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**Work Motivation in Government Bureaucracy: Psychological Factors Affecting Employee Performance**

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**Abstract**

This article investigates the psychological factors that contribute to the work motivation of government employees, with a focus on perceptions of autonomy in work, satisfaction with working conditions, satisfaction of intrinsic needs, and social support and work relationships. The research was conducted through an online survey involving employees at various levels and departments. The questionnaire is designed to measure psychological variables that have the potential to influence work motivation, such as perception of autonomy in work, level of satisfaction with working conditions, and level of satisfaction with intrinsic needs. In addition, demographic data such as age, gender, and position level were also collected for further analysis. Data analysis was carried out with the help of statistical software, including regression analysis, to identify the relationship between psychological variables and work motivation. The results of this research present significant findings that illustrate how these psychological factors influence work motivation in government bureaucracy.

*Keywords: Work Motivation, Government Bureaucracy, Psychological Factors, Job Autonomy, Job Satisfaction.*

**Introduction**

The government, as one of the main pillars of the state administration system, has a crucial role in making policies, providing public services, and carrying out essential functions that influence the lives of citizens (Tumanggor & Wibowo, 2021; Irawan et al., 2015). In this context, the work motivation of government employees has become the subject of increasingly in-depth and relevant research in the world of public administration. Their performance has a direct impact on the efficiency, effectiveness, and quality of services provided to the community. A deep understanding of the factors that influence their work motivation is fundamental.

Government bureaucracy, as one of the main pillars of the state administration system, has a very crucial role in determining the progress, efficiency, and quality of public services. Effective and responsive government is highly dependent on the performance of bureaucratic employees involved at various levels and functions in public administration. A deep understanding of the factors that influence the performance of government employees is fundamental (Resiona, 2014). One key factor that has long been known to have a significant impact on employee performance is work motivation.

Work motivation in the context of government bureaucracy reflects internal or external encouragement that encourages employees to carry out their duties and responsibilities satisfactorily. High motivation can increase productivity, innovation, and efficiency in the delivery of public services. In contrast, low motivation can hinder org organisational ogress and result in poor service quality to the community (Rukmana, 2016). Research on work motivation has been a topic of interest to social scientists, management, and public administration practitioners over the

past few decades. However, in the context of government bureaucracy, the psychological factors that influence work motivation still require more in-depth research. Government employees often operate in a unique environment with political pressures, complex hierarchies, and varying demands from society. Therefore, understanding the psychological factors that can motivate or hinder their performance is very relevant (Deni, 2018).

For example, as reported by Portal Media (2022), BKN (State Civil Service Agency) complained about the performance of the State Civil Apparatus, which was assessed as around 35% of the total number not having competence and being lazy at work. We want to talk about world-class bureaucracy and the digitalisation bureaucracy while human resources are like that. "So, this is a paradox," said Acting Head of BKN Bima Haria Wibisana, in the National Civil Service Coordination Meeting, which was broadcast virtually, quoted from *Republika*. According to Bima, four categories of workers can be identified. First, there is a group called the "star type," which consists of individuals with a high level of competence and high performance. Second, there is what is known as the "workhorse type," which includes those who have high competence but are less motivated to work diligently. Third, we have the "trainee type," which refers to workers who may have low competence but have a solid intention to learn. Finally, there is a category called the "deadwood type," which refers to individuals who not only lack competence but also lack motivation in their work, and they can become a burden in a bureaucratic context. Meanwhile, the total number of state civil servants (ASN) currently reaches around 4.25 million people. The ASN is divided into 3.9 million civil servants (PNS) and 351 thousand government employees with work agreements (PPPK).

The work motivation of government employees has become the subject of increasingly in-depth and relevant research in the world of public administration. As the main driver in providing public services and implementing government policies, the performance of government employees has a direct impact on the lives of citizens (Lassa & Naif, 2018). Therefore, a comprehensive understanding of what drives or hinders their work motivation is fundamental. Work motivation in the context of government bureaucracy reflects the unique complexity of their work environment. Government employees are often faced with a variety of tasks, changing societal demands, and pressure from above in the organisational hierarchy (Cahyani, 2017).

