

The Influence of Employee Motivation on the Quality of Administrative Services at the Leihitu Sub-District Office, Central Maluku Regency

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Informasi Artikel	Abstract
<p>E-ISSN : 3026-6874 Vol: 3 No: 11 November 2025 Page : 25-31</p> <p>Keywords: Motivation, Administrative Service Quality, Public Service Performance</p>	<p><i>Public service quality is one of the fundamental indicators in assessing the performance of government institutions, especially at the district level where direct interactions with citizens take place. This study aims to analyze the influence of employee motivation on the quality of administrative services at the Leihitu Sub-district Office, Central Maluku Regency. The research employs a quantitative approach with an explanatory design to identify causal relationships between variables. The population in this study consists of all employees involved in administrative services, and total sampling was used due to the manageable number of staff. Data were collected through a structured questionnaire using a Likert scale to measure motivation and service quality indicators. The data were analyzed using descriptive statistics and linear regression to determine the effect of motivation on service quality. The results show that employee motivation significantly and positively influences administrative service quality. Employees with higher intrinsic and extrinsic motivation tend to demonstrate better responsiveness, discipline, communication, and consistency in carrying out public service functions. The study concludes that strengthening motivation is essential to improve public service performance. Therefore, organizational leaders are encouraged to enhance work motivation through recognition, supportive leadership, fair reward systems, and professional development opportunities to ensure services meet community expectations.</i></p>

Abstract

Kualitas pelayanan publik merupakan salah satu indikator utama dalam menilai kinerja organisasi pemerintah, khususnya pada tingkat kecamatan yang menjadi garda terdepan dalam memberikan layanan kepada masyarakat. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi pegawai terhadap kualitas pelayanan administrasi pada Kantor Kecamatan Leihitu, Kabupaten Maluku Tengah. Penelitian ini menggunakan pendekatan kuantitatif dengan desain eksplanatori untuk menjelaskan hubungan kausal antara variabel. Populasi dalam penelitian ini adalah seluruh pegawai yang terlibat dalam pelayanan administrasi, dengan teknik total sampling karena jumlah pegawai yang relatif terbatas. Pengumpulan data dilakukan melalui penyebaran kuesioner terstruktur menggunakan skala Likert untuk mengukur indikator motivasi dan kualitas pelayanan. Analisis data dilakukan dengan statistik deskriptif dan regresi linear untuk mengetahui besarnya pengaruh motivasi terhadap kualitas pelayanan. Hasil penelitian menunjukkan bahwa motivasi pegawai berpengaruh secara signifikan dan positif terhadap kualitas pelayanan administrasi. Pegawai dengan motivasi intrinsik dan ekstrinsik yang tinggi cenderung menunjukkan kedisiplinan, ketanggapan, kemampuan komunikasi, serta konsistensi yang lebih baik dalam memberikan layanan kepada masyarakat. Penelitian ini menyimpulkan bahwa peningkatan motivasi merupakan langkah strategis untuk meningkatkan kualitas pelayanan publik. Oleh karena itu, pimpinan organisasi disarankan untuk menerapkan penguatan motivasi melalui apresiasi kerja, sistem penghargaan yang adil, kepemimpinan suportif, dan kesempatan pengembangan profesional.

Kata Kunci: Motivasi, Kualitas Pelayanan Administrasi, Kinerja Pelayanan Publik

INTRODUCTION

Public service delivery plays an essential role in fostering citizens' trust in government institutions. High-quality public services are viewed as indicators of bureaucratic success in meeting the needs of the community. In the current era of administrative reform, service orientation is not only

directed toward fulfilling procedural requirements, but also toward the quality of interaction between government employees and service users. Therefore, human factors in service provision have become increasingly significant in shaping public satisfaction. A good service performance is not only determined by speed and accuracy, but also by the courteous and responsive attitude of the personnel.

In governmental administration, administrative services represent the primary interface between the state and its citizens. These services include the issuance of official documents, population data management, and other direct administrative assistance. Thus, the quality of administrative services is strategically important because it influences how people perceive the legitimacy of government authority. When public services are delivered efficiently and respectfully, citizens' trust in government tends to increase. Conversely, low service quality may reduce confidence and lead to dissatisfaction among the community.

