by the basic needs of employees. Thus, managers must be able to see and understand the needs of their employees to motivate them. They try to do well whatever obligations and responsibilities are given to employees. However, in professional life, employees have the right equipment, a comfortable work environment, democratic leadership, a helpful work environment, appreciation from management, and a willingness to be supported by a decent salary (Kasman, 2021). Employees with psychological empowerment usually increase their personal control, motivate them to do a good job, interpret their work better, and empower the organization through influential roles (Goksoy, 2017).

H_3: Psychological empowerment positively affects public service motivation.

According to goal-setting theory, individual performance can be influenced by understanding goals in behavior. Through a belief system, all activities, in this case, problem response activities created by creating opportunities, must be in line with the vision and mission of the entity and always guided by the organizational culture. Employees with psychological empowerment can increase their personal control and motivate themselves to engage in work to achieve positive administrative and organizational results (Goksoy, 2017). Employees will be able to understand more skills and influence their jobs and organizations

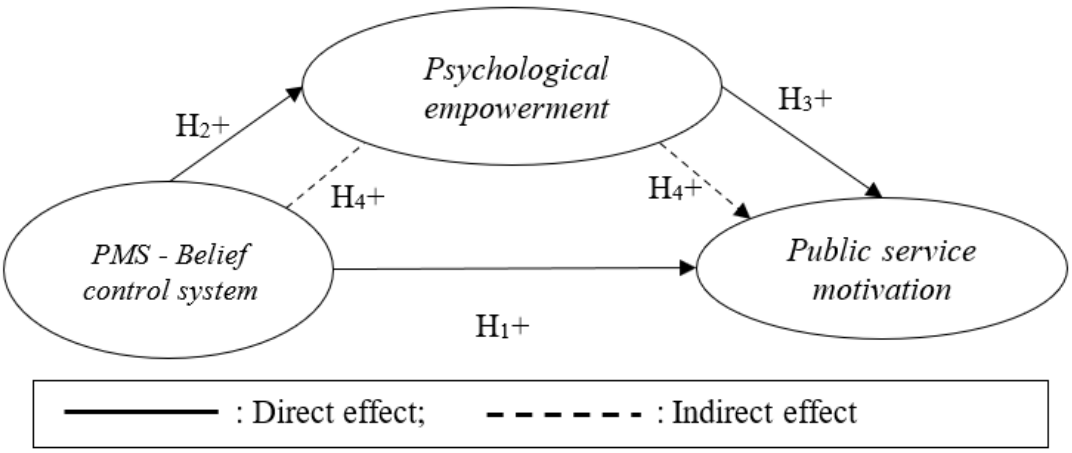
more meaningfully. Psychological empowerment encourages employees to do a better job, act more independently, have a higher level of involvement, and be more active at work. Psychological empowerment in an organization is a solution to high labor regulations that require employees to be creative and work together to be effective. Psychological empowerment can provide opportunities for employees to participate actively, believing in the importance of the organization's mission as the basis for providing public services to the community.

H_4: The belief system positively affects public service motivation through the psychological empowerment of employees.

Methods

The research sample was permanent public servants in the Yogyakarta local bureaucracy, including regional offices, regional technical institutions, sub-districts, and urban villages. The survey was carried out by distributing questionnaires directly using the printed media listed and information that respondents could fill out questionnaires online via the Google Form link to help respondents amid their work activities. The questionnaire used a Likert scale of 1-5 points (strongly disagree-strongly agree) to measure all variables. After the data were analyzed using the Structural Equation Model (SEM) statistical analysis method, determining the sample size in this study employed power analysis with G*Power 3.1.9.4 software. Power analysis was employed because this study used a purposive sampling technique in sampling (Ali Memon et al., 2019). Based on the power analysis results, the minimum sample size of this study was 77 permanent employees of Yogyakarta's local bureaucracy.

Figure 1. Research Framework



Public service motivation used the development of a questionnaire from the research of Petrovsky et al. (2014), with four indicators totaling eight questions. The independent variable used in this research was psychological empowerment. The questionnaire developed ten question items to measure the four components of psychological empowerment. The questionnaire was developed from the questionnaire by Moulang (2013). The four components consisted of meaning, competence, self-determination, and impact. The exogenous variable employed in this study was the belief system as the lever of control. Measuring tools or instruments for belief control utilized a questionnaire developed from research by Hermawan et al. (2021). Moreover, the data analysis technique used in this study was Partial Least Square (PLS) with the help of Smart-PLS v.4 software, as it can process a limited number of sample data, making it easy to create complex models.

