

The Effect of Motivation on the Performance of Civil Servants (PNS) in Various Countries Using the Systematic Literature Review Method

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Abstract: *This study aims to identify and analyze the influence of motivation on the performance of Civil Servants in various countries using the Systematic Literature Review method. This study uses the Systematic Literature Review method by examining articles related to the influence of motivation on the performance of Civil Servants published by Sinta-indexed journals and international journals from 2020 to 2024. This study found that work motivation has a significant influence on the performance of Civil Servants. The majority of Civil Servants are motivated by the need for awards, because the needs under them have been met. These findings indicate that to improve the performance of Civil Servants, motivation derived from the need for rewards such as achievement, status, responsibility, and reputation must be prioritized. This research makes a new contribution by examining the influence of motivation on the performance of Civil Servants in various countries, which is still rarely studied in depth in Indonesia.*

Keywords: *Motivation, Performance, Civil Servants*

INTRODUCTION

Civil Servants (PNS) play an important role in various government activities in various countries. They have responsibilities in the implementation of public policies, the provision of public services, and the assurance of effective and efficient government (Hameduddin & Engbers, 2022). The role of civil servants is more than just the implementation of administrative tasks, but also acts as agents of change that contribute to national development and improve the quality of life of the community (Hameduddin & Engbers, 2022).

Understanding the factors that motivate civil servants is very important in an effort to improve or improve their performance. Maslow's theory of needs is one of the theories that is relevant to this context. This theory identifies that there are five levels of human needs that can affect a person's motivation. The five needs are physiological, security, social, reward, and self-actualization (Maslow, 1943). By understanding these needs, organizations can create more effective motivation strategies for civil servants, so that they can increase their overall performance (Mawardi et al., 2024).

Previous research has shown that motivation has a significant effect on the performance of civil servants. These studies identified many motivational factors that affect the performance of civil servants, such as awards, recognition, and a supportive work environment (Hameduddin & Engbers, 2022; Mawardi et al., 2024; Nurpaída, 2023; Dedy Darmawan et al., 2021). The purpose of this study is to identify the most influential motivational factors and analyze the relationship between motivation and performance of civil servants based on previous studies. Using the Systematic Literature Review (SLR) method, this study will provide a comprehensive overview of the influence of motivation on the performance of civil servants in various countries.

Based on the above discussion, this study aims to identify and analyze the influence of motivation on the performance of Civil Servants in various countries using the Systematic Literature Review method. This research is expected to make a significant contribution in understanding the motivational factors that affect the performance of civil servants. The motivation referred to in this discussion is related to motivation based on Maslow's theory of needs. The results of this research are expected to be used as a basis for designing more effective policies and strategies in improving the performance of

civil servants in various countries.

MATERIALS AND METHODS

The research was conducted using *the Systematic Literature Review* (SLR) method and used published articles related to the effect of mutations on the performance of civil servants as a data source. The articles reviewed came from international journals and journals accredited by Sinta. SLR is a research method that identifies, evaluates, and interprets all research findings relevant to the specific research question, topic, or phenomenon being investigated. The purpose of the SLR is to provide a comprehensive and transparent picture of the research that has been conducted on a particular topic, identify gaps in the literature, as well as provide a solid basis for further research or evidence-based decision-making. (Ekawati et al., 2021) (Ardwiyanti et al., 2021) This method is carried out with a predetermined search strategy, inclusion and exclusion criteria, and study quality assessment. In the study, the author used SLR to identify and analyze relevant studies related to the influence of motivation on the performance of civil servants in various countries.

a. Research Question

In this study, questions are arranged based on the needs of the topic to be discussed. The questions in question are, as follows:

RQ1. What is the relationship between Motivation and Civil Servant Performance?

RQ2. What are the motivational factors that affect the performance of civil servants?

RQ3. What are the obstacles and suggestions to maintain and improve the performance of civil servants?

b. Research Criteria

Inclusion criteria are set for journals that can meet the requirements determined by the researcher. The conditions that must be met by the research data are as follows:

- a. Journals of online search results must be indexed by Sinta or International. (QA1)
- b. The year of publication of the journal is from 2020 to 2024. (QA2)
- c. The article aims to describe the influence of Motivation on Civil Servant Performance. (QA3)

The exclusion criteria, which cause journals that have met the inclusion criteria to be excluded, are as follows:

- a. The incompatibility of the journal discussion with the research question. (QA4)
- b. The journal is indexed by Sinta, but the level is below Sinta 2. (QA5)

c. Research Stage

This research method with SLR involves systematic and structured stages. **The first stage is planning**, this stage includes the identification of research questions and the development of review protocols. **The second stage** is to search literature using relevant databases such as Sinta, Google Scholar, and others. After the literature is collected, **the third stage is carried out**, namely screening to obtain certainty that the selected literature is in accordance with the predetermined inclusion and exclusion criteria. **The fourth stage** is to conduct a quality assessment of the selected literature, followed by data extraction from the literature. The extracted data is then analyzed and synthesized to answer the research questions. **The fifth stage is the reporting of results** which includes the preparation of a comprehensive and transparent report on the research findings. (Priharsari, 2022; Suciati et al., 2022)

