



Motivation and Public Service Performance: The Role of Organizational Identification

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ABSTRACT

The purpose of this article is to present a literature review on how motivation, public service performance, and the role of organizational identification interact. Motivation is a key factor in enhancing the effectiveness provided by employees in the public sector. The importance of public service is crucial in increasing public satisfaction with performance in the public sector, and good performance can also build a positive image of an institution. This is why it is important to establish good relationships between the government and the community. The method used in this study is the Systematic Literature Review (SLR) method. The SLR method is employed to collect, identify, analyze, and summarize all available literature relevant to the topic, using data obtained from articles, books, or various other sources related to the years 2019-2024.

INTRODUCTION

Public service plays a primary role in addressing the needs of society. The community constantly demands that service providers deliver fast and quality services, characterized by friendly attitudes and a good work environment, as well as high motivation, which can enhance the quality of their services to the public. Additionally, providing appreciation to employees can help build their enthusiasm for delivering services to the community

Every organization is involved in public service, particularly in how an institution motivates its personnel to provide the best service to the public. Motivation is one of the essential elements for every public service actor in delivering services to society. With strong and positive motivation, public service providers can also deliver quality services. Additionally, motivation is a significant factor that influences the attitudes and behaviors of public servants in their service delivery.

Some academics argue that public service motivation remains stable over time, while others believe that this motivation can be influenced by management interventions, such as leadership. A recent analysis indicates that public service motivation may be a product of long-term socialization, but it can also be driven by more direct influences within a person's organizational environment (Christensen et al., 2017, p. 530, as cited in Taha Hameduddin & Trent Engbers, 2021, p. 87).

Most experts in Public Service Motivation (PSM) agree that the goals of individuals motivated by public service are to contribute to the broader community through the provision of public services and to serve the abstract idea of the public interest (Schott et al., 2015, as cited in Carina Schott et al., 2019). For instance, Rainey & Steinbauer (1999, p. 20, as cited in Carina Schott et al., 2019) state that PSM is directed toward serving the interests of a community, a country, a nation, or humanity; others view it as a motivation to provide meaningful benefits to the public community and social services (Brewer & Selden, 1998, p. 417, as cited in Carina Schott et al., 2019). This motivation serves the "public interest" (Bright, 2008, p. 151, as cited in Carina Schott et al., 2019) or the interests of a political entity that are greater than personal interests and organizational interests (Vandenabeele, 2007, p. 547, as cited in Carina Schott et al., 2019).

The performance of public service also encompasses an important aspect, namely that service providers must ensure public satisfaction, accessibility, and efficiency in the services provided by continuously innovating in their service delivery.

Low work discipline and poor performance lead to a decline in service quality because service achievement targets are not met optimally. Service is an essential aspect that cannot be separated from service-oriented activities. With good service, customer satisfaction and loyalty can be maintained and improved. Considering the importance of services in an organization's activities, it is not surprising that service issues receive significant attention from both the public and the organization's management regarding its activities (Septiono, 2017, as cited in Ni Luh Sri Kasih & Gede Hary Prayuda Wijaya, 2022, p. 36).

Performance is the result of a process that is referenced and measured over a specific period based on previously established criteria or agreements. It can be concluded that employee performance is the work result achieved by an employee, both in terms of quality and quantity, in accordance with their duties and roles within the company to achieve the company's objectives. Effective performance is the ability to meet the targets and standards set within a job; the better an employee meets the targets and standards of a job, the more optimal their performance is (Ni Luh Sri Kasih & Gede Hary Prayuda Wijaya, 2022, p. 37).

In the era of globalization, organizational identification has become an important aspect in determining the direction of an institution or organization, which encompasses its vision and mission, organizational values, and the development of a strong and positive image to the public.

Organizational identification can be generally defined as the degree to which an individual feels connected to an organization because they perceive a shared value with that organization (Ashforth et al., 2008, as cited in Shiddiq Sugiono & Maria Puspitasari, 2021, pp. 26-27). Through organizational identification, an individual feels like a part of the organization, thereby helping the organization in all its programs (Kpakol et al., 2016, as cited in Shiddiq Sugiono & Maria Puspitasari, 2021, p. 27). In this regard, an organization needs to observe how the process of organizational identification occurs among stakeholders, as this can lead to various positive benefits for the organization.

Research Method

The method used in writing this article is the systematic literature review method, in which the author collects, identifies, and analyzes the results of previous research relevant to the issues being examined.