Result and Discussion

In compiling the questionnaire, the researchers went through several stages of preparation before finally distributing it to respondents. The first stage was sorting journals containing questionnaires with appropriate research topics. The next stage was translating the questionnaire from English journals to Indonesian, which was discussed with the research team. Questionnaire sentences in reference journals were then paraphrased by translating the sentences several times, both from English to Indonesian and vice versa, until the language of the questionnaire sentences was obtained according to the research topic. The questionnaire text was then prepared by designing the questionnaire so that the appearance of the questionnaire made it easier for respondents to fill in the questionnaire. A Google online questionnaire form link was included in the questionnaire design, which was also visualized with a barcode to make it easier for respondents to access the online questionnaire. The completed questionnaire was then reviewed by two expert lecturers in public-sector accounting. After getting the review, the questionnaire was discussed with the research team to obtain the final results of the questionnaire script.

Table 1. Questionnaire Distribution

Description	Total	Percentage (%)
Questionnaire distributed	235	100
Returned questionnaire	200	85.11
Questionnaires that could not be processed	50	21,28
Returned and processed questionnaires	150	63.83

Table 2. Demographic Profiles

Profile	Total	Percentage	Profile	Total	Percentage
Gender			Education		
Male	68	45%	Senior High School	22	15%
Female	82	55%	Diploma	39	25%
Age (Year Old)			Bachelor	72	48%
20-35	63	42%	Master	16	11%
36-50	60	40%	Doctor	1	1%
>50	26	17%	Study Focus		
Not Mentioned	1	1%	Accounting	31	21%
Length of Service			Management	16	11%
< 1 years	28	19%	Economics	8	5%
1-5 years	41	27%	Law	14	9%
6-10 years	35	23%	Others	81	54%
>10 years	27	18%	Local Bureaucracy		
Not Mentioned	19	13%	Local Agencies	101	67%
			Regional Administration	11	7%
			Sub-Districts, Urban Villages	38	26%

Table 3. Descriptive Statistical Test Results

Variables	Theoretical Range			Actual Range			Std. Deviation
	Min	Max	Mean	Min	Max	Mean	
Service Motivation	6	30	23	18	30	24.873	2.539
Psychological Empowerment	10	50	30	30	50	40.507	4.172
Belief System	4	20	12	8	20	16.407	2.007

Before distributing the questionnaire widely, the researchers conducted a pilot test. The questionnaire distributed for the pilot test was reviewed. The pilot test was performed to test the research instrument's validity and reliability. Questionnaire testing was first tested on 30 public servants from Yogyakarta's local bureaucracy. The respondents in this pilot test were permanent employees. This pilot test was processed utilizing SPSS v.22 and Smart-PLS v.4., with 30 questionnaires processed. Based on the pilot test results, three questions were obtained that needed to be removed: the variable indicators PSM-A1, PSM-C2, and I3, to fulfill the validity and reliability results. After the three questions were deleted, the

questionnaire was distributed widely to the respondents, i.e., Yogyakarta local bureaucracy employees. The distribution of the questionnaires was carried out in October-November 2022. In Table 1, the distributed questionnaires reached 235, and 200 questionnaires were successfully collected. Moreover, the demographic profile of the study participants (Table 2) reveals a diverse representation across genders, with 68 males and 82 females. In terms of educational background, the majority hold diplomas (39), followed by bachelor's degrees (72), and a smaller proportion hold master's (16) and doctoral (1) degrees. Age distribution indicates a relatively balanced spread across different age groups, with 63 participants aged between 20-35 years, 60 between 36-50 years, and 26 aged over 50 years. Regarding length of service, 41 participants have served between 1-5 years, while 35 and 27 participants have served for 6-10 years and over ten years, respectively. The study encompasses a variety of study focuses, with accounting (31), management (16), and law (14) being the prominent ones. Moreover, the participants are predominantly associated with local agencies (101), followed by sub-districts and urban villages (38), with a smaller representation from regional administrations (11).

The descriptive statistical test results in Table 3 reveal important characteristics of the variables examined in the study. Public Service Motivation (PSM) scores, which theoretically range from 6 to 30, demonstrate a mean score of 24.873 with a standard deviation of 2.5391, indicating a generally high level of motivation among participants, with scores ranging from 18 to 30. Psychological Empowerment (PP) scores, theoretically ranging from 10 to 50, exhibit a mean score of 40.507 with a standard deviation of 4.1720, indicating a strong sense of empowerment among participants, with scores ranging from 30 to 50. Belief System (BS) scores, theoretically ranging from 4 to 20, show a mean score of 16.407 with a standard deviation of 2.0070, reflecting a moderately positive belief system among participants, with scores ranging from 8 to 20. Interactive Control System (IC) scores, theoretically ranging from 5 to 25, display a mean score of 20.28 with a standard deviation of 2.761, suggesting a relatively high level of interactive control system perception among participants, with scores ranging from 10 to 25.

