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## The Influence of Intrinsic and Extrinsic Motivation on Employee Performance: The Mediating Role of Mission Commitment at BPJS Ketenagakerjaan

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**Abstract:** This study explores the influence of intrinsic and extrinsic motivation on employee performance, with mission commitment serving as a mediating variable in a public sector institution. A quantitative method was employed, gathering data through structured questionnaires completed by 100 employees at BPJS Ketenagakerjaan. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3.0. Results indicate that intrinsic motivation significantly influences both mission commitment and employee performance, whereas extrinsic motivation only significantly affects performance. Furthermore, mission commitment mediates the relationship between both forms of motivation and performance. These findings underscore the importance of cultivating internal drive and value alignment to improve public sector performance.

**Keyword:** Intrinsic Motivation, Extrinsic Motivation, Mission Commitment, Employee Performance

### INTRODUCTION

Public institutions play a fundamental role in delivering essential services and advancing social development. As societal expectations continue to rise regarding the speed, efficiency, and quality of public services, employee performance has become a key determinant of institutional effectiveness. BPJS Ketenagakerjaan, as one of Indonesia's primary social protection agencies, is responsible for providing employment-related social security to millions of workers.

Motivation, as a psychological construct, is pivotal in influencing employee behavior and performance. It is generally categorized into intrinsic motivation stemming from personal satisfaction, responsibility, and the meaningfulness of work and extrinsic motivation, which is driven by external rewards such as financial incentives and professional recognition. In mission-driven public organizations, however, an equally vital factor is mission commitment, which refers to the extent of employees' emotional attachment and dedication to achieving the organization's goals.

Given this context, the research addresses the following questions: (1) Does intrinsic motivation influence mission commitment? (2) Does extrinsic motivation influence mission commitment? (3) Does intrinsic motivation affect employee performance? (4) Does extrinsic motivation affect employee performance? (5) Does mission commitment influence employee performance?

## METHOD

### Research Design

This study employed a **quantitative research design** with an explanatory survey method to examine the causal relationships among the variables under investigation. The approach was chosen to enable statistical analysis of the influence of intrinsic and extrinsic motivation on employee performance, mediated by mission commitment.

### Population and Sample

The population of this study comprised employees of BPJS Ketenagakerjaan assigned across multiple organizational units in Indonesia. A **purposive sampling technique** was employed to select a sample of 100 respondents who met specific criteria relevant to the research objectives. The sample size was deemed sufficient for analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM).

### Data Collection Techniques

Primary data were collected through a **structured questionnaire** using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of validated items that measured the four key constructs: Intrinsic Motivation (X1), Extrinsic Motivation (X2), Mission Commitment (Y1), Employee Performance (Y2).

### Data Analysis Method

Data were analyzed using *Partial Least Squares Structural Equation Modeling (PLS-SEM)* via SmartPLS 3.0 software. The analysis followed two main stages:

1. **Measurement Model (Outer Model) Assessment:** To test the reliability and validity of the constructs using convergent validity (based on factor loadings and AVE), discriminant validity, and construct reliability (composite reliability and Cronbach's alpha).
2. **Structural Model (Inner Model) Assessment:** To evaluate the significance and strength of the hypothesized relationships between constructs, including path coefficients ( $\beta$ ), t-statistics, and p-values.

This methodological approach allows for rigorous evaluation of both the measurement and the structural components of the model, ensuring the robustness and generalizability of the findings.

## RESULT AND DISCUSSION

### Results

This study divides the results into two stages, comprising the outer model and inner model evaluation.

#### Outer Model Evaluation

##### 1. *Convergent Validity*

The outer model assessment in this study evaluates whether each statement in the questionnaire appropriately reflects the investigated variables (Kusumawati et al., 2022). Using SmartPLS for analysis, two key evaluations are conducted:

*Convergent validity* is indicated by the loading factor values between latent variables and their indicators. A reflective indicator is considered adequate if the correlation coefficient is  $\geq 0.7$ . Initial studies suggest that loading values between 0.5 and 0.6 may be acceptable (Ali & Limakrisna, 2013). This study uses a stricter threshold of  $> 0.7$  to establish a strong correlation between construct metrics.

