



## Implementation of Work Motivation on the Quality of Public Services at The Bangkala Village Office, Maiwa District, Enrekang Regency

A.Marsal Husain<sup>1\*</sup>, Kamaruddin Sellang<sup>2</sup>, Andi Astinah Adnan<sup>3</sup>  
Universitas Muhammadiyah Sidenreng Rappang

**Corresponding Author:** A.Marsal Husain andimarsalhusain@gmail.com

---

### ARTICLE INFO

*Keywords:* Implementation, Work Motivation, Service Quality

*Received :* 05, July

*Revised :* 19, July

*Accepted:* 23, August

©2024 Husain, Sellang, Adnan: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study focuses on the "Implementation of Work Motivation on the Quality of Public Services at the Bangkala Village Office, Maiwa District, Enrekang Regency." The research investigates the implementation of work motivation efforts to enhance employee enthusiasm, dedication, and productivity within a workplace setting. It explores various strategies employed by leaders to encourage employees to work more effectively and achieve organizational goals. A quantitative descriptive method was employed, involving a sample of 97 respondents who received services from February to April 2024, selected through non-probability sampling. Data collection methods included observation, interviews, literature reviews, and questionnaires. Data analysis was performed using descriptive statistical analysis, validity tests, reliability tests, and simple linear regression analysis with SPSS version 21. The findings reveal that the implementation of work motivation significantly affects the quality of public services at the Bangkala Village Office, with 83.4% of the service quality being influenced by work motivation. The study also identifies key factors such as responsibility in task performance, self-development, and work environment conditions that substantially impact the effectiveness of work motivation implementation. The hypothesis test results support the conclusion that work motivation implementation positively influences public service quality.

## **INTRODUCTION**

In the current era of globalization, the quality of public services is increasingly becoming a central issue in governance and public administration. Public service quality is a crucial indicator of a government's effectiveness and efficiency, particularly at the local level, where citizens directly interact with government institutions. The provision of high-quality public services is not only a reflection of administrative competence but also a measure of the government's commitment to meeting the needs and expectations of its citizens. One of the key factors that influence the quality of public services is work motivation among public servants. Work motivation is a critical aspect of human resource management that drives employees to perform their duties with dedication, efficiency, and enthusiasm. It is the driving force that enables employees to fulfill their responsibilities, achieve organizational goals, and ultimately contribute to the overall quality of services provided to the public.

This study focuses on the implementation of work motivation at the Bangkala Village Office, located in the Maiwa District of Enrekang Regency. The office plays a vital role in delivering public services to the local community, including administrative services, civil registration, and community development programs. However, challenges such as inadequate motivation among staff, inefficient service delivery, and a lack of responsiveness to citizen needs have been observed. The primary objective of this research is to examine the relationship between work motivation and the quality of public services at the Bangkala Village Office. By analyzing the factors that influence work motivation, such as responsibility, self-development, and working conditions, the study aims to identify strategies to enhance the effectiveness of public service delivery in the region. Through a quantitative descriptive approach, this research seeks to provide insights into how work motivation impacts the quality of services provided at the village level. The findings are expected to contribute to the development of practical recommendations for improving public service quality through better management of work motivation among public servants.

## **LITERATURE REVIEW**

The literature on work motivation and public service quality is extensive, highlighting the critical role of motivated employees in delivering effective and efficient public services. This review explores key concepts and theories relevant to the implementation of work motivation and its impact on public service quality, particularly in a government setting. Work motivation is defined as the internal and external factors that stimulate employees to take actions that lead to achieving organizational goals. Veithzal Rivai (2011) describes work motivation as a series of attitudes and values that influence individuals to pursue specific goals, driving energy and channeling behavior toward satisfying needs or reducing imbalances. Work motivation is often associated with the desire or willingness to exert effort to achieve desired objectives, making it a fundamental element in any workplace. Several theories explain work motivation, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory. Maslow's theory suggests

that individuals are motivated by a hierarchy of needs, from basic physiological needs to self-actualization. Herzberg's Two-Factor Theory differentiates between hygiene factors (which prevent dissatisfaction) and motivators (which encourage higher performance). Vroom's Expectancy Theory posits that employees are motivated when they believe their efforts will lead to good performance and, consequently, desirable rewards. In a public service context, work motivation is essential for ensuring that employees are committed to providing high-quality services to the community. Motivated employees are more likely to exhibit higher levels of productivity, creativity, and dedication, all of which contribute to improved service delivery. Public service quality is a measure of how well public services meet the needs and expectations of citizens. It is a dynamic condition related to products, services, people, processes, and environments, with quality being evaluated at the point of service delivery (Ibrahim, 2008). In the public sector, service quality is particularly important as it directly affects citizen satisfaction and trust in government institutions.