In the first test, several construct indicators with a loading value of less than 0.6, which did not meet the required rules, were found, so they were eliminated (Chinn, 1998). Weak loading values will also affect the low Cronbach's Alpha and Average Variance Extracted values (Hair et al., 2021). In the second test, all rules of thumb, including convergent validity, discriminant validity, and reliability, were met. After modification, it was found that all

indicators for each variable fulfilled the rule of thumb, meaning that all indicators of the study fulfilled the rule of thumb.

Table 4. Item, Factor loadings, AVE, Cronbach Alpha, and Composite Reliability

Code	Item Measurement	Loading	CA	CR	AVE
Psychological Empowerment (PE)			0.914	0.930	0.561
Meaning	The work I do is important to me.	0.793			
	What I have done at work is important to me.	0.795			
	I feel that my work has been meaningful to my life.	0.838			
Competency	I have the capability/competence to do the job.	0.830			
	I can do my job.	0.780			
	I master the skills necessary to do the job.	0.763			
Self Determination	I have flexibility in completing my work.	0.625			
Impact	My work has a significant impact on the agency.	0.671			
	I can influence my work environment.	0.603			
Belief System (BS)			0.900	0.908	0.793
	There is an official document containing the institution's values, goals, and direction.	0.875			
	Leaders communicate their values to employees.	0.845			
	The values adopted by institutions are used to build commitment to achieving the long-term vision.	0.926			
	The values adopted by institutions serve as guidelines for employees.	0.915			
Service Motivation in the Public Sector (PSM)			0.826	0.834	0.500
Civic Duty	We are dependent on one another.	0.639			
	Most social programs are important to implement.	0.620			
Compassion	Providing maximum service is my priority.	0.719			
	It is important to work for the good of everyone.	0.756			
Self-Sacrifice	I feel that what I do has a greater purpose to community.	0.772			
	Community interests are my top priority.	0.729			
	I am willing to make sacrifices for the public good.	0.658			

were declared valid. In addition, the Average Variance Extracted value in Table 4 shows that each variable fulfilled the established rule of thumb, more than 0.6, indicating that all variables in this study were valid. Lastly, the findings of the reliability test values of Cronbach's Alpha and Composite of the study have exceeded the threshold of 0.6 and 0.7. Therefore, it can be concluded, as reported by Chin et al. (2003) and Hair et al. (2021), all variables of the study is reliable.

In measuring the inner model, the Adjusted R^2 value is used to measure the level of variation in the independent model changes to the dependent variable (Chinn, 1998). The higher the Adjusted R^2 value, the better the prediction model of the research model. Figure 2 depicts that the variance of public service motivation could be explained by 42.7% by psychological empowerment and belief control systems. In comparison, psychological empowerment was explained by 26.2% by belief control systems, and other factors outside this study influenced the rest.

Furthermore, in this study, prediction tests were carried out to see the predictive ability of the built model. The magnitude of Q2 or Q-square can measure how well the observed values produced by the model and its parameter estimates are (Ghozali, 2016). Q2 values range from $0 < Q2 < 1$, where the closer to 1, the better the model (Chinn, 1998). Also, a better level of predictive power can be shown by the lower values of the RMSE and MAE PLS-SEM indicators compared to the linear regression model (LM). If most are the same, the PLS-SEM indicator has a lower RMSE and MAE than the linear regression model (LM), indicating that the PLS-SEM model has moderate predictive power (Shmueli et al., 2019).