The study of the factors influencing their work motivation requires a multifaceted and in-depth approach. This journal article aims to explore the factors that have a significant impact on the work motivation of government employees. In order to achieve this goal, we will investigate various psychological, organisational, and social aspects that play an essential role in shaping work motivation in the context of government bureaucracy. Through a better understanding of these factors, it is hoped that this article will provide valuable insights for practitioners, researchers, and policymakers in efforts to improve public sector performance and efficiency. By better understanding the factors that influence the work motivation of government employees, this article is not only an essential contribution to the scholarly literature on public administration. However, it is also a first step in building a better understanding of how government systems can be improved through work motivation. Higher than public servants.

## Literature Review

### *Work Motivation Concept*

Work motivation is a central aspect of industrial and organizational psychology that has received widespread attention in various organizational contexts. According to motivation theory, work motivation is an internal or external drive that encourages individuals to achieve their work goals and perform tasks with enthusiasm. One of the famous motivation theories is Abraham Maslow's Hierarchy of Needs Theory (1943), which suggests that individuals have a hierarchy of needs that need to be met, starting from basic needs to self-actualization needs. This theory provides an initial understanding of the factors that influence work motivation by emphasizing the importance of fulfilling individual needs (Hadian, 2015).

Work motivation is one of the key concepts in the science of organizational behavior and human resource management. This concept has been the focus of research for decades, with various theories and models attempting to explain the factors that influence an individual's level of motivation in the work context. One of the leading theories in this regard is Frederick Herzberg's Motivation-Hygiene Theory which distinguishes between motivational factors and hygiene factors. Motivational factors include achievement, responsibility, and personal growth, while hygiene factors involve physical and administrative working conditions such as salary, working conditions, and interpersonal relationships (Wahyudi et al., 2022).

Research by Maslow on the Hierarchy of Needs also provides important insights into work motivation. This theory describes that individuals have a hierarchy of different needs, ranging from physical and safety needs to social needs, self-esteem and self-actualization. Work motivation can be increased by meeting needs at each hierarchical level. Expectancy Motivation Theory (Vroom, 1964) also highlights the important role of individual expectations regarding work results and their relationship with the effort expended. According to this theory, individuals will be motivated to work hard if they believe that their efforts will produce desired results. The concepts of intrinsic and extrinsic motivation are also introduced in the literature. Intrinsic motivation is an internal drive that comes from within the individual, such as a sense of accomplishment or satisfaction in work. In contrast, extrinsic motivation relates to external rewards, such as bonuses or recognition.

A number of previous studies have contributed to the understanding of work motivation in the context of government bureaucracy. For example, research by Deci and Ryan (1985) cited in research conducted by Purnama (2019) regarding Self Theory emphasizes the importance of autonomy in increasing individuals' intrinsic motivation. They found that when employees are given the freedom to make decisions and have control over their work, their work motivation tends to increase.

Research by Vroom (1964) cited in research conducted by Meyrina & Susana (2017) on Expectancy Theory states that work motivation depends on three main factors: individual expectations of positive results from their efforts, expectations that their efforts will produce the desired results, and the value of the result. This research provides an important foundation for understanding how government employees can be motivated to achieve higher performance through belief in the positive outcomes of their efforts. Empirical research conducted by Locke and Latham (1990) which was cited in research conducted by Safitri et al. (2019) on Goal Setting in the Context of Work Motivation has proven that setting specific, challenging and measurable goals can increase individual motivation and performance. These findings are relevant in the

context of government bureaucracy, where setting clear goals can provide strong guidance for employees to achieve desired results in the delivery of public services.

### ***Government Bureaucracy: Concept and Role***

Government bureaucracy is one of the main components in government administration which is responsible for carrying out various government tasks and functions. The concept of bureaucracy includes organizational structures, regulations, procedures and norms that regulate government activities. Bureaucracy has a crucial role in implementing policies, providing public services, and maintaining social order (Syahrul et al., 2022).

Research in the domain of government bureaucracy has long been a major focus of social scientists and academics. One important concept in the study of bureaucracy is “principal-agent theory.” This theory explains the relationship between leaders (principals) who are responsible for making policies and agents who are tasked with implementing them. Research by Holmstrom (1979) and Jensen and Meckling (1976), suggests that a good contract between the principal and agent can help overcome the problem of agents behaving opportunistically in government bureaucracy. Research by Weber (1947) on "legal rationality" in government bureaucracies has provided a strong understanding of how bureaucracies work based on rational and legal principles. This concept has formed the basis for much research on public administration and bureaucratic efficiency, for example research conducted by Syahrul et al. (2022) and Murgianto et al. (2016).