RESULTS AND DISCUSSION

a. Result

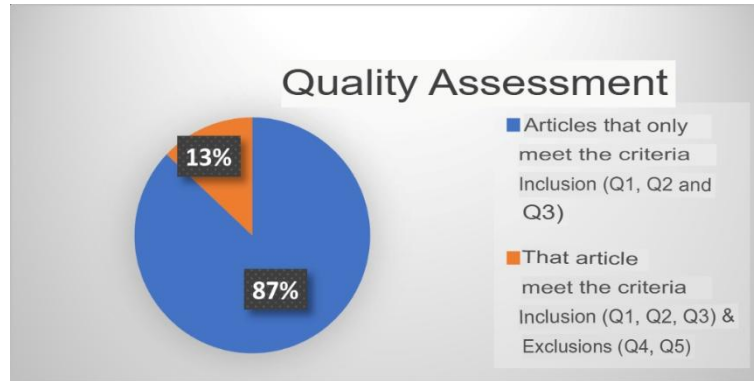


Figure 1. Quality Assessment Results

At the stage of searching for literature, literature is searched for which the title contains the words "motivation" AND "Public". In addition, there is also a literature search which contains the words "mutation" AND "Performance". The relevance of the article is generated based on the search results of the Harzing's Publish or Perish application with the keywords used. The next step is to conduct a *screening* to ensure that the selected article can be used to answer the research questions that have been set. From the results of this screening, 300 articles were obtained. Furthermore, a *quality assessment* was carried out on the 300 articles using the inclusion and exclusion criteria that have been set. The results of the quality assessment resulted in 38 articles (13%) that were in accordance with the inclusion and exclusion criteria that had been set. Meanwhile, the rest, as many as 262 (87%) only met the Inclusion criteria (Q1, Q2 and Q3). From the comparison of the number of articles that meet the inclusion and exclusion criteria to the total number of articles, it is found that the quality assessment process of the articles used is very strict, so that it can be ensured that the literature articles used are of quality, adequate and reliable (see graph 1).



Figure 2. Number of Articles Per Year Published

Based on the results of the study, it was found that the first article included in the search was published in 2020, with the number of studies found as many as one. Then in general, the number of studies on the motivation and performance of civil servants is experiencing an upward trend. The increase in the number of studies shows that research is a current and developing phenomenon.

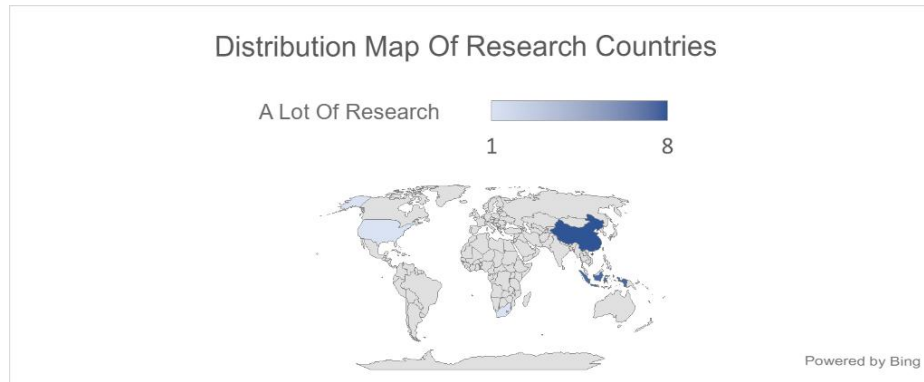


Figure 3. Distribution of Research Countries

The articles used as references in this study come from several countries. These countries are spread across several continents, some of which are located on the continents of Asia, Europe, Africa and the Americas (figure number 1). The most reference articles for this study came from research in China (21%), followed sequentially by research from Indonesia (18%) and Vietnam (16%). Next there are also research articles from Ukraine (5%), South Africa (3%), America (3%), Netherlands (3%), Chilli (3%), China (6%), Denmark (3%), Malaysia (3%), Portugal (3%), Fance (3%), Russia (3%), Serbia (3%), Spain (3%), Greece (3%) and Vietnam (6%). There are also studies conducted in several countries, namely research in the United States and China (3%) and researchers in the United States, Denmark, Italy, Korea and Germany (3%). This shows that research related to the influence of motivation on the performance of civil servants has a wide range.

The next is to analyze and synthesize the article, to find answers to the research questions. At this stage, the relationship between motivation and performance of civil servants, motivational factors that affect the performance of civil servants, as well as obstacles and suggestions to maintain and improve the performance of civil servants will be discussed. The articles that will be used in this literature review cover publications from 2020 to 2024.

Table 1. Data Extraction

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
1	Masukela, P. M., Jonck, P., & Botha, P. A. (2023). Impact of public service motivation on work evaluation and counterproductive work behaviour. SA Journal of Human Resource Management, 21(0), a2231. (Afrika Selatan)	Public Service Motivation	This study uses a positivist correlational approach. The sampling method used is stratified simple random sampling. Statistical analysis includes structural modeling and regression.	Public service motivation has a significant positive influence on job satisfaction, organizational commitment, and work engagement. Civil servants with high public service motivation tend to be more satisfied with their jobs, more committed to the organization, and more engaged in their work, which in turn improves their performance.; Factors that affect the work motivation of civil servants include: Job satisfaction. Organizational commitment. Work engagement.