**Table 1. Outer Model Results (*Convergent Validity*)**

Indicator	Intrinsic Motivation	Extrinsic Motivation	Mission Commitment	Employee Performance
MI 1	0,872			
MI 2	0,785			
MI 3	0,889			
MI 4	0,829			
MI 5	0,811			
ME 1		0,783		
ME 2		0,835		
ME 3		0,799		
ME 4		0,793		
ME 5		0,828		
KM 1			0,866	
KM 2			0,884	
KM 3			0,901	
KM 4			0,937	
KK 1				0,810
KK 2				0,925
KK 3				0,922
KK 4				0,922

Source: SmartPLS 3.0 Output

Based on Table 1, all four variables used in this study are deemed valid, as each indicator has a loading factor above 0.7. Thus, each indicator meets the required conditions for further analysis (Maryanti et al., 2022).

## 2. Discriminant Validity

Discriminant validity was assessed through cross-loading values and Average Variance Extracted (AVE). Discriminant validity is confirmed if each indicator loads higher on its associated latent variable than on others. An AVE value  $> 0.5$  further supports discriminant validity (Fauzi, 2018).

**Table 2. Outer Model Results (*Cross Loading*)**

Indicator	Intrinsic Motivation	Extrinsic Motivation	Mission Commitment	Employee Performance
MI 1	0,872	0,344	0,681	0,615
MI 2	0,785	0,427	0,559	0,592
MI 3	0,889	0,417	0,627	0,621
MI 4	0,829	0,421	0,776	0,556
MI 5	0,811	0,310	0,589	0,615
ME 1	0,296	0,783	0,239	0,395

ME 2	0,308	0,835	0,316	0,434
ME 3	0,324	0,799	0,266	0,385
ME 4	0,433	0,793	0,559	0,600
ME 5	0,431	0,828	0,356	0,469
KM 1	0,674	0,347	0,866	0,621
KM 2	0,654	0,424	0,884	0,606
KM 3	0,708	0,44	0,901	0,628
KM 4	0,746	0,443	0,937	0,698
KK 1	0,629	0,512	0,601	0,810
KK 2	0,658	0,551	0,662	0,925
KK 3	0,650	0,546	0,604	0,922
KK 4	0,622	0,494	0,685	0,922

Source: SmartPLS 3.0 Output

As shown in Table 2, the loading factor of MI\_1 on intrinsic motivation is 0.872, which is higher than its loadings on extrinsic motivation (0.344), mission commitment (0.681), and employee performance (0.615). All indicators meet the discriminant validity requirement, confirming that the latent variables are distinct and valid.

### 3. Average Variance Extracted (AVE)

Latent variables are expected to explain more than 50% of the variance in their indicator

**Table 3. Outer Model Results (AVE)**

Variable	Average Variance Extracted (AVE)
Intrinsic Motivation	0,922
Extrinsic Motivation	0,653
Mission Commitment	0,806
Employee Performance	0,803

Source: SmartPLS 3.0 Output

Based on the table above, it can be observed that the AVE value for the intrinsic motivation variable is 0.922, extrinsic motivation is 0.653, mission commitment is 0.806, and employee performance is 0.803. These values indicate that all four variables in this study have AVE values greater than 0.5, which means that each variable demonstrates good discriminant validity.

### Reliability Measurement

The purpose of reliability measurement is to assess the accuracy and consistency of respondents' answers in completing the questionnaire, in accordance with the questions posed (Fauzi, Wulandari, et al., 2022). This test is conducted using two approaches:

#### 1. Composite Reliability

The composite reliability is assessed by examining the composite reliability values under the construct reliability and validity section. A construct is considered reliable if its composite reliability value exceeds 0.7. The composite reliability values are presented in the following table:

**Table 4. Results of Construct Reliability and Validity Analysis (Composite Reliability)**

Variable	Composite Reliability
Intrinsic Motivation	0,922

Extrinsic Motivation	0,904
Mission Commitment	0,943
Employee Performance	0,942

Source: SmartPLS 3.0 Output

Based on the results presented in the table above, the composite reliability values are as follows: intrinsic motivation (0.922), extrinsic motivation (0.904), mission commitment (0.943), and employee performance (0.942). These values indicate that all four variables exceed the threshold of 0.7, confirming that each construct is reliable.

### 2. Cronbach's Alpha

Reliability testing using composite reliability can be reinforced with Cronbach's Alpha. The criterion for assessing a variable is that if the Cronbach's Alpha value for each variable is greater than 0.7, it can be considered reliable.