Figure 2. Structural Model Assessment Results

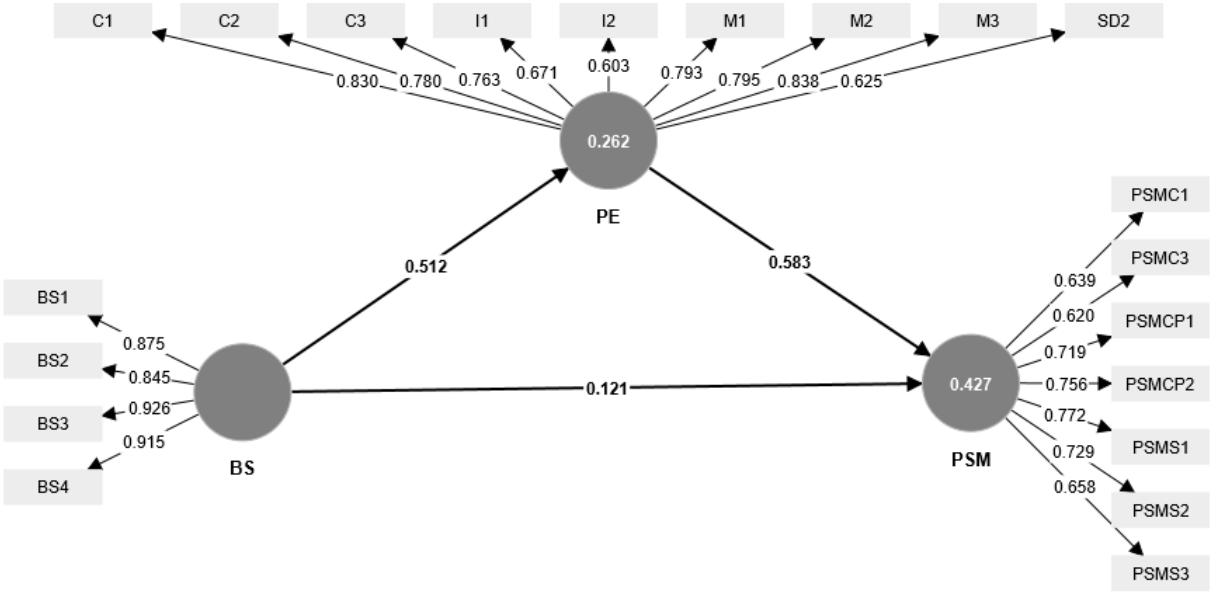


Table 5. Hypothesis Test Results

Relationship	O. Sample	t -Statistic	p-value	Conclusion
H_1: BS -> PE	0.512	7.446	0.000	Accepted
H_2: BS -> PSM	0.121	1.402	0.161	Rejected
H_3: PE -> PSM	0.583	8.791	0.000	Accepted
H_4: BS -> PE -> PSM	0.298	4.878	0.000	Accepted

Table 6. Prediction Test Results

		PLS-SEM	PLS-SEM		
	Q^2 predict	RMSE	MAE	LM_ RMSE	LM_ MAE
C1	0.150	**0.211**	**0.072**	0.211	0.071
C2	0.106	**0.199**	**0.073**	0.195	0.069
C3	0.088	**0.211**	**0.068**	0.209	0.065
I1	0.187	0.251	0.085	0.252	0.087
I2	0.170	0.293	0.108	0.300	0.108
M1	0.117	0.230	**0.081**	0.231	0.080
M2	0.144	0.225	0.076	0.228	0.076
M3	0.154	**0.233**	0.081	0.226	0.077
SD2	0.065	0.259	0.080	0.263	0.082
PSMC1	0.106	0.268	0.093	0.277	0.096
PSMC3	0.023	**0.241**	**0.086**	0.238	0.083
PSMCP1	0.126	0.230	0.076	0.234	0.077
PSMCP2	0.079	0.250	**0.094**	0.250	0.094
PSMS1	0.061	**0.253**	**0.084**	0.250	0.083
PSMS2	0.035	**0.283**	**0.093**	0.281	0.092
PSMS3	0.093	0.286	0.090	0.290	0.095

Noted: Psychological Empowerment-PE (C: Competency; I: Impact; M: Meaning; SD: Self-determination); Public Service Motivation-PSM (C: Commitment to the public interest and civic duty; CP: Compassion; S: Self-sacrifice)

Table 5 presents the hypothesis test results concerning the relationships between belief system (BS), psychological empowerment (PE), and public service motivation (PSM). The first hypothesis (H_1) posited a direct relationship between belief systems and psychological empowerment. The results indicate a significant positive relationship ($t = 7.446$, $p < 0.001$), leading to the acceptance of H_1. This suggests that individuals with

stronger belief systems tend to exhibit higher levels of psychological empowerment. Belief systems inspire and direct employees to find existing opportunities, seek new ideas, provide fundamental organizational values, and provide organizational goals and direction (Wongkaew, 2012; Hoque & Chia, 2012). A belief system is a control system to motivate individuals to behave according to organizational goals (Radianto, 2015). Organizational leaders in the belief system can motivate and control employees so they are not selfish but are inspired by the importance of achieving common goals (Ismail et al., 2013). Belief systems can realize the quality of psychological empowerment in employees, such as having a core of internal control, believing themselves to be competent, not closing themselves from new things, having a high tolerance for uncertainty, and being willing to take risks.