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
2	Klatt, T., & Fairholm, M. (2023). Promote or deter: How organizations influence public service motivation. <i>Public Personnel Management</i> , 52(1), 48-69. (Amerika Serikat)	Public Service Motivation (motivasi PNS)	This study uses a survey. Data were analyzed using four linear regression models.	The motivation of civil servants has a significant positive influence on the performance of civil servants. Organizations that are perceived to have human and symbolic characteristics tend to increase the motivation of civil servants, which in turn improves their performance.; Factors that affect the work motivation of civil servants include: Human resource characteristics and Symbolic characteristics.
3	Lin, M., Liu, Q., & Li, Z. (2024). Perceived superior trust and organizational commitment among public employees: The mediating role of burnout and the moderating role of public service motivation. <i>Heliyon</i> , 10(e24997). (China)	Public Service Motivation (motivasi PNS)	This study uses methods: experimental studies and field surveys.	Civil servants' work motivation plays an important role in increasing the commitment of civil servant organizations. Employees with high PSM are better able to manage the demands of the job and avoid burnout, which in turn improves their performance.; Factors that affect the work motivation of civil servants include: Trust from Superiors (Employees who feel trusted by their superiors tend to have higher organizational commitments) and Burnout (Low burnout levels contribute to increased employee commitment and performance).
4	Cuevas Gutiérrez, C., González-Bustamante, B., Calderón-Orellana, M., & Barria Traverso, D. (2021). Public service motivation in Chilean public officials. <i>CLAD Journal Reform and Democracy</i> , 81, 105-138. (Chili)	Public Service Motivation (Motivasi PNS)	This study uses a survey method with a non-probabilistic sample. Data analysis was carried out using factor analysis.	High work motivation, especially those driven by intrinsic factors such as commitment to the public interest and compassion, can improve the performance of civil servants. However, self-sacrifice does not have a significant effect on performance.; Dominant Work Motivation Factors Affecting Civil Servant Performance: related to commitment to the public interest and compassion. Civil servants who have a strong belief that public service is an important civil duty tend to show high dedication in carrying out their duties. They feel motivated by a desire to make a positive contribution to society and help those who are less fortunate. Interest in public policy also plays an important role, as civil servants who are interested in working in public programs that benefit the community are usually more passionate and committed to their work. While monetary incentives can also be a motivating factor, for many civil servants, the primary motivation remains the desire to serve and make a difference in the lives of others.

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
5	Kaltsum, N. (2021). The Effect of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at the Pinrang Regency Manpower and Transmigration Office. <i>DECISION: Journal of Economics and Business</i> , 2(2), 248-256. (Indonesia)	Intrinsic Motivation, Extrinsic Motivation and Civil Servant Performance	This study uses a survey method with a simple linear regression analysis technique. Samples are randomly selected.	Work motivation, both intrinsic and extrinsic, has been proven to have a significant effect on the performance of civil servants at the Pinrang Regency Manpower and Transmigration Office. Employees who have high work motivation tend to have better performance.; Dominant Work Motivation Factors Affecting Civil Servant Performance: Incentive Factors (Achievement, recognition, responsibility, opportunity to advance, the job itself, and growth). Extrinsic Factors (Policy and administration, working conditions, salary, interpersonal relationships, and quality of supervision).
6	Jaaffar, T., & Samy, N. K. (2023). Investigating the complex relationships between leadership, psychological safety, intrinsic motivation, and nurses' voice behavior in public hospitals using PLS-SEM. <i>Belitung Nursing Journal</i> , 9(2), 165-175. (Malaysia)	Intrinsic motivation in public hospital (Motivasi Internal)	This study uses the Data method analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationship between the research variables and evaluate the strength of the model in explaining the proposed construct.	Intrinsic motivation plays an important role in improving nurses' voice behavior, which in turn can improve their performance. Intrinsically motivated nurses are more likely to speak up and provide constructive input, which can improve the quality of healthcare.; Factors that affect the work motivation of civil servants include: Empowering Leadership (Leadership that supports and empowers nurses can increase their intrinsic motivation) and Leader-Member Exchange (Good relationships between leaders and members can improve nurses' intrinsic motivation and voice behavior).
7	Nishimura, A. Z. F. C., Moreira, A., Sousa, M. J., & Au-Yong-Oliveira, M. (2021). Weaknesses in motivation and in establishing a meritocratic system: A portrait of the Portuguese public administration. <i>Administrative Sciences</i> , 11(87). (Portugal)	motivation of public administration (Motivasi PNS)	This study uses a qualitative-quantitative approach with data collected through surveys. Descriptive statistical analysis, chi-square test, and Mann-Whitney U non-parametric test were used to test the research hypothesis.	Work motivation has a significant influence on the performance of civil servants. Weaknesses in the motivation and recognition of civil servants have a negative impact on their performance. An unfair performance evaluation system and lack of recognition from the community also contribute to low work motivation.; Factors that affect the work motivation of civil servants include: Fair and transparent performance evaluation system. Recognition and appreciation for employee performance. Continuous training and development. Equitable distribution of human resources as needed.
8	Sanz Sanz, E., Cardona, A., & Napoléone, C.	Motivasi s (Motivasi)	This study uses a qualitative approach by combining various	The motivation of civil servants affects the performance of civil servants in the sustainable procurement of school