According to Kotler (1994), five dimensions define public service quality: reliability, responsiveness, assurance, empathy, and tangibility. Reliability refers to the ability to perform the promised service dependably and accurately. Responsiveness is the willingness to help customers and provide prompt service. Assurance encompasses the knowledge and courtesy of employees and their ability to inspire trust and confidence. Empathy involves caring, individualized attention to customers, and tangibility pertains to the physical facilities, equipment, and appearance of personnel. Improving public service quality requires addressing various challenges, including inefficient service delivery processes, inadequate infrastructure, and low employee motivation. In many cases, the lack of motivation among public servants results in poor service delivery, leading to citizen dissatisfaction and a decline in public trust. Numerous studies have demonstrated a strong relationship between work motivation and public service quality. Employees who are motivated are more likely to perform their duties efficiently, leading to higher service quality. For instance, a study by Sabir (2017) found that motivation plays a significant role in determining employee behavior, which in turn affects the quality of services delivered to the public. In the context of local government offices, such as the Bangkala Village Office, the motivation of public servants is crucial for ensuring that services are delivered in a timely, accurate, and citizen-centered manner. Factors such as responsibility, self-development opportunities, and working conditions significantly influence employees' motivation levels, ultimately impacting the quality of public services.

Herzberg (1959) identifies several factors that influence work motivation, including achievement, recognition, responsibility, personal growth, and the quality of supervision. These factors can either motivate employees or lead to dissatisfaction if not properly managed. For example, a lack of recognition for work well done can demotivate employees, leading to a decline in their performance and, consequently, the quality of services they provide. In addition to these factors, the work environment plays a significant role in

influencing motivation. A supportive work environment that offers opportunities for growth and development can enhance employee motivation, leading to better service delivery. Several previous studies have explored the impact of work motivation on public service quality. For instance, Natalia (2019) found that work motivation positively and significantly affects the quality of consumer services. Similarly, Hakim and Tahir (2020) demonstrated that work motivation significantly influences service quality in local government offices. These studies underscore the importance of work motivation in the public sector, particularly in enhancing the quality of services provided to citizens. They also highlight the need for effective management strategies that focus on improving work motivation to achieve better service outcomes.

## **METHODOLOGY**

This study employs a quantitative descriptive research design aimed at analyzing the implementation of work motivation and its impact on the quality of public services at the Bangkala Village Office, Maiwa District, Enrekang Regency. The quantitative approach is selected to quantify the relationships between variables and provide a statistical basis for conclusions. The descriptive method is used to provide a detailed description of the current state of work motivation and service quality in the research area. The research was conducted at the Bangkala Village Office, located in the Maiwa District, Enrekang Regency. The site was chosen due to observed issues related to suboptimal work motivation among employees and the resulting impact on public service quality. The research was carried out over two months, from February to April 2024. The population for this study comprises all residents who have received public services from the Bangkala Village Office during the research period, totaling 360 individuals. From this population, a sample of 97 respondents was selected using the Slovin formula with a margin of error set at 10%. The sampling technique employed was simple random sampling, ensuring that every individual in the population had an equal chance of being included in the sample.

Several data collection methods were utilized to gather comprehensive data for this study:

**Observation:** Direct observation of the service delivery processes at the Bangkala Village Office was conducted to gain insights into the operational dynamics and the implementation of work motivation strategies. **Interviews:** Structured interviews were carried out with key personnel at the village office to understand the strategies and challenges in implementing work motivation. Interviews with service recipients provided additional context on their experiences and perceptions of service quality. **Questionnaires:** A structured questionnaire was distributed to the selected sample to collect quantitative data on work motivation and service quality. The questionnaire was designed using a Likert scale to measure respondents' perceptions and attitudes. **Document Review:** Relevant documents, such as service records, employee performance reports, and organizational policies, were reviewed to supplement the primary data.

The data collected were analyzed using statistical methods appropriate for quantitative research:

1. Descriptive Statistical Analysis: This was used to summarize and describe the data collected, providing an overview of the respondents' demographics and their perceptions of work motivation and service quality.
2. Validity and Reliability Tests: The questionnaire's validity and reliability were tested using Cronbach's Alpha to ensure the consistency and accuracy of the measurement instruments.
3. Simple Linear Regression Analysis: This statistical method was applied to examine the relationship between work motivation (independent variable) and public service quality (dependent variable). The regression analysis was performed using SPSS version 21 to determine the strength and significance of the relationship.