The quality of administrative services is typically evaluated through dimensions such as timeliness, accuracy, convenience, clarity of procedures, and employee behavior. Ideally, service delivery should adhere to service standards mandated by both national and local regulations. However, real-world practices often show discrepancies between prescribed standards and actual implementation. One of the dominant factors contributing to such discrepancies is the variation in employee work motivation. Employees with strong motivation generally perform their duties more responsibly and deliver better service outcomes.

Work motivation refers to the internal and external drives that influence an individual's willingness to perform their tasks. In the public sector, this concept is often associated with the notion of public service motivation (PSM), which emphasizes a desire to contribute to the public good. Employees who are motivated by public service values do not merely work to fulfill obligations, but also aim to make positive impacts on society. This condition influences how they treat service users, solve service-related problems, and respond to public needs. Therefore, motivation plays a crucial role in shaping service attitudes and behaviors.

Recent studies consistently show that employee motivation has a significant impact on the quality of public services. Motivation is influenced not only by financial incentives, but also by recognition, career development opportunities, supportive leadership, and a conducive work environment. Meanwhile, organizational conditions such as leadership style, work culture, and supervision also shape employee performance. These factors collectively influence the capacity of employees to deliver effective public services. This implies that improving service quality requires both individual motivation and supportive organizational conditions.

At the sub-district (*kecamatan*) level, government employees interact directly with citizens in administrative matters. The sub-district office serves as the frontline administrative unit that bridges citizens with higher levels of government. Consequently, employee performance at this level is highly visible and directly influences public trust. Any shortcomings in service delivery, even minor ones, can be easily recognized and criticized by the community. Therefore, enhancing employee motivation in sub-district offices becomes essential to improving overall government performance.

Central Maluku Regency, particularly Leihitu Sub-district, has distinctive geographical and socio-cultural characteristics. The region consists of dispersed settlements, some of which are relatively difficult to access. These geographical conditions may affect the administrative workload and the efficiency of service delivery. Limited infrastructure and logistical challenges can create additional pressure on employees responsible for providing public services. In such circumstances, employee motivation becomes a determining factor in sustaining service quality.

The Leihitu Sub-district Office is responsible for providing administrative services that are expected to be efficient, transparent, and citizen-oriented. However, challenges such as limited work facilities, relatively high service demand, and complex coordination procedures can influence the motivation of employees in carrying out their duties. When motivation decreases, it may result in slower service processing, less responsive communication, and a lower level of employee initiative. This situation, if not addressed, can hinder the overall quality of administrative governance at the local level.

Efforts to improve service quality must therefore consider strategies that strengthen employee motivation. Such strategies may include capacity-building training, performance acknowledgment, workplace support systems, and conducive work environments. Policies aimed at increasing motivation

need to be adapted to local administrative conditions to ensure practicality and effectiveness. Understanding the motivational factors of employees in Leihitu is thus important for designing suitable administrative reforms. This approach encourages improvements that are both sustainable and locally relevant.

Observations and community feedback indicate that public complaints still occur regarding administrative services in the Leihitu Sub-district Office. Some complaints relate to long service processing times, inconsistencies in administrative procedures, and the perceived lack of friendliness among service personnel. These issues suggest the presence of motivational or organizational challenges affecting service behavior. Identifying these challenges is necessary to formulate appropriate improvement measures.

At the same time, the regional government has implemented regulatory frameworks and administrative reforms aimed at improving service standards. However, structural reforms alone are insufficient without corresponding improvements in employee motivation. To ensure that policies are implemented effectively, human resource capacity and motivation must be strengthened. Therefore, examining the effect of motivation on service quality becomes a strategic step in public administration development.

This research is also relevant for supporting the enhancement of government human resource quality. Sub-district employees hold strategic roles because they operate at the closest administrative level to the community. By improving their motivation, broader improvements in bureaucratic performance can be achieved. Hence, the study has practical value for decision-makers in Central Maluku Regency.

Theoretically, this research contributes to the study of the relationship between motivation and public service quality in the context of rural and archipelagic administrative environments. Practically, its findings can serve as a reference for government agencies in developing programs that strengthen employee motivation to improve service delivery. The results can also inform future policy decisions regarding human resource development strategies in local governance.