RESULTS AND DISCUSSION

Name of Research (Year)	Title of the Research	Objectives of the Research	Research Method	Findings	Implications
Farah Nur, Hety Budiyanti, Ikhwan Maulana (2024)	The Influence of Employee Additional Income (Incentives) and Work Motivation on Employee Performance at the One-Stop Investment and Integrated Services Office of South Sulawesi Province	This research aims to provide a comprehensive understanding of the characteristics of respondents and their relevance to the problem statement and research objectives by considering variables such as gender, education level, and age	This research uses a quantitative method by distributing questionnaires to several ASN employees at the One-Stop Investment and Integrated Services Office of South Sulawesi Province, where the data obtained	The findings indicate that employee additional income (incentives) and work motivation have a positive and significant impact on employee performance, where employees feel that their work is valued based on their performance achievements, discipline, and responsibility for the	The provision of additional income can enhance employee welfare, making them feel valued for their contributions. The importance of good work motivation can lead them to work more productively and remain committed to their tasks and

			from respondents is directly related to the object being studied	tasks assigned to them. Moreover, the respondents feel safe at work, as they receive health insurance provided by the institution in case of accidents occurring while working.	responsibilities.
Muhamad Agung Ali Fikri, Lala Hucadinta Ainul Amri, Multi Nadeak, Dewiana Novitasari, Masuki Asbari (2021)	The Urgency of Increasing Public Service Motivation Among Puskesmas Employees: An Analysis of Servant Leadership and Mediation of Basic Need Satisfaction	This research aims to gather useful knowledge to the maximum extent in order to formulate a valid hypothesis that minimizes subjectivity.	This research uses a quantitative method by conducting surveys to collect data both directly and indirectly through mediation.	This research shows that the urgency of increasing public service motivation among Puskesmas employees: an analysis of servant leadership and mediation of basic need	The implications of this research indicate the importance of servant leadership, demonstrating that good leaders can also enhance the motivation and performance of doctors and

			<p>Samples are collected randomly, after which several variables are controlled, and findings are identified based on related patterns</p>	<p>satisfaction has a positive and significant effect, and basic need satisfaction mediates the influence of servant leadership on the public service motivation of employees. The results indicate that employees/ doctors express greater pleasure and enthusiasm in their work when their leaders practice servant leadership to a greater extent.</p>	<p>employees in delivering services. These findings can serve as a reference for public service providers to improve employee motivation in the public sector by supporting and fulfilling all of the employees' needs</p>
<p>Mohsin Bashir, Bradley E.</p>	<p>The Interactive Influence of Public</p>	<p>The purpose of this research is to examine</p>	<p>This research uses a quantitat</p>	<p>This research found that the impact</p>	<p>The implications of this research</p>

<p>Wright, Shahidul Hassan (2021)</p>	<p>Service Motivation, Perceived Reward Equity, and Prosocial Impact on Employee Engagement: A Panel Study in Pakistan</p>	<p>how Public Service Motivation (PSM) develops in employee engagement, how reward equity affects this, and how the prosocial impact of work contributes to enhancing job involvement among a group of public sector managers at vocational training institutes (VTI) in Punjab, Pakistan.</p>	<p>ive method by administering questionnaires and conducting surveys among several heads of vocational training institutes, which are further supervised by a head of school.</p>	<p>of Public Service Motivation (PSM) on employee performance and related outcomes is moderated by employees' ability to experience and understand the prosocial impact of their work. When employees with higher PSM also feel that their work has a significant prosocial impact, their PSM may be activated more strongly, and their work may seem so fulfilling that awareness</p>	<p>indicate that when employees have high Public Service Motivation (PSM) and the potential for recognition or rewards based on low performance, it is important to take significant steps to maximize their ability to perceive the prosocial impact of their work. Although the use of panel data allows us to conduct robust testing of this relationship, such research could also</p>
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				of the prosocial effects of their work can mitigate the negative reactions often associated with perceived inequity in extrinsic rewards.	help understand whether religious identity moderates the impact of PSM on the attitudes and work behaviors of civil servants.
Mi Lin, Menghua Xie, Zhi Li (2023)	Organizational Error Tolerance and Change-Oriented Organizational Citizenship Behavior: Mediating Role of Psychological Empowerment and Moderating Role of Public Service Motivation	The purpose of this research is to emphasize the importance of creating a work climate that is tolerant of mistakes within an organization to foster a supportive and innovative work environment and to develop superior	The research method used in this study is quantitative, involving an online survey of public sector employees from various regions in China	The findings of this study indicate that organizational error tolerance can significantly and positively predict Change-Oriented Organizational Citizenship Behavior (CO-OCB). Previous research has shown that workplace characteristi	The implications of this study suggest that organizations should create an error-tolerant climate in terms of recovery from failures, learning, and improvement, emphasizing that organizational error management