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
	(2022). Motivations of public officials as drivers of transition to sustainable school food provisioning: Insights from Avignon, France. Journal of Agricultural and Environmental Ethics, 35(6). (Prancis)		methods such as participatory observation, semi-structured interviews, and focus group interviews.	food. Civil servants who have a high motivation for public service tend to be more committed to providing high-quality, sustainable food for school children.; Factors that affect the work motivation of civil servants include: Paternalistic leadership (authoritarianism, morality, and kindness).
9	Gubarev, R. V., Dzyuba, E. I., Fayzullin, F. S., Chkhartishvili, A. G., & Shchepkin, A. V. (2023). Game-theoretic model for stimulating high performance of regional civil servants in Russia. Finance: Theory and Practice, 27(1), 18-31. (Rusia)	Performance of regional civil servants (Kinerja PNS)	This study uses a game-theoretical model approach to design a mechanism for calculating bonuses for civil servants on the territory of Russia. This method aims to ensure the objectivity of the collective and individual performance appraisal of regional civil servants. The data used included changes in the number of civil servants and their wage levels, as well as an analysis of the related literature.	Work motivation plays an important role in improving the performance of civil servants. The incentive model designed in this study aims to encourage employees to work more efficiently and effectively, as well as increase their work intensity.; The dominant work motivation factors that affect the performance of civil servants include several important aspects. An incentive system associated with the achievement of work results can significantly improve employee motivation and performance, as they feel rewarded for their efforts and achievements. Objective and fair performance evaluations also play a big role in encouraging employees to work better, as transparent and fair appraisals provide constructive feedback. In addition, fair compensation, where wages are adjusted to performance, can increase employee job satisfaction and motivation, as they feel that their efforts are proportionately rewarded. All of these factors together create a work environment that supports and motivates civil servants to achieve optimal performance.

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
10	Tran, T. K. P., & Truong, T. T. (2021). Impact of servant leadership on public service motivation of civil servants: Empirical evidence from Vietnam. <i>Journal of Asian Finance, Economics and Business</i> , 8(4), 1057-1066. (Vietnam)	Public service motivation of civil servants (Motivasi PNS)	This study uses a survey method. The research hypothesis was tested using factor analysis and regression.	High work motivation in civil servants improves their performance in providing quality public services.; The dominant work motivation factors that affect the performance of Civil Servants (PNS) include several important characteristics of a superior. Superiors who give power to subordinates in making decisions and are responsible for the results of their work can increase employee confidence and responsibility. A boss who prioritizes the common interest and is willing to admit mistakes creates a collaborative and transparent work environment. In addition, employers who are willing to learn from others, have honesty and integrity in acting, and dare to take risks in innovating, can inspire and motivate employees to work better. A boss who is able to understand and forgive others also helps create a harmonious and supportive work atmosphere. All of these characteristics together form a work environment that supports and motivates civil servants to achieve optimal performance.
11	Gorgievski, M. J., Bakker, A. B., Petrou, P., & Gawke, J. C. L. (2023). Antecedents of employee intrapreneurship in the public sector: A proactive motivation approach. <i>International Public Management Journal</i> , 26(6), 852-873. (Belanda)	Proactive Motivation	This study uses a survey. Confirmatory factor analysis and multilevel structural equation modeling were used to test the hypothesis.	Work motivation, specifically reason-to and energized-to motivation, has a positive influence on the intrapreneurial behavior of civil servants, which in turn improves their performance.; Factors that affect the work motivation of civil servants include: Prosocial impact, Job accountability, Job autonomy, Self-efficacy, Optimism and Work involvement.