To clarify the concepts used in this study, the following operational definitions are provided:

- a. Work Motivation: Defined as the level of enthusiasm, dedication, and productivity exhibited by employees, driven by internal and external factors such as responsibility, achievement, and work environment conditions.
- b. Public Service Quality: Measured by the effectiveness, efficiency, and responsiveness of services provided to the public, assessed through dimensions such as reliability, responsiveness, assurance, empathy, and tangibility.

The study tests the following hypotheses:

- a. H1: There is a significant positive relationship between work motivation and the quality of public services at the Bangkala Village Office.
- b. H0: There is no significant relationship between work motivation and the quality of public services at the Bangkala Village Office.

## RESEARCH RESULT

The study involved 97 respondents who had received public services from the Bangkala Village Office between February and April 2024. The descriptive statistical analysis revealed the following demographic characteristics of the respondents:

- a. Gender: 55% of the respondents were male, and 45% were female.
- b. Age: The majority of respondents (60%) were between 30 and 50 years old, indicating that the sample largely consisted of middle-aged adults.
- c. Education Level: 70% of respondents had completed at least secondary education, with 30% holding tertiary qualifications.

The analysis of the questionnaire responses provided insights into the levels of work motivation among employees and the perceived quality of public services:

- a. Work Motivation: The average score for work motivation was 4.2 on a 5-point Likert scale, indicating a generally high level of motivation among the employees at the Bangkala Village Office.

- b. Public Service Quality: The average score for service quality was 3.9, suggesting that while services were generally perceived as good, there were areas needing improvement, particularly in responsiveness and reliability.

A simple linear regression analysis was conducted to test the relationship between work motivation (independent variable) and public service quality (dependent variable). The results are summarized as follows:

- a. Regression Coefficient (B): The regression coefficient for work motivation was 0.734, indicating a positive relationship between work motivation and public service quality. This suggests that for every unit increase in work motivation, the quality of public services improves by 0.734 units.
- b. R-squared Value: The R-squared value was 0.834, meaning that 83.4% of the variance in public service quality can be explained by work motivation.
- c. Significance (p-value): The p-value was 0.000, which is less than the significance level of 0.05, indicating that the relationship between work motivation and public service quality is statistically significant.

## DISCUSSION

The results of this study support the hypothesis that work motivation has a significant positive impact on the quality of public services at the Bangkala Village Office. This finding is consistent with previous research that highlights the importance of employee motivation in enhancing service delivery. The high level of work motivation observed among employees at the Bangkala Village Office is a critical factor contributing to the quality of services provided. Motivated employees are more likely to take initiative, show dedication, and go beyond the basic requirements of their job roles, leading to better service outcomes. This is evident in the relatively high scores for service quality, particularly in the areas of assurance and empathy, where employees' dedication to their work was most apparent. However, the slightly lower scores in responsiveness and reliability suggest that while employees are motivated, there may be external factors, such as resource constraints or procedural inefficiencies, that limit their ability to deliver services promptly and accurately. Addressing these issues could further enhance service quality.

The study identified several key factors that influence work motivation among the employees at the Bangkala Village Office:

- a. Responsibility: Employees who felt a strong sense of responsibility towards their tasks were more motivated and performed better. This aligns with Herzberg's Two-Factor Theory, which identifies responsibility as a key motivator.
- b. Self-Development: Opportunities for personal and professional growth were found to significantly boost motivation. Employees who engaged in continuous learning and skill development were more committed to their roles and contributed more effectively to service delivery.
- c. Work Environment: The conditions of the work environment, including the availability of resources and the supportiveness of leadership, also played a crucial role in determining motivation levels. A positive work environment

was associated with higher motivation and, consequently, better service quality

The findings of this study have important implications for improving public service quality through enhanced work motivation:

- a. Leadership and Management: Leaders at the Bangkala Village Office should focus on fostering a supportive work environment that encourages responsibility and self-development among employees. This could involve providing more training opportunities, recognizing employee achievements, and ensuring that the workplace is conducive to productive work.
- b. Process Improvements: To address the issues of responsiveness and reliability, it may be necessary to streamline service delivery processes and address any resource gaps. This could involve re-evaluating current procedures and implementing more efficient workflows.
- c. Policy Recommendations: The results suggest that policies aimed at improving work motivation, such as those promoting employee recognition, development, and well-being, could have a significant impact on service quality.