However, the second hypothesis (H_2), proposing a direct relationship between belief system and public service motivation, is not supported as the p-value exceeds the conventional threshold of significance ($p = 0.161$). Therefore, H_2 is rejected, indicating that the belief system alone does not significantly influence public service motivation. Because the Yogyakarta local bureaucracy employees did not fully understand the organization's vision, mission, and central values, the belief control system did not influence public service motivation. Although belief systems could influence intrinsic motivation, extrinsic motivational factors, such as salary, benefits, and promotions in public service jobs, might be the more dominant factor for some people. They might see public service work as a way to earn a living or gain personal gain rather than being influenced by beliefs or service goals.

Conversely, the third hypothesis (H_3), suggesting a direct relationship between psychological empowerment and public service motivation, is supported by the results ($t = 8.791$, $p < 0.001$), confirming that psychological empowerment positively impacts public service motivation. Empowerment is an effort to increase intrinsic motivation involving the general condition of an individual directly related to the task, which can create motivation and satisfaction. Four main dimensions form empowerment: meaning, perceived impact, competence, and self-determination. If someone considers his work to have a significant value (meaning) for himself, motivation to work will increase. The more significant the impact a person can have on his work, the more significant his role for outstanding work and intrinsic motivation will increase, and the greater his responsibility. Meanwhile, if a person's competence increases, it will be easy to achieve the desired achievements. Ultimately, having the freedom to determine one's attitude towards work (self-

determination) will cause a person to feel free to determine the steps to complete the work. Someone will feel more challenged to complete the work themselves without someone's intervention. Based on Rahmasari's (2011) previous research, there is a relationship between psychological empowerment and motivation. Empowering employees is the same as providing more challenging jobs with opportunities to show more achievement, appreciation, responsibility, progress, and growth, which can increase intrinsic motivation. In the concept of the balanced scorecard, it is also explained that there is a relationship between empowerment and motivation. The existence of empowerment will be able to increase employee motivation, learning, and development (Rahmasari, 2011).

Additionally, the fourth hypothesis (H_4), which proposed a mediation effect of psychological empowerment on the relationship between belief system and public service motivation, is accepted ($t = 4.878$, $p < 0.001$). This suggests that psychological empowerment partially mediates the relationship between belief systems and public service motivation. Belief systems can realize the quality of psychological empowerment of employees. The developed belief system can inspire and motivate employees to seek, explore, create, and mobilize all their efforts to engage in actions that support the organization (Widener, 2007). Employees with confidence in the system implemented by the company will feel empowered at work. Empowered employees of the Yogyakarta local bureaucracy will increase their motivation to perform public services.

Finally, the prediction test results (Table 6) showed the Q-square value of the endogenous variable $Q^2 > 0$, indicating a good observation value. The percentage of indicators with PLS-SEM_RMSE that were lower than LM_SEM_RMSE was 56.25%. The percentage of indicators with PLS-SEM_MAE that was higher than LM-SEM_MAE was 43.75%. The total percentage of PLS-SEM indicators with LM-SEM was 50%, so it had a reasonably good prediction level. The prediction test results revealed moderate predictive power. In other words, any change in the psychological empowerment variable as an intervention had a sufficient predictive level of public service motivation.

Conclusion and Suggestion

This study aimed to examine how belief control systems affect public service motivation, with a focus on the role of psychological empowerment within the context of the local bureaucracy in Yogyakarta, Indonesia. In conclusion, the findings underscore the significance of psychological empowerment as a mediator between belief systems and public service motivation. While belief systems positively influence psychological empowerment, which

enhances public service motivation, belief systems alone do not directly impact public service motivation. This suggests that while fostering positive belief systems is crucial for cultivating psychological empowerment, additional factors beyond belief systems play a pivotal role in driving public service motivation. Moreover, the partial mediation of psychological empowerment highlights the complex interplay between belief systems and public service motivation, indicating that while belief system influences motivational outcomes indirectly through psychological empowerment, other factors may also contribute to public service motivation.

For future research, it is essential to delve deeper into how psychological empowerment mediates the relationship between belief systems and public service motivation. Exploring additional variables such as organizational culture, leadership styles, and job characteristics could provide further insights into the complexities of motivation within the public sector context. Moreover, conducting longitudinal studies to track changes in belief systems, psychological empowerment, and public service motivation over time could offer a more comprehensive understanding of the dynamic nature of these constructs. Additionally, examining the role of contextual factors such as organizational policies and societal norms in shaping belief systems and motivational outcomes could enrich our understanding of the factors influencing public service motivation. Overall, future research endeavors should aim to unravel the multifaceted nature of motivation in the public sector to inform effective strategies for enhancing employee engagement and improving service delivery.

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