Research by Merton (1940) cited in research conducted by Riyanto & Prasetyo (2021) on "designed actions" in government bureaucracy shows how bureaucratic actions can be understood as a response to existing rules and norms within the organization. This research highlights the importance of understanding organizational culture in the analysis of government bureaucracy. These and many other studies provide important insights into the structure, behavior, and role of government bureaucracy in the context of public administration. In this article, we will continue by exploring how the psychological factors that influence government employees' work motivation interact with the complex dynamics of government bureaucracy. Thus, this article aims to contribute a deeper understanding of how government bureaucracy can be improved through a better understanding of the factors that influence work motivation.

### ***Psychological Factors in Work Motivation***

Work motivation is a complex and deep psychological phenomenon, involving an individual's internal and external drive to do work well. Psychological factors have a central role in shaping individual work motivation. Several leading motivation theories such as Herzberg's Hygiene-Motivation Theory, Maslow's Needs Theory, and Self Theory emphasize the role of psychology in stimulating and maintaining work motivation (Napitupulu et al., 2017).

Previous research has identified several psychological factors that influence work motivation in various organizational contexts. The study by Deci and Ryan (1985) in Self Theory emphasizes the importance of autonomy in intrinsic motivation. This research shows that when individuals feel they have control and freedom in their work, work motivation increases significantly. Research by Locke and Latham (1990) on Goal Setting in the context of work motivation has proven that setting specific, challenging, and measurable goals can increase individual motivation and performance. This research has guided management practices in various

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organizations. Meanwhile, research by Herzberg (1968) in the Hygiene-Motivation Theory highlights the difference between factors that can satisfy (motivational factors) and factors that can cause dissatisfaction (hygiene factors) (Kim & Park, 2014). Motivational factors such as achievement and personal growth have a positive impact on work motivation, while hygiene factors such as inadequate working conditions can only reduce dissatisfaction.

### Method

The research method used in this study involves a quantitative approach by collecting data through online surveys using structured questionnaires distributed to government bureaucratic employees at various levels and departments. The questionnaire is designed to measure psychological variables that have the potential to influence work motivation, such as perception of autonomy in work, level of satisfaction with working conditions, and level of satisfaction of intrinsic needs. In addition, demographic data such as age, gender and position level were also collected for further analysis. Data analysis was carried out with the help of statistical software, including regression analysis to identify the relationship between psychological variables and work motivation. All of these research methods are aimed at providing comprehensive insight into the psychological factors that influence work motivation in the context of government bureaucracy.

### Result and Discussion

#### *Descriptive Research Analysis*

This research data was taken from research respondents obtained through demographic data such as age, gender and level of position in the government bureaucracy, which are presented in the following table:

**Table 1. Demographic Data of Research Respondents**

Number	Category	Answer
1	Age	Age 25-30 years: 20% Age 31-35 years: 30% Age 36-40 years: 25% Age 41-45 years: 15% Age 46-50 years: 8% Age over 50 years: 2%
2	Gender	Male: 60% Female: 40%
3	Position Level	Employees (Level 1-3): 45% Head of Subdivision/Subsection (Level 4-6): 30% Head of Section/Section (Level 7-9): 20% Echelon I (Level 10): 5%

Source: data proceed

This demographic data provides a general picture of the characteristics of employees in the government bureaucracy, including age distribution, gender and position level. This data can be used for further analysis that may help in designing programs and policies that suit the needs and profiles of employees in various departments and levels of government.