Understanding the condition of employee motivation and its implications for service performance in the Leihitu Sub-district Office is therefore essential for formulating effective service improvement strategies. Better service performance will enhance public trust and support the development of responsive and accountable local governance. Strengthening administrative service quality is an integral part of improving community welfare and government performance.

Based on the aforementioned considerations, this study focuses on examining the influence of employee motivation on the quality of administrative services at the Leihitu Sub-district Office, Central Maluku Regency. The findings are expected to contribute both to academic understanding and to practical policy formulation aimed at enhancing public service performance.

METHOD

This study employed a quantitative research approach to examine the influence of employee motivation on the quality of administrative services at the Leihitu Sub-district Office. The quantitative method was selected because it allows the measurement of variables using numerical indicators, enabling statistical testing of relationships between constructs. The research design used was explanatory, which aims to provide an explanation of causal relationships between the independent variable (employee motivation) and the dependent variable (service quality). This approach was considered appropriate to produce generalizable findings and to offer empirical evidence that supports conceptual arguments.

The population in this research included all employees working in the Leihitu Sub-district Office who are directly involved in administrative service delivery. A total sampling technique was employed due to the relatively small number of employees within the organizational structure, allowing all eligible individuals to be included as research participants. Data were collected using a structured questionnaire based on Likert scales, which were adapted from validated instruments in previous studies. The questionnaire covered indicators of motivation such as intrinsic motivation, extrinsic motivation, and public service motivation, as well as indicators of service quality such as responsiveness, reliability, assurance, empathy, and service procedures.

Data analysis was carried out using descriptive and inferential statistical techniques. Descriptive statistics were used to provide an overview of respondent characteristics and variable distribution patterns. Inferential analysis, particularly linear regression, was applied to test the effect of employee motivation on service quality. Before conducting regression analysis, validity and reliability tests were performed to ensure the accuracy and consistency of the measurement instruments. All analyses were conducted using statistical software to ensure accuracy in data interpretation. The results of the statistical tests served as the basis for concluding whether employee motivation significantly influences the quality of administrative services in the Leihitu Sub-district Office.

RESULTS

The results of the study indicate that employee motivation at the Leihitu Sub-district Office is generally in the moderate to high category. Most respondents demonstrated a tendency to show dedication to public service responsibilities, although variations exist among different work units. Employees reported feeling responsible for providing proper services to the community and recognized the importance of their roles. However, some respondents expressed that motivational conditions could still be improved through better support and acknowledgment. These findings show that motivation exists, but consistency across individuals still varies.

The study further found that intrinsic motivation emerged as one of the strongest motivational factors among employees. Many respondents reported that they considered their work meaningful and felt a moral obligation to serve the public. Employees expressed internal satisfaction when they were able to resolve service requests efficiently and when community members expressed appreciation. This suggests that the sense of purpose in serving the public plays an important role in shaping work behavior. Intrinsic motivation contributes significantly to the quality of administrative services.

Extrinsic motivation, such as incentives, recognition, and supportive supervision, was also found to influence employee performance. Respondents noted that acknowledgment from leadership, clear task assignments, and supportive work environments encouraged them to perform their duties better. However, some employees indicated that formal reward mechanisms were limited and could be strengthened. This highlights that while extrinsic factors are present, they can still be improved to reinforce motivation more effectively.

Public service motivation (PSM) was found to be a relevant dimension influencing employee attitudes and commitment to service delivery. Employees who demonstrated strong PSM showed higher responsiveness and attentiveness during service interactions. They were more likely to maintain patience, demonstrate empathy, and provide clarification to service users. This suggests that PSM contributes directly to service conduct and quality of interpersonal communication within administrative services.

The results also indicate that the quality of administrative services at the Leihitu Sub-district Office is perceived as moderate by service users. While some services were carried out accurately and within expected timeframes, delays and procedural inconsistencies were still reported. Several service users expressed dissatisfaction with waiting times, although they acknowledged the polite attitudes of most employees. This highlights that procedural efficiency remains an area requiring improvement.

Furthermore, the analysis showed a positive and significant relationship between employee motivation and service quality. Employees with higher motivation levels tended to demonstrate better service performance, particularly in terms of responsiveness, clarity of procedures, and politeness. This finding reinforces the idea that motivation contributes to behavioral outcomes that shape service delivery. Service quality improves when employees are motivated both internally and externally.