**Table 5. Results of Construct Reliability and Validity Analysis (Cronbach's Alpha)**

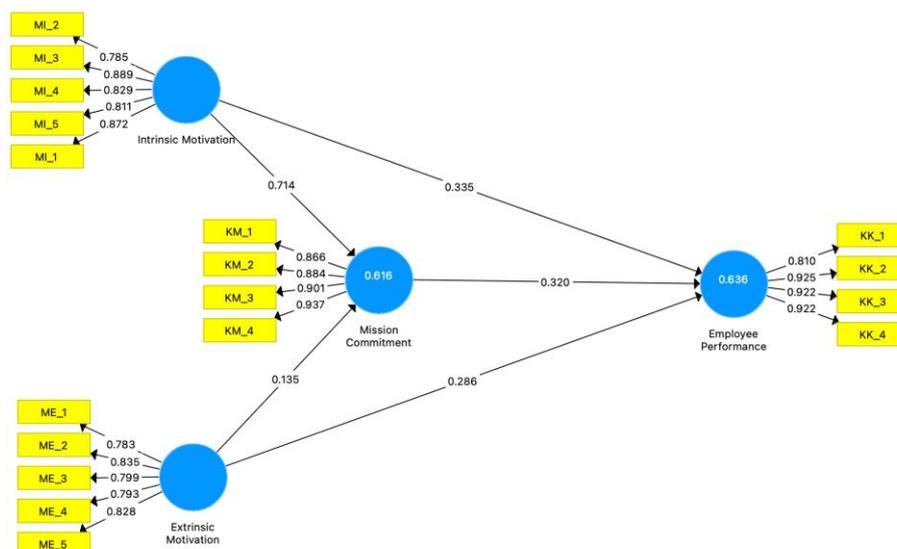
Variable	Cronbach's Alpha
Intrinsic Motivation	0,894
Extrinsic Motivation	0,871
Mission Commitment	0,919
Employee Performance	0,917

Source: SmartPLS 3.0 Output

Based on the results presented in the table above, the Cronbach's alpha values are as follows: intrinsic motivation (0.894), extrinsic motivation (0.871), mission commitment (0.919), and employee performance (0.917). These values indicate that all four variables have values greater than 0.7, confirming that the constructs are reliable (Fauzi et al., 2023).

### Structural Model Analysis (Inner Model)

The inner model, or structural model, is evaluated by examining the relationships or influences among constructs, significance values, and the R-squared (R<sup>2</sup>) values derived from the research model (Fauzi, Fikri, et al., 2022). The measurement analysis conducted using SmartPLS 3.0 generates the following structural diagram:



**Figure 1. Structural Model Analysis Results**

Source: Output from SmartPLS 3.0

In this process, the strength of the relationship or influence of independent latent variables on dependent latent variables is assessed using standard thresholds, where a value of 0.67 indicates a strong effect, 0.33 indicates a moderate effect, and 0.19 indicates a weak effect (Chin, 1998, as cited in Ghozali and Latan, 2015). The following table presents the R-Square estimates obtained using SmartPLS:

**Table 6. Structural Model Analysis Results (R-Square)**

Variable	R-Square	R-Square Adjusted
Mission Commitment	0,616	0,608
Employee Performance	0,636	0,625

Source: Output from SmartPLS 3.0

Based on the R-Square data presented in the table above, the R-Square value for the mission commitment variable is 0.616 (61.6%), which falls within the category of a moderate effect. The R-Square value for the employee performance variable is 0.636 (63.6%), which also indicates a moderate effect. These findings suggest that intrinsic motivation has a moderate influence on mission commitment (61.6%). Additionally, intrinsic motivation, extrinsic motivation, and mission commitment collectively have a moderate influence on employee performance (63.6%).