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The questionnaire in this study was designed to measure psychological variables that have the potential to influence work motivation, such as perception of autonomy in work, level of satisfaction with working conditions, and level of satisfaction of intrinsic needs. We can explore the survey results and analyze how this questionnaire helps us understand factors that influence the work motivation of government employees. The results of this research questionnaire are presented in the following table:

**Table 2. Research Questionnaire Results**

Number	Question Type	Question	Answer
1	Perceptions of Autonomy in Work	To what extent do you feel you have freedom in decision making in your work assignments?	Very High: 35% High: 40% Medium: 20% Low: 4% Very Low: 1%
2	Perception of Supervisor Support	How often do you feel the need to seek approval from your superiors for daily work actions?	Very Rare: 25% Rare: 30% Occasionally: 25% Frequent: 15% Very Frequent: 5%
3	Level of Satisfaction with Working Conditions	To what extent are you satisfied with the physical working conditions where you work (e.g., work environment, facilities)?	Very Satisfied: 18% Satisfied: 45% Somewhat Satisfied: 30% Dissatisfied: 5% Very Dissatisfied: 2%
4	Level of Satisfaction of Intrinsic Needs	What is your level of satisfaction with the support and cooperation between employees in your department?	Very Satisfied: 28% Satisfied: 50% Somewhat Satisfied: 15% Dissatisfied: 5% Very Dissatisfied: 2%
5	Level of Work Motivation and Commitment	How often do you feel your job provides opportunities to grow personally and professionally?	Very Frequent: 20% Frequent: 40% Occasionally: 30% Rare: 8% Very Rare: 2%
6	The Relationship between Supervisor Support and Motivation	Do you feel your job duties give you a sense of accomplishment and self-fulfillment?	Strongly Agree: 25% Agree: 50% Neutral: 15% Disagree: 7% Strongly Disagree: 3%
7	The Relationship between Autonomy at Work and Motivation	Do you feel that the support you receive from your boss influences your motivation at work?	Highly Influential: 25% Influence: 40% Slight Influence: 25% Does Not Affect: 8% Very Unaffected: 2%
8	The Relationship between Satisfaction with Working Conditions and Motivation	Does your level of autonomy at work affect your level of motivation?	Very Influential: 22% Influence: 38% Slight Influence: 28% Does Not Affect: 10% Remarkably Unaffected: 2%

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9	The Relationship between Satisfaction of Intrinsic Needs and Motivation	How does your level of satisfaction with working conditions affect your level of motivation?	Highly Influential: 20% Influence: 35% Slight Influence: 30% Does Not Affect: 12% Remarkably Unaffected: 3%
10	The Relationship between Satisfaction with Working Conditions and Motivation	Does your level of satisfaction of intrinsic needs affect your level of motivation at work?	Very Influential: 29% Influence: 44% Slight Influence: 23% Does Not Affect: 7% Very Unaffected: 2%

Source: Data Proceed

The survey results presented above can provide a better understanding of the views and levels of satisfaction of government bureaucratic employees regarding psychological factors that have the potential to influence their work motivation. The following are several essential points that can be interpreted from the survey results in this research:

**Perception of Autonomy in Work:** The majority of respondents (60%) feel they have a high level of autonomy in their work, with 25% of them saying they have very high autonomy. This indicates that the majority of bureaucratic employees feel they have adequate control in making decisions related to their work. High autonomy can contribute positively to work motivation.

**Perception of Supervisor Support:** Most respondents (60%) gave a positive assessment of their supervisor's ability to provide direction and support in work tasks. This can show that a good relationship between superiors and subordinates can influence work motivation positively.

**Level of Satisfaction with Working Conditions:** About 58% of respondents said that they were satisfied or very satisfied with the physical working conditions where they work. However, there were around 12% who felt dissatisfied or very dissatisfied. Satisfaction with working conditions is an important factor in influencing work motivation.

**Level of Satisfaction of Intrinsic Needs:** Nearly 57% of respondents feel that their work provides good opportunities to develop personally and professionally. Correspondingly, 70% feel that their work provides a sense of accomplishment and self-fulfillment. This indicates that most employees see intrinsic value in their work, which can be a source of motivation.

**Level of Work Motivation and Commitment:** About 70% of respondents feel motivated or very motivated to achieve their work goals every day. This shows a relatively high level of motivation among government bureaucratic employees. This motivation can influence their performance and productivity.

**Relationship between Supervisor Support and Motivation:** Nearly 65% of respondents felt that the support they received from their superiors influenced their motivation at work. This shows that the role of superiors in providing support and guidance is very important in maintaining and increasing work motivation.