	<p>knowledge without the fear of the consequences of making mistakes. Changes in employee attitudes and behaviors are derived from perceptions of organizational error tolerance. The subsequent aim of this study is that employees are motivated when they believe that the organization permits risky work behaviors and enables them to take risks. In the context of the public sector,</p>	<p>cs such as team emotions and an innovation climate can effectively enhance CO-OCB. This study verifies the influence of organizational error tolerance on employee psychological empowerment and CO-OCB using tests and scenario-based questionnaires. Previous research often focused on how employees react after mistakes occur in the workplace. Error management encourages employees</p>	<p>t is a process and method that motivates employees to pursue innovation. Furthermore, organizations should foster a culture that supports innovation, allowing employees to think positively about problems, develop new ideas and solutions, and receive praise and recognition. Organizations should also provide opportunities for employees to give feedback so that they can see their contribution</p>
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		Public Service Motivation (PSM) is often viewed as an important individual characteristic that leads to positive work outcomes for public sector employees and is a crucial factor influencing organizational citizenship behavior among employees.		to communicate mistakes by promptly sharing knowledge about errors and learning from their own or others' failures. Previous studies have shown that when employees' attributes and preferences align with the characteristics of their work environment, they are more likely to exhibit positive attitudes and work outcomes.	s and modify and enhance their behaviors based on that feedback. Additionally, organizations must ensure, both verbally and through actions, that employees know they are empowered and trusted to make decisions.
Agung Nurrahman, Annisa Rahmada	Identification of Factors Affecting Organizational	The purpose of this research is to obtain an	This research uses a descriptive	One of the driving factors in achieving organizational	The limited budget for the provision of information

<p>nita (2022)</p>	<p>Performance Achievement in Sebatik Tengah Subdistrict, Nunukan Regency, East Kalimantan Province</p>	<p>overview of the identification of factors affecting organizational performance achievement in the Sebatik Tengah Subdistrict, Nunukan Regency, East Kalimantan Province.</p>	<p>qualitative method by conducting interviews with 9 informants who are officials of the Sebatik Tengah Subdistrict Government.</p>	<p>nal performance in Sebatik Tengah Subdistrict is the high work motivation of the subdistrict apparatus. This can be seen from the professionalism demonstrated by employees in their continuous efforts to provide excellent service to the community. Although limitations in budget, human resources, and infrastructure are still faced by the apparatus, the Sebatik Subdistrict</p>	<p>technology is not only an issue in Sebatik Tengah Subdistrict but also occurs in other local government organizations. The availability of adequate funding has a direct impact on the performance of the apparatus in delivering services.</p>
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				apparatus continues to fulfill its duties and functions well.	
Humairoh Hudiyatul Hanifah (2019)	Analysis of Factors Affecting Integrated Public Service Performance	The purpose of this study is to analyze the influence of employee competence, motivation, and work environment on the public service performance of the Investment and One-Stop Integrated Service Office (DPM-PTSP) in Semarang City.	The research method used in this study is a quantitative research method with sampling techniques of quota sampling and judgment sampling.	The public service performance at the One-Stop Integrated Service Office (DPM-PTSP) in Semarang City can be assessed through three factors: employee competence, employee motivation, and the employee work environment, which have a positive and significant impact on employee performance.	That the work environment has a positive influence on employee performance, and even the smallest changes that occur in the work environment have a significant impact on employee performance.

<p>Easidah Arshad, Norulhuda Tajuddin, Nor Shuhadannisah Abd Shukor & Muhammad (2022)</p>	<p>The Influence of Ethical Leadership on Counterproductive Work Behavior: Organizational Commitment, Organizational Identification, and Trust as Mediators</p>	<p>This study is conducted to examine the direct relationship between ethical leadership style and counterproductive work behavior, as well as the indirect relationship through organizational commitment, organizational identification, and trust as mediating variables</p>	<p>Data were collected through an online survey of 161 government employees respondents working in management and professional groups across various government agencies and government-related companies in Malaysia.</p>	<p>The results of the study indicate a significant role of ethical leadership in predicting counterproductive work behavior, as well as the roles of commitment and organizational identification as mediating mechanisms.</p>	<p>This study expands the knowledge of the capacity of ethical leadership to reduce counterproductive work behavior, both directly and by enhancing the levels of employee commitment and identification with their organization. Practically, organizations should incorporate aspects of ethical leadership into training and development modules</p>
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From several studies, it can be observed that motivation and public service performance are linked to organizational identification. Public service motivation is important, supported by additional employee income (incentives), and servant leadership has a positive influence on their service to the public, which also enhances their motivation for public service. When employees with high Public Service Motivation (PSM) feel that their work has a significant prosocial impact, the professionalism exhibited by an employee is also crucial and should be supported by adequate technology provision.

Even the smallest impact generated in the work environment will affect employee performance. Public service performance influences the changes occurring in the work environment, and even the smallest changes can have a significant impact on employee performance. Organizations should incorporate aspects of ethical leadership into training and development modules for their employees. Organizational identification is also important as a mediating mechanism and in enhancing work performance

CONCLUSION

Essentially, motivation and performance in public service are crucial components in the public sector. Regardless of their responsibilities and obligations as public servants, motivation and public service performance from various aspects can enhance their work quality in the field of Public Service Motivation (PSM). Whether it involves providing incentives or directly involving public servants with the community, this helps them feel more valued in their roles as public servants.

The servant leadership style also affects employee performance, which can enhance their enthusiasm and effectiveness in providing services to the public. Organizations or agencies that create a tolerant atmosphere toward mistakes in error recovery can boost motivation among employees and foster innovation. Additionally, providing praise and recognition is necessary to develop new ideas or solutions from employees

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