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
12	Florczak, C., Rasmussen, S. H. R., Jensen, U. T., Stritch, J. M., Christensen, K., Nørgaard, A. S., & Klemmensen, R. (2023). Exploring the foundational origins of public service motivation through the lens of behavioral genetics. <i>Public Administration</i> , 101(3), 993-1013. (Denmark)	Public Service Motivation (motivasi PNS)	This study uses the classic twin design. Data were collected from the Danish Twin Registry and analyzed using the ACE (Additive genetics, Common environment, and Unique environment) model.	Public service motivation increases productivity in the public service workforce/civil servants.; The Dominant Work Motivation Factors Affecting Civil Servant Performance are Unique environmental factors, such as occupational, workplace, or social life attributes, play an important role in shaping Public Service Motivation/Civil Servants.
13	Slavkovic, M., Eric, D., Miric, M., & Simonovic, M. (2023). Leveraging a synergy in motivation to effect job satisfaction of healthcare professionals in public blood bank units: A cross-sectional study. <i>Journal of Multidisciplinary Healthcare</i> , 2023, 3203-3214. (Serbia)	Motivation (Motivasi)	The study used a cross-sectional study design by distributing questionnaires to 218 health professionals working in public blood bank units in the Republic of Serbia. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) and multigroup analysis (PLS-MGA).	Extrinsic and intrinsic motivation have a significant positive influence on job satisfaction. Civil servants with high extrinsic and intrinsic motivation tend to be more satisfied with their work, which in turn improves their performance.; Factors that affect the work motivation of civil servants include: Extrinsic motivation (salary, company policies, supervisor competence, promotion opportunities) and Intrinsic motivation (autonomy, sense of purpose, excellence in work).
14	Del Estal-García, M. C., & Melián-González, S. (2021). Motivation for public service of professionals in primary care centres: which is more important, the environment or managerial support? <i>Primary Care</i> , 53, 101995. (Spain)	Motivation for public service (Motivasi PNS)	This study uses observational, cross-sectional, quantitative, retrospective, and uncontrolled designs. Data was collected through a sampling questionnaire. Data analysis was performed using multinivel linear regression and multiple linear regression.	Public Service/Civil Servant motivation has a significant positive influence on the performance of health professionals. Support from superiors increases commitment to the public interest and compassion, which in turn improves their performance.; Factors that affect the work motivation of civil servants include: Support from superiors, Commitment to the public interest, Compassion.
15	Rozskazov, A. G., Chaliuk, Y. O., Anishchenko, V. O., Smal, I., & Matviichuk, O. (2021).	Effective Public Governance	This study used an exploratory design and a single-group pre-test-post-test design in a quasi-experimental intervention. Data	High work motivation, especially intrinsic motivation, improves the performance of civil servants in providing effective public services.; The Dominant Work Motivation Factors Affecting the Performance of

Yes	Article Identity	Corresponding Variables	Methodology Used	Research Results
	Implementing of the COM-B model in in-service training of civil servants as a prerequisite for effective public governance. Academic Journal of Interdisciplinary Studies, 10(3), (Ukraine)		collection tools include online surveys, Intrinsic Motivation Inventory (IMI), HR department assessment reports, Public Service Legislative Awareness Tests, and focus group survey questionnaires. Data is processed using IBM SPSS Statistics.	Civil Servants are the Leadership Style of Superiors, Work Environment, Social Security Security, Training, Desire to play an important role in society, Sense of Responsibility possessed by civil servants.
16	Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. Heliyon, 7, e06857. (Yunani)	Motivation	The study used a survey method by distributing a questionnaire to 150 employees at a public hospital in Northern Greece. Of these, 74 correctly filled questionnaires were analyzed using ANOVA analysis to identify factors that motivate healthcare workers.	Work motivation has a significant influence on the performance of health workers. Good relationships with colleagues and work achievements are the main motivators that improve their performance.; The Dominant Work Motivation Factors Affecting Civil Servant Performance are Good interpersonal relationships, teamwork spirit, and support from colleagues (Relationships with Colleagues) greatly affect work motivation. Recognition of work efforts and achievements increases job satisfaction and motivation. Salary and Allowances. Clarity of work tasks and objectives, as well as the safety of the work environment also affect work motivation.

This Extraction Table displays some of the reference articles that are considered representative. Extracts from other articles are not displayed because they are represented by existing articles. For example, a research article from China is only displayed one of a total of 8 existing articles. This is done with consideration of presentation efficiency.

Discussion

1. The Relationship between Civil Servant Motivation and Performance

Work motivation has a significant influence on the performance of Civil Servants (PNS) in various countries. In the United States, a study was conducted, which showed that the motivation of civil servants has a positive influence on civil servant performance. Civil servant motivation has a positive effect on civil servant performance, because it can increase organizational commitment, job satisfaction, and ethical behavior. This study also found that Leadership Style will increase motivation for public services, which in turn improves the performance of civil servants. Still from the United States, research by shows that the motivation of civil servants has a significant positive influence on the performance of civil servants (PNS). The study explains that organizations that are perceived to have human and symbolic characteristics tend to increase the motivation of civil servants, which in turn improves their performance. Hameduddin & Engbers (2022) Klatt & Fairholm (2023)

In Greece, a study was conducted, which showed that work motivation has a significant influence on the performance of health workers. Good relationships with colleagues and work achievements are

the main motivators that improve their performance. In Denmark, a study was conducted showing that the motivation of civil servants increases productivity in the public service workforce. Kitsios & Kamariotou (2021) Florczak et al. (2023)

In China, a study was conducted showing that motivation improves the performance of healthcare workers. Chengwei Xu has conducted research that shows that autonomous work motivation has a positive effect on the performance of civil servants by increasing job satisfaction and reducing the intention to leave. Jia et al. conducted research that showed that the motivation of civil servants can reduce the intention to go out and work stress, as well as improve officer performance. In the study using a regression method based on the theory of planned behavior (TPB) with data from civil servants in China, it shows that the motivation of civil servants has a significant positive influence on the performance of civil servants. Civil servants with high motivation tend to be more active in carrying out pandemic prevention and control tasks. In his research, it was found that work motivation plays a mediating variable in the influence of family support on the performance of civil servants in China. Family support can motivate civil servants in China, which in turn will improve the performance of civil servants in China. Deng et al. (2021) (2022) (2022) Ye et al. (2021) L. Jia et al. (2024)