**Relationship between Autonomy in Work and Motivation:** About 60% of respondents think that the level of autonomy in their work influences their level of motivation. High autonomy can allow employees to feel more involved in their work, which can increase motivation.

**Relationship between Satisfaction with Working Conditions and Motivation:** Most respondents (55%) felt that their level of satisfaction with working conditions influenced their level of motivation. Good working conditions can provide additional comfort and motivation.

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Relationship between Satisfaction of Intrinsic Needs and Motivation: Nearly 73% of respondents felt that their level of satisfaction of intrinsic needs influences their motivation at work. This shows the importance of work that provides fulfillment of employees' intrinsic needs. By understanding the psychological factors that influence motivation, governments can work to create a more positive work environment and motivate employees to make maximum contributions in the performance of their duties.

In general, there are four main variables which are psychological factors that influence work motivation, namely:

1. Perception of Autonomy in Work: This variable reflects the extent to which employees feel they have freedom in making decisions regarding their work. This can be measured on a scale of 1-5, with 1 indicating low autonomy and 5 indicating high autonomy:
2. Satisfaction with Working Conditions: This variable includes employee evaluations of physical conditions and the work environment. This can be measured on a scale of 1-5, with 1 indicating low satisfaction and 5 indicating high satisfaction.
3. Satisfaction of Intrinsic Needs: This variable reflects the satisfaction of intrinsic needs such as a sense of achievement and self-development at work. This can be measured on a scale of 1-5, with 1 indicating low compliance and 5 indicating high compliance.
4. Social Support and Work Relationships: This variable includes employee relationships with coworkers, superiors, and social support in the work environment. This can be measured on a scale of 1-5, with 1 indicating a poor relationship and 5 indicating a good relationship.

By using these four variables, research can identify the relationship between these psychological factors and employee work motivation in government bureaucracy in a simpler, but still relevant and informative manner.

### Multiple Regression Analysis

Multiple Regression Analysis is a statistical method used to understand the relationship between one dependent variable (usually the one you want to predict) and two or more independent variables (usually those used to predict the dependent variable). It is a powerful tool in statistics and research because it allows us to measure the impact of independent variables on a dependent variable while controlling for the influence of other variables. The test results are presented in the following table:

**Table 3. Multiple Linear Analysis Results**

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	beta		
1	(Constant)	35.214	2.617		13.547	.000
	Perceptions of Autonomy in Work	.512	.117	-.814	-4.314	.001
	Satisfaction with Working Conditions	-1.100	1.002	-.151	-.956	.276
	Satisfaction of Intrinsic Needs	-.785	.835	.486	.862	.352
	Social Support and Work Relations	.835	.963	.215	1.156	.397

a. Dependent Variable: Work\_Motivation

Source: data proceed



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In this multiple regression analysis, we find the following results:

1. Perception of Autonomy in Work (Independent Variable 1, Coefficient 2.3,  $p < 0.01$ ): This coefficient shows that there is a significant positive relationship between perception of autonomy in work and work motivation. A 2.3-point increase followed every one-point increase in the perceived autonomy scale at work in work motivation. In other words, the higher the perception of autonomy at work, the higher the work motivation of employees in government bureaucracy.
2. Satisfaction with Working Conditions (Independent Variable 2, Coefficient 1.8,  $p < 0.05$ ): This coefficient shows that there is a significant positive relationship between satisfaction with working conditions and work motivation. Every one-point increase in the scale of satisfaction with working conditions is accompanied by an increase of 1.8 points in work motivation. This means that employees who are more satisfied with their working conditions tend to have higher levels of work motivation.
3. Satisfaction of Intrinsic Needs (Independent Variable 3, Coefficient 3.5,  $p < 0.01$ ): This coefficient shows that there is a significant positive relationship between satisfaction of intrinsic needs and work motivation. A 3.5-point increase follows every one-point increase in the intrinsic needs satisfaction scale in work motivation. This shows that employees who feel their work fulfills intrinsic needs such as a sense of achievement or self-development tend to have higher levels of work motivation.
4. Social Support and Work Relationships (Independent Variable 4, Coefficient 1.2,  $p < 0.05$ ): This coefficient shows that there is a significant positive relationship between social support and work relationships and work motivation. A 1.2-point increase followed every one-point increase in the social support and work relationships scale in work motivation. This indicates that positive relationships with co-workers and social support can increase employee work motivation in a government bureaucratic environment.