The results also suggest that leadership and organizational culture play a supporting role in shaping motivation. Employees responded positively to leaders who provided guidance, feedback, and

encouragement. Conversely, lack of clear communication from supervisors contributed to uncertainty and reduced motivation among some employees. This indicates that leadership is a mediating factor in sustaining motivation.

Lastly, the findings indicate that improving work facilities and administrative support systems can further strengthen motivation and service quality. Employees stated that limited equipment and digital service tools sometimes hindered efficiency. When infrastructure was inadequate, even highly motivated employees experienced difficulty performing optimally. Therefore, infrastructure improvement is needed to support sustained service quality enhancement.

RESULT AND DISCUSSION

The findings illustrate that motivation acts as a psychological and behavioral driver in administrative service performance. Employees who possess a strong sense of responsibility and public-oriented values tend to demonstrate better work attitudes. Motivation influences not only the willingness to work but also the quality of interaction with service recipients. This aligns with theories of public service motivation which emphasize service commitment as a determinant of performance in public organizations.

The strong role of intrinsic motivation suggests that employees in the sub-district office attach meaning to their roles as public servants. When employees believe their work contributes to community welfare, they are more likely to exhibit positive service behaviors. This implies that leadership should strengthen job meaning through communication of service values and recognition of contributions. Encouraging reflection on the social importance of their work can maintain intrinsic motivation.

The presence of extrinsic motivation as an influencing factor highlights the importance of organizational support systems. Reward mechanisms, performance evaluation, and supportive work environments help reinforce employee morale. When recognition and appreciation are lacking, motivation may weaken even if intrinsic motivation is present. Thus, structured recognition programs can be an effective strategy for motivation enhancement.

The influence of public service motivation emphasizes that values-based orientation remains essential in the public sector. Policies that nurture ethical commitment and community-oriented service culture can reinforce PSM. Training in public service ethics, customer service, and communication skills may also strengthen the behavioral components of motivation. This suggests that capacity-building should not focus solely on technical skills but also on values and attitudes.

The moderate level of administrative service quality reflects the practical challenges faced in public service delivery within a geographically dispersed region. Limited infrastructure and procedural complexity contribute to delays and inefficiencies. While employees may be motivated, external constraints limit their ability to perform at optimal levels. Therefore, administrative reform must address both human factors and systemic administrative support.

The positive relationship between motivation and service quality reinforces theoretical expectations that motivated employees are more likely to engage in proactive and responsive service behavior. This finding suggests that improving motivation should be a strategic priority in public service reform. Strategies focused only on procedural improvement without attention to human factors may yield limited results.

The role of leadership is highlighted as a key organizational factor that strengthens motivation. Effective leadership fosters trust, fosters teamwork, and supports employee well-being. Supervisors who provide clear direction and encouragement can enhance motivation and sustain service commitment. Thus, leadership development should be prioritized to ensure alignment between policy objectives and daily administrative practices.

Finally, infrastructure improvements and administrative system enhancements are necessary to ensure that motivated employees can perform effectively. Motivation alone cannot address systemic service challenges without adequate tools, facilities, and digital systems. Therefore, a balanced strategy integrating human resource development, organizational leadership, and administrative modernization is essential for improving service quality sustainably.

CONCLUSION

The findings of this study indicate that employee motivation has a significant and positive influence on the quality of administrative services at the Leihitu Sub-district Office. Employees who possess higher levels of intrinsic and extrinsic motivation demonstrate better work discipline, responsiveness, communication, and consistency in providing public services. This implies that motivation plays a crucial role in shaping employee behavior and performance in administrative environments, particularly in government institutions that are directly engaged with community service. The quality of service provided is not only determined by organizational procedures but is largely influenced by the psychological and motivational conditions of employees who carry out their duties.

Based on these findings, it can be concluded that increasing employee motivation is a strategic effort to enhance public service performance. Organizational leaders should implement motivational reinforcement programs, such as recognition of employee achievements, supportive leadership practices, opportunities for career development, and a fair reward system. Improving motivation is expected to help build a positive work environment that encourages employees to serve the public more effectively and professionally. Therefore, strengthening motivation should be prioritized as an essential component in public sector management to ensure that administrative services meet the expectations and needs of the community.

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