In Vietnam, there are several studies that show that motivation affects the performance of civil servants. In a study, he showed that motivation, empowerment, and work characteristics play an important role in improving organizational commitment and performance of civil servants. Furthermore, in his research, it was found that transformational leadership can increase civil servant motivation, job satisfaction, employee involvement, and civil servant performance. There is also research by , which explains that high motivation of civil servants can improve the performance of civil servants in providing quality public services. Research by found that digital capabilities have a significant influence on the performance of civil servants. There is also research by , the study shows that the motivation of civil servants has a significant positive influence on the performance of civil servants, motivated civil servants tend to have better performance. Pham et al. (2023) Nhat Vuong et al. (2023) Tran & Truong (2021) Tuoi & Thanh (2023) Suong (2021)

In Indonesia, there are several studies that show that work motivation has an influence on supervisor performance. has conducted research, which shows that the motivation of civil servants has a positive influence on innovative work behavior and employee engagement. There has been research that shows that the motivation provided by Bappeda does not have a significant effect on employee performance, this shows that motivation needs to be encouraged and directed by leadership so that employees want to work optimally. has conducted research showing that the work motivation of civil servants has a direct positive influence on Amin et al. (2024) Karepesina (2023) Sitohang (2022) *Organizational Citizenship Behavior* (OCB). This suggests that increased work motivation can improve the civic behavior of the organization, which in turn can improve employee performance. Kaltsum (2021) has conducted research that shows that intrinsic and extrinsic motivation have a positive and significant effect on employee performance. has conducted research that shows that work motivation consisting of physiological needs, security needs, social needs, reward needs, and self-actualization needs have a significant effect on employee performance. In a study, it was found that high work motivation can improve employee performance. Motivated employees tend to work harder and more effectively, so that the agency's goals can be achieved better. In his research, it was found that transformational leadership and organizational commitment have a significant influence on employee performance through Organizational Citizenship Behavior (OCB) mediation. Dedy Darmawan et al. (2021) Putra et al. (2023) Arifin & Narmaditya (2024)

In addition to the research in several countries mentioned earlier, there are still other studies that show that motivation has an influence on the performance of civil servants. In South Africa, his research showed that highly motivated civil servants tended to be more satisfied with their jobs, more committed to the organization, and more engaged in their work, which in turn improved their performance. In

Spain, Masukela et al. (2023) Del Estal-García & Melián-González (2021) through his research it is shown that support from superiors increases the motivation of civil servants, which in turn improves their performance. In Portugal, research by showed that weaknesses in the motivation and recognition of civil servants negatively impacted their performance. In the Netherlands, research shows that work motivation, specifically reason-to and energized-to motivation, has a positive influence on the intrapreneurial behavior of civil servants, which in turn improves their performance. In Russia, research shows that work motivation plays an important role in improving the performance of civil servants. In Ukraine, research has shown that motivation in the form of feeling more valued in an honest and anti-corruption work environment, can improve employee performance. Still from Ukraine, research by shows that high work motivation, especially intrinsic motivation, improves the performance of civil servants in providing effective public services. F C Nishimura et al. (2021) Gorgievski et al. (2023) Gubarev et al. (2023) Kulish et al. (2024) Rozskazov et al. (2021)

In a study in two countries, in China and the United States, it was concluded that work motivation plays an important role in improving the performance of civil servants. In the United States, a performance-based and accountability system encourages employees to achieve high performance goals. In China, the emphasis on political and moral standards also serves as a motivation for civil servants to do well. In France, research by shows that the motivation of civil servants has a significant influence on the performance of civil servants in the sustainable procurement of school meals. In Chile, there is a study conducted by , the results of which show that high work motivation, especially driven by intrinsic factors such as commitment to the public interest and compassion, can improve the performance of civil servants. Tu & Gao (2021) Sanz Sanz et al. (2022) Gutiérrez et al. (2021)

Overall, work motivation, both intrinsic and extrinsic, has a significant influence on the performance of civil servants in various countries. Factors such as leadership, social support, work environment, empowerment, and incentive systems play an important role in improving civil servants' motivation and performance. Further research is needed to understand the causal mechanisms between motivation and performance of civil servants in various national contexts.

2. Motivational Factors Affecting Civil Servant Performance

Work motivation is an important factor that affects the performance of Civil Servants (PNS) in various countries. Based on existing research, the work motivation of civil servants can be grouped into several levels, as explained in Maslow's theory of motivation. These levels include levels of needs: physiological, security, social, reward, and self-actualization. By grouping these motivational factors into Maslow's theory, we can understand how the various basic needs to the highest needs of civil servants are met, ultimately improving their performance.