**Hypothesis Testing Results (Significance Test)**

The structural relationship model test serves to explain the relationships between variables. Structural model testing is conducted using the t-test. In this study, the hypotheses were tested directly based on values derived from the path coefficients and indirect effect outputs. The following section presents an explanation of the hypothesis testing:

**Table 7. Hypothesis Testing Results (Path Coefficients)**

Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Intrinsic Motivation (X1) --> Mission Commitment (Y1)	0,714	0,713	0,065	10,989	0,000
Extrinsic Motivation (X2) --> Mission Commitment (Y1)	0,135	0,142	0,076	1,770	0,077
Intrinsic Motivation (X1) --> Employee Performance (Y2)	0,335	0,336	0,123	2,718	0,007
Extrinsic Motivation (X2) --> Employee Performance (Y2)	0,286	0,288	0,090	3,174	0,002
Mission Commitment (Y1) --> Employee Performance (Y2)	0,320	0,316	0,144	2,225	0,027

Source: Output from SmartPLS

In this case, the bootstrapping method was used on the sample. Bootstrapping testing aims to minimize issues related to data non-normality. The results of the bootstrapping test using SmartPLS analysis are as follows:

### 1. Effect of Intrinsic Motivation on Mission Commitment

The first hypothesis testing result shows the effect of intrinsic motivation on mission commitment, as presented in Table 6. The path coefficient (O) is 0.714 with a T Statistic of 10.989, which is greater than the critical t-value of 1.687. This indicates that intrinsic motivation has a positive effect on mission commitment at BPJS Ketenagakerjaan (**H1 Accepted**).

### 2. Effect of Extrinsic Motivation on Mission Commitment

The second hypothesis testing result shows the effect of extrinsic motivation on mission commitment, as seen in Table 6. The path coefficient (O) is 0.135 with a T Statistic of 1.770, which exceeds the critical t-value of 1.687; however, the p-value is greater than the standard significance level of 0.05. This suggests that extrinsic motivation has a positive but not statistically significant effect on mission commitment at BPJS Ketenagakerjaan (**H2 Accepted**).

### 3. Effect of Intrinsic Motivation on Employee Performance

The third hypothesis testing result demonstrates the effect of intrinsic motivation on employee performance, as shown in Table 6. The path coefficient (O) is 0.335 with a T Statistic of 2.718, exceeding the critical t-value of 1.687. This indicates that intrinsic motivation has a positive effect on employee performance at BPJS Ketenagakerjaan (**H3 Accepted**).

### 4. Effect of Extrinsic Motivation on Employee Performance

The fourth hypothesis testing result shows the effect of extrinsic motivation on employee performance, as shown in Table 6. The path coefficient (O) is 0.286 with a T Statistic of 3.174, which is greater than the critical t-value of 1.687. This means extrinsic motivation has a positive effect on employee performance at BPJS Ketenagakerjaan (**H4 Accepted**).

### 5. Effect of Mission Commitment on Employee Performance

The fifth hypothesis testing result shows the effect of mission commitment on employee performance, as displayed in Table 6. The path coefficient (O) is 0.320 with a T Statistic of 2.225, exceeding the critical t-value of 1.687. This indicates that mission commitment has a positive effect on employee performance at BPJS Ketenagakerjaan (**H5 Accepted**).

## Discussion

### 1. The Effect of Intrinsic Motivation on Mission Commitment

The results show that intrinsic motivation has a very strong and significant effect on mission commitment at BPJS Ketenagakerjaan. This implies that the higher the employees' internal drive to work based on meaning, a sense of responsibility, and personal satisfaction, the stronger their commitment to the organization's vision and mission.

The intrinsic motivation indicators in this study include: enjoyment at work, challenging tasks, personal growth, alignment of work with personal values, and satisfaction from contributing. Mission commitment, on the other hand, is measured by: attachment to the organization's mission, belief in its importance, willingness to contribute beyond expectations, and a sense of responsibility toward the organization's social role.

In the context of BPJS Ketenagakerjaan, whose mission is to provide social security protection to all Indonesian workers, intrinsic motivation serves as a key driver. Employees are often directly involved in public service, facing real-world challenges, and witnessing the impact of their work. When employees feel that their work contributes to public welfare, mission commitment becomes more than a formality it becomes a core value.

The study found that intrinsic motivation has a significant and positive effect on mission commitment (path coefficient = 0.714, T-statistic = 10.989), indicating that intrinsically motivated employees driven by meaningful work, personal development, and challenge—tend to show high commitment to the organization's mission.

## 2. The Effect of Extrinsic Motivation on Mission Commitment

Extrinsic motivation has a positive direction of influence on mission commitment, but it is not statistically significant. This suggests that incentives such as benefits, recognition, and promotions are not strong enough to consistently enhance employees' commitment to BPJS Ketenagakerjaan's mission.

