



The Role Of Performance And Work Motivation In Improving Employee Productivity At The Cirebon Regency Social Affairs Office

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Abstract

Background. The Cirebon Regency Social Agency, as the agency responsible for social welfare services, is required to perform at an optimal level in supporting its operational activities and services to the community. Performance policies in public organizations are not only related to planning, monitoring, reviewing, and/or awarding incentives, but also require human resources capable of effectively leveraging that performance.

Aims. Based on this assessment, in-depth research is needed to understand the role of employee performance and motivation in enhancing productivity at the Cirebon Regency Social Services Agency.

Methods. This study is expected to provide insight into the relationships among performance, work motivation, and employee productivity, and to generate strategic recommendations to improve organizational performance.

Result. Based on research conducted at the Cirebon Regency Social Services Office, performance and work motivation are closely linked to employee productivity. Employee productivity in public organizations is influenced not only by individual ability to complete tasks but also by work motivation, the organizational environment, leadership support, and the work systems implemented within the organization.

Conclusion. This study employed a qualitative approach using in-depth interviews, observation, and documentation. The primary informant in this study was the Head of the Cirebon Regency Social Services Office, while supporting informants consisted of civil servants (ASN) and non-civil servants (Non-ASN) directly involved in public service activities.

Keywords: Human Resource Management, Performance, Motivation, Productivity



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INTRODUCTION

Human resources (HR) are a key component that plays a vital role in an organization and are inseparable from it. An organization's success in achieving its goals depends heavily on the quality of its human resources, as people are the primary drivers of all organizational activities. Without human resources possessing sufficient skills and abilities, an organization will struggle to manage and optimize its other resources efficiently. Performance is a key benchmark that determines the productivity, stability, and success of an organization or company. Good performance is driven by a combination of motivation, individual abilities, the work environment, leadership, discipline, and compensation. (Mangkunegara, 2017) (Abnisa, Almaydza Pratama. Parman, Rahmawaty. Kusmayanti. Rohida, 2025) (Rohida, L. Khumayah, S. Akbar, 2025)

The Cirebon Regency Social Services Agency, as the agency responsible for social welfare services, is required to achieve optimal performance in supporting its operational activities and services to the community. Performance management in public organizations involves not only planning, monitoring, reviewing, and/or providing incentives, but also requires human resources capable of effectively leveraging that performance. One key factor influencing the success of performance management is employee motivation.

Human resources can be viewed as agents of change and development within an organization, as they contribute to enhancing the organization's ability to adapt to the ever-changing dynamics of its environment. An increasingly complex environment requires organizations to have human resources who are highly adaptable, innovative, and capable of responding quickly to challenges. (Mangkunegara, 2017)

Work motivation is an important component that serves as a driving force, whether arising from within the individual or from the external environment, in carrying out one's duties and responsibilities within an organization. Motivation not only affects the level of work enthusiasm but is also closely related to employees' sense of responsibility, commitment, and dedication in achieving the organization's established goals.

Employees with high levels of work motivation generally exhibit positive work attitudes and behaviors, such as integrity, a strong sense of responsibility, initiative, and the ability to complete tasks effectively and efficiently in line with established goals. These characteristics reflect the fact that motivation plays a crucial role in driving employees to work productively.

High job motivation can improve employee performance, both in terms of the quality and quantity of their work. Thus, job motivation is a key factor influencing the optimization of individual and group performance within an organization, which in turn contributes to the organization's overall performance.

Work motivation has a significant effect on employee productivity. This is reflected in the fact that the more motivated an employee is, the more productive they become. Conversely, if an employee is unmotivated, that employee will be unproductive. Thus, motivation can be understood as a key factor influencing an organization's performance. (Maslow, 1943)

Employee productivity is one of the key indicators for assessing an organization's success in achieving its established targets. Productivity is measured not only by the volume of output but also by work quality, time efficiency, and the timeliness of task completion. Therefore, productivity is an important benchmark for evaluating how effectively an organization manages its human resources.

In the context of this study, the relationship between motivation and productivity shows a positive and significant influence. Various empirical studies indicate that work motivation is one of the factors that can influence the level of productivity of both individuals and groups within an organization. The more motivated employee are, the better their performance and productivity will be. Conversely, low work motivation can lead to a decline in work enthusiasm, which in turn results in lower employee productivity. Thus, work motivation can be considered an independent variable that plays a crucial role in increasing work productivity as the dependent variable. This indicates that work motivation is highly relevant for further analysis in this study to determine the extent of its influence on employee productivity within an organization.

Intrinsic motivation plays a significant role in boosting employee productivity. This is because internal drivers such as the desire to excel, the need for recognition, and job satisfaction can foster a more stable and sustainable work ethic. On the other hand, external motivators such as incentives, rewards, and a stable work environment also contribute to increasing employee productivity. (Maslow, 1943)

In a public organization, employee productivity is based not only on the level of work motivation but also on employees' abilities and performance in carrying out their duties. Public organizations are required to provide the best possible service to the public, which necessitates employees who possess high competence and strong work motivation. Therefore, improving employee productivity in public organizations is a matter of great importance, particularly through effective management of work motivation.

Based on this assessment, in-depth research is needed to understand the role of employee performance and motivation in improving employee productivity at the Cirebon Regency Social Services Agency. This study is expected to provide an overview of the relationship between performance, work motivation, and employee productivity, as well as to generate strategic recommendations for improving organizational performance.

LITERATURE REVIEW

Performance

Performance refers to the work completed by an employee in terms of both quality and quantity in carrying out the tasks under their responsibility. Performance reflects not only the results of one's work but also the extent to which an individual successfully fulfills their role in accordance with the authority and responsibilities defined by the