There is a study that explains that the performance of civil servants is influenced by motivation to meet the level of physiological needs. Research by explains that salary and benefits are important extrinsic motivational factors that can increase employee job satisfaction, which in turn will improve employee performance. Slavkovic et al. (2023)

There are three studies that explain that the performance of civil servants is influenced by motivation to meet the level of security needs. The research by explains that the sense of security caused by the implementation Tuan et al. (2020) of *Inclusive Human Resources* for civil servants with disabilities, has succeeded in improving the performance of civil servants with disabilities from departments and sub-districts under the district level government in Ho Chi Minh City, Vietnam. The research explains that theoretical training and practical simulations in order to increase Ye et al. (2021) *emergency response capacity* (ERC) have been able to provide a sense of security in the morning for civil servants in facing the Covid 19 Pandemic, this sense of security then becomes a motivation that is able to improve the performance of civil servants. Research by explains that security created from a

combination of transparency, effective supervision and compliance with anti-corruption regulations, has motivated civil servants to achieve optimal performance. Kulish et al. (2024)

There are six studies that explain that the performance of civil servants is influenced by motivation to meet the level of social needs. Research by explains that good interpersonal relationships, teamwork spirit, and support from colleagues (Relationships with Colleagues), are the main motivators that improve the performance of public hospital employees in Northern Greece. The research explains that the mechanism of social life (common environment) has an important role in shaping the motivation of civil servants Kitsios & Kamariotou (2021) Florczak et al. (2023) . Research by explaining that social support can reduce work stress and increase the performance motivation of civil servants. Research by By Explains that Good Work-Family Relationships Can Improve the Work Engagement and Work Performance of Civil Servants at the Grassroots Level in China. Research by explains that the social support received from superiors has a significant influence on the motivation of public services (Civil servant motivation) of health professionals. The research by explained that social needs have a dominant influence on the performance of civil servants at the Paser Regency Regional Archives and Library Service. Deng et al. (2021) L. Jia et al. (2024) Del Estal-García & Melián-González (2021) Dedy Darmawan et al. (2021)

There are nineteen studies that explain that the performance of civil servants is influenced by motivation to meet the level of award needs. Research by explains that job satisfaction arising from appreciation for involvement in work has been a major motivator in improving civil servant performance and reducing counterproductive behavior Masukela et al. (2023) . Research by explains that awards in the form of organizational perception that have human resource and symbolic characteristics, have become a motivation for civil servants in improving Employee Performance. Research by explains that awards in the form of recognition and career development are motivational factors that need to be considered to improve the performance of English teachers in public universities in China. Research by explains that rewards in the form of commitment to the interests of employees are motivations that can improve the performance of public sector employees in China's Changsha district. Research by Klatt & Fairholm (2023) Morris & Mo (2023) McCarthy et al. (2021) Lin et al. (2024) shows that rewards in the form of trust from superiors are motivation that can increase employee organizational commitment through reducing burnout, which ultimately improves employee performance. Another study H. Jia et al. (2022) showed that rewards in the form of emotional and material support were motivational to improve employee performance at Jilin Provincial General Hospital, China. Research by shows that the respect between others that prevails in Confucian culture has been a motivation for the performance of civil servants in China. Research by explaining that the awards generated from the employee performance appraisal system are a motivating factor to improve the performance of civil servants. Research by shows that appreciation for civil servants' commitment to the public interest and helping those less fortunate, is a motivation in improving the performance of civil servants in Chile. Duan et al. (2023) Tu et al. (2022) Gutiérrez et al. (2021)

Other research shows that meeting the level of award needs is a motivation in improving the performance of civil servants. Research by explaining that organizational culture is a strong factor in improving the performance of civil servants at the Central Maluku Regional Development Agency, one of the organizational cultures referred to in this study is the recognition of employee achievements and achievements. Research by Karepesina (2023) Sitohang (2022) explains that a comfortable, safe, and supportive environment can make civil servants in the State Civil Service Agency feel valued and motivated to give their best in their jobs. Research by shows that the motivation of civil servants in Indonesia, is influenced by intrinsic factors consisting of achievements, recognition, responsibility, opportunities to advance, the job itself, and growth. Research on civil servants in Indonesia explains that work motivation has not fully worked well due to lack of recognition of performance and lack of attention from superiors. Research in Malaysia explains that intrinsic motivation (achievement,

recognition, development, responsibility) plays an important role in improving nurses' voice behavior, which in turn can improve their performance. Research by explains that factors that affect the performance motivation of civil servants in Portugal include a fair and transparent performance evaluation system, recognition and appreciation of employee performance, continuous training and development, equitable distribution of human resources as needed. Research by explaining that mutual appreciation that arises from the implementation of policies loaded with cultural values, has been able to foster motivation in improving the performance of public services in providing high-quality and sustainable food for school children. Research by explains that incentive systems related to the achievement of work outcomes can significantly improve employee motivation and performance, as they feel rewarded for their efforts and achievements. Research by By explains that awards in the form of Recognize Individual Contributions, have become a motivation that can improve the performance of civil servants. Research by shows that the sense of appreciation from superiors with the characteristics of Servant Leadership, has been able to motivate civil servants to achieve optimal performance. Kaltsum (2021) (Putra et al., 2023) (Jaaffar & Samy, 2023) F C Nishimura et al. (2021) Sanz Sanz et al. (2022) Gubarev et al. (2023) Suong (2021) Tran & Truong (2021)