Extrinsic motivation indicators include: recognition from superiors, bonuses or incentives, promotions, benefits and facilities, and job stability. While BPJS Ketenagakerjaan offers relatively good stability and benefits, its strong social purpose implies that mission commitment is more likely to be shaped by value alignment (intrinsic factors) than by financial incentives (extrinsic factors).

The analysis shows a positive but not significant effect of extrinsic motivation on mission commitment (coefficient = 0.135, T-statistic = 1.770,  $P > 0.05$ ). Hence, rewards such as recognition, allowances, or promotions alone are not sufficient to foster a strong connection with the mission. This aligns with Herzberg's Two-Factor Theory, which classifies extrinsic factors as hygiene factors that prevent dissatisfaction but do not necessarily drive long-term engagement.

## 3. The Effect of Intrinsic Motivation on Employee Performance

The results indicate that intrinsic motivation significantly contributes to employee performance at BPJS Ketenagakerjaan. Employees who work not just for salary, but out of genuine interest, a desire to make an impact, and personal fulfillment, tend to exhibit higher performance.

Employee performance indicators include: task completion punctuality, productivity, service quality, responsibility, and continuous improvement. As BPJS Ketenagakerjaan promotes digital transformation and service quality improvement, intrinsically motivated employees are more adaptable to these changes due to their learning and growth mindset.

The analysis confirms that intrinsic motivation positively and significantly affects performance (coefficient = 0.335, T-statistic = 2.718). Employees driven by meaningful work, self-development, and challenges demonstrate higher productivity and accountability. This is supported by the Job Characteristics Model (Hackman & Oldham, 1976), which emphasizes the role of intrinsically stimulating job conditions in improving performance.

## 4. The Effect of Extrinsic Motivation on Employee Performance

Extrinsic motivation also significantly influences employee performance. In the BPJS Ketenagakerjaan context, incentives, promotions, and awards play a role in boosting morale, especially in achieving participation targets and advancing service digitalization.

However, without intrinsic motivation, performance driven solely by extrinsic factors may decline when incentives are no longer available. Therefore, extrinsic motivation should be complementary and supported by a fair and transparent performance management system.

The analysis shows that extrinsic motivation significantly and positively affects performance (coefficient = 0.286, T-statistic = 3.174), confirming that rewards can enhance employee performance, particularly in meeting targets. This finding aligns with Vroom's Expectancy Theory (1964), which suggests that clear and fair rewards can increase work effort.

## 5. The Effect of Mission Commitment on Employee Performance

The findings reinforce that employees committed to the mission of BPJS Ketenagakerjaan tend to perform better. Mission commitment fosters loyalty, service motivation, and the drive to exceed expectations.

In this context, employees who perceive their work as contributing to the protection of Indonesian workers are more likely to: deliver empathetic service, complete tasks responsibly, and uphold the organization's reputation. This commitment is especially critical amid external challenges such as digital transformation, increasing membership targets, and public scrutiny.

The test results show that mission commitment significantly and positively affects employee performance (coefficient = 0.320, T-statistic = 2.225). Employees who align their personal values with organizational goals tend to exhibit better performance. This is consistent with Person-Organization Fit theory (Kristof, 1996) and Affective Commitment theory (Meyer & Allen, 1991).

## CONCLUSION

Based on the results and discussion of the study entitled "The Influence of Intrinsic and Extrinsic Motivation on Employee Performance: The Mediating Role of Mission Commitment at BPJS Ketenagakerjaan" the following conclusions can be drawn:

1. Intrinsic motivation has a very strong and statistically significant influence on mission commitment at BPJS Ketenagakerjaan.
2. Extrinsic motivation has a positive directional influence on mission commitment, although it is not statistically significant.
3. Intrinsic motivation contributes significantly to employee performance at BPJS Ketenagakerjaan.
4. Extrinsic motivation also has a statistically significant impact on employee performance.
5. Employees with a strong commitment to the mission of BPJS Ketenagakerjaan tend to demonstrate better performance.

Therefore, the human resource management strategy at BPJS Ketenagakerjaan should adopt an integrated approach that reinforces internal values (intrinsic), ensures fair incentives (extrinsic), and consistently instills the organizational vision and mission. This combination of elements will foster sustainable work productivity and support the strategic and service-oriented goals of the institution.

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