While this study provides valuable insights, it is important to acknowledge its limitations. The sample size was relatively small and limited to one village office, which may affect the generalizability of the findings. Future research could expand the sample to include multiple offices across different regions to validate the results. Additionally, qualitative research could be conducted to explore the underlying reasons for variations in motivation and service quality.

## CONCLUSIONS AND RECOMMENDATIONS

This study explored the relationship between work motivation and the quality of public services at the Bangkala Village Office, Maiwa District, Enrekang Regency. The findings indicate that work motivation plays a significant role in enhancing the quality of public services. Specifically, the following conclusions can be drawn: **Positive Relationship:** There is a strong positive relationship between work motivation and public service quality. Employees who are motivated are more likely to provide higher-quality services, demonstrating greater reliability, responsiveness, and empathy toward the public. **Key Influencing Factors:** Responsibility, self-development, and work environment conditions were identified as critical factors influencing work motivation. Employees who feel responsible for their work, have growth opportunities and work in a supportive environment tend to be more motivated and perform better in their roles. **Impact on Service Quality:** The study found that 83.4% of the variance in public service quality can be explained by work motivation. This highlights the importance of implementing strategies to boost employee motivation to achieve better service outcomes. **Areas for Improvement:** While the overall quality of public services at the Bangkala Village Office was rated as good, there is room for improvement, particularly in responsiveness and reliability. Addressing these areas could further enhance

the effectiveness of public service delivery. Implications for Practice: The results suggest that leadership at the Bangkala Village Office should focus on fostering a motivating work environment by providing recognition, opportunities for development, and a supportive work culture. Such efforts are likely to result in improved service quality and greater citizen satisfaction. Recommendations for Future Research: Future studies could expand the scope of this research by including multiple village offices across different regions to validate the findings. Additionally, qualitative research could provide deeper insights into the specific factors that affect employee motivation and service quality.

### **ADVANCED RESEARCH**

This research still has limitations so further research needs to be done on the topic

### **REFERENCES**

- Anoraga, P. (2005). *Work Motivation: Key to Success in Achieving Company Goals*. Jakarta: PT Rineka Cipta.
- Hakim, L., & Tahir, N. (2020). Work Motivation and Its Influence on Service Quality at Local Government Offices. *Journal of Public Administration Research*, 14(2), 98-112.
- Handoko, T. H. (2012). *Personnel and Human Resource Management*. Yogyakarta: BPFE.
- Hasibuan, M. S. P. (2008). *Human Resource Management: Basics and Key Concepts*. Jakarta: PT Bumi Aksara.
- Herzberg, F. (1959). *The Motivation to Work*. New York: John Wiley & Sons.
- Ibrahim, H. (2008). *Public Service Quality: A Dynamic Approach to Enhancing Governance*. Jakarta: PT Gramedia.

Kotler, P., & Supranto, J. (1994). *Marketing Management: Analysis, Planning,*

*Implementation, and Control.* Jakarta: Erlangga.

Luthans, F. (2005). *Organizational Behavior.* New York: McGraw-Hill.

Mangkunegara, A. P. (2009). *Human Resource Management.* Bandung: PT

Remaja Rosdakarya.

Maslow, A. H. (1954). *Motivation and Personality.* New York: Harper & Row.

Moenir, A. S. (2006). *Public Service Management in Indonesia.* Jakarta: PT Bumi

Aksara.

Natalia, F. (2019). *The Effect of Employee Motivation on Consumer Service*

*Quality.* *Journal of Business and Management*, 12(3), 123-135.

Rivai, V. (2011). *Human Resource Management for Companies: From Theory to*

*Practice.* Jakarta: PT RajaGrafindo Persada.

Robbins, S. P. (2003). *Organizational Behavior.* New Jersey: Prentice Hall.

Sabir, M. (2017). *Employee Motivation and Its Impact on Public Service Quality.*

*International Journal of Public Administration*, 40(6), 487-495.

Sharif, H. (2001). *Motivational Factors in the Workplace: An Empirical Study.*

*Journal of Management Studies*, 38(4), 523-545.

Sugiyono. (2018). *Quantitative, Qualitative, and R&D Research Methods.*

Bandung: Alfabeta.

*Husain, Sellang, Adnan*

Supriyono, A. (2019). *Improving Public Service Quality Through Employee Motivation*. Yogyakarta: Gadjah Mada University Press.

Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.

Waluyo, A. (2019). *Factors Influencing Work Motivation in the Public Sector*. Bandung: Alfabeta.