There are nine studies that explain that the performance of civil servants is influenced by motivation to meet the level of self-actualization needs. Research by shows that reason-to and energized-to motivation is essential to encourage intrapreneurial behavior in the public sector, so as to support employee performance in innovating and taking initiative. Research by shows that autonomous work motivation, consisting of intrinsic motivation and identification regulation, has a positive effect on the performance of civil servants in China. Research by explains that the motivation of civil servants is influenced by servant leadership factors that are able to foster employee willingness to innovate and employee involvement. (Gorgievski et al., 2023) Xu (2022) Amin et al. (2024) Research by explains that Positive and (Arifin & Narmaditya, 2024) Innovative Inspiration from transformational leadership motivates civil servants to improve performance. Research by explains that intrinsic motivation such as the desire to play an important role in society and a sense of responsibility, are factors that motivate civil servants to improve their performance. Research by explaining that employee empowerment, such as providing autonomy and growth support to employees, is a motivating factor for civil servants in improving performance. Research by shows that transformational leadership has inspired employees to increase employee engagement, which will ultimately be a motivation to improve employee performance. Research by explains that factors such as effective communication, collaboration, and skill development contribute to increased work motivation, which in turn improves the performance of civil servants. Research by explains that the development of civil servants that emerges as an effect of leadership style is a motivating factor for employees in improving performance. (Rozskazov et al., 2021) (Pham et al., 2023) (Nhat Vuong et al., 2023) Nhat Vuong et al. (2023) (Hameduddin & Engbers, 2022)

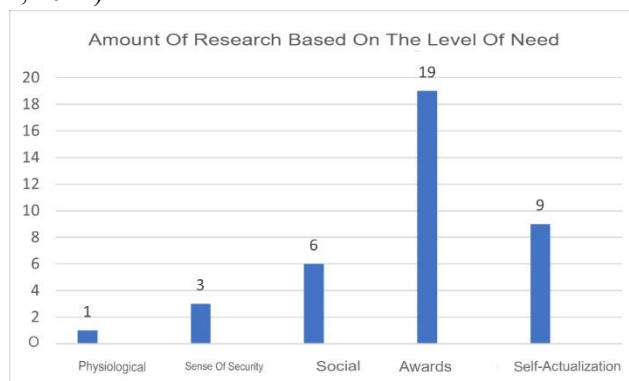


Figure 4. Number of studies based on the level of need

From graph 3, it can be seen that motivation to meet the needs of awards is a motivating factor for the majority of civil servants in improving performance. In the second position, the motivational factor for civil servants in improving performance is driven by the desire to meet the needs of self-actualization. Next, in order, motivation to meet social needs and the need for a sense of security are in the third and fourth positions. Lastly and being in the minority, there is only one study that explains that the motivation of civil servants comes from the desire to meet basic physiological needs. The fact that the order of needs that is the motivation of civil servants shows that the majority of civil servants have been met in terms of basic needs, so to improve performance, motivation must be used that comes from the desire to meet the needs above, in this case the need for appreciation. The needs of this award include achievement, status, responsibility and reputation.

3. Obstacles and Suggestions to Maintain and Improve the Performance of Civil Servants.

Based on a summary from several research journals, there are several main obstacles in improving the performance of civil servants in various countries. These obstacles include difficulties in measuring and maintaining civil servant motivation consistently in various national and sectoral contexts (Hameduddin & Engbers, 2022). In addition, limitations in effective leadership training are also a major challenge (Hameduddin & Engbers, 2022).

Lack of resources and facilities is also a significant obstacle (Kitsios & Kamariotou, 2021). In addition, work stress caused by challenges and obstacles, as well as a lack of support from superiors and colleagues, also negatively impacts employee motivation (Deng et al., 2021). The lack of professional development and promotion opportunities, as well as uncompetitive job packages compared to private institutions, are also obstacles in improving the performance of civil servants (Morris & Mo, 2023).

To overcome these obstacles, some suggestions taken from research journals can be applied. First, increased leadership training that focuses on transformational and servant leadership styles can help increase civil servant motivation (Hameduddin & Engbers, 2022). Second, ensuring the availability of adequate resources and facilities is essential (Kitsios & Kamariotou, 2021). Third, increase support from superiors and colleagues and develop effective stress reduction programs (Deng et al., 2021). Finally, providing opportunities to grow and feel valued, employees will be more motivated to perform at their best (Morris & Mo, 2023).

CONCLUSION

This study concludes that work motivation has a significant influence on the performance of Civil Servants (PNS) across various national and organizational contexts. Public service motivation has been shown to positively impact organizational commitment, job satisfaction, and ethical behavior—factors that contribute directly to improved performance. Motivation among civil servants is generally driven by higher-order needs, particularly esteem-related factors such as achievement, recognition, responsibility, and reputation, as aligned with Maslow's hierarchy. However, challenges such as inconsistent motivational maintenance, inadequate leadership training, limited resources, high job stress, and insufficient support from superiors and colleagues continue to hinder optimal performance. In addressing these barriers, future research should explore the long-term effectiveness of transformational and servant leadership development programs, particularly their role in sustaining motivation in resource-constrained bureaucracies. Additionally, further studies should investigate the contextual adaptability of incentive systems and stress management frameworks in different public sector environments. This will provide a more comprehensive understanding of how to build a supportive ecosystem that enhances civil servants' motivation and performance in a sustainable and measurable manner.

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