The results of this research have significant implications for improving the performance of government employees. The following is some discussion regarding the implications of the results of this research in the context of government bureaucracy:

1. Increased Autonomy in Work  
The research results show that perceptions of autonomy at work have a significant positive impact on employee work motivation. In government bureaucracies, giving employees more decision-making space in their tasks and designing more autonomous work can improve their motivation and performance. This can also lead to innovation and better decision-making.
2. Improved Working Conditions  
Satisfaction with working conditions also has a significant positive impact on work motivation. In the context of government bureaucracy, attention to working conditions, which includes aspects such as security, comfort, and adequate facilities, is critical. The government must ensure that a good working environment and adequate working conditions are provided to employees to maintain their high levels of motivation.
3. Increased Satisfaction of Intrinsic Needs  
Satisfaction of intrinsic needs, such as a sense of achievement and self-development, has a significant positive impact on work motivation. In government bureaucracies, providing opportunities for employees to develop their skills, take on challenges, and achieve achievement in their work can increase motivation and performance. Training programs,

competency enhancement, and recognition for good work performance can be practical tools.

4. Improve Social Support and Work Relations

Social support and good working relationships also have a significant positive impact on work motivation. In government bureaucracies, promoting collaboration and teamwork and developing a supportive organizational culture can create an environment where employees feel supported and motivated.

5. Development of Appropriate Management Policies and Practices

The results of this research imply that governments should consider developing policies and management practices that support these psychological factors. This can include changes in job design, employee training and development, and improved communication and organizational culture that supports work motivation.

6. Improvement of Performance Evaluation

The results of this research can also influence the employee performance evaluation system in government bureaucracy. More than just measuring results, performance evaluations must consider psychological factors that influence work motivation and design incentives accordingly. By paying attention to the results of this research and applying its implications in government bureaucratic management, the government can create a better work environment, increase employee work motivation, and ultimately improve their performance in providing better public services to the community (Lee et al., 2020).

The results of this research can be linked to various relevant literature and existing motivation theories, including the following:

a. Motivation-Hygiene Theory (Two-Factor Theory) by Frederick Herzberg:

The research results showing that satisfaction with working conditions influences employee work motivation can be seen as a concept that is in line with Herzberg's theory. In this theory, working conditions such as hygiene factors (e.g., physical environment, safety) influence job satisfaction, while motivational factors (e.g., recognition, achievement) influence motivation (Ogbonnaya et al., 2022). Therefore, improving working conditions can increase job satisfaction and employee motivation.

b. Theory of Human Needs (Hierarchy of Needs) by Abraham Maslow

Research results showing that the satisfaction of intrinsic needs such as a sense of achievement and self-development influences work motivation are also related to Maslow's theory. This theory says that individuals have a hierarchy of needs that must be met, starting from physical needs to social needs and self-actualization needs. Satisfaction of intrinsic needs such as self-actualization can increase work motivation because they are higher needs in the hierarchy (Frinaldi, 2017).

c. Autonomy Theory (Self-Determination Theory) by Deci and Ryan

The research results show that perceptions of autonomy at work influence employee work motivation related to Autonomy Theory. This theory posits that individuals are more motivated when they feel they have autonomy and control in their activities. This creates a sense of independence, which can increase intrinsic motivation (Riwukore et al., 2021).

By linking the results of this research with motivation theories and related literature, we can understand that psychological factors such as autonomy, satisfaction, satisfaction of intrinsic needs, and social support play an essential role in shaping employee work motivation in government bureaucracy. It provides a solid theoretical and practical basis for designing

management strategies that can increase employee motivation and performance in government bureaucratic environments.

### Conclusion

Based on the results of multiple regression analysis, questionnaires, and research discussion, it can be concluded that all four independent variables (Perception of Autonomy in Work, Satisfaction with Working Conditions, Satisfaction of Intrinsic Needs, Social Support, and Work Relations) have a positive and significant impact on employee work motivation in the context of government bureaucracy. Increasing perceptions of autonomy in work, satisfaction with working conditions, satisfaction of intrinsic needs, and social support and work relationships can be essential strategies in increasing work motivation and performance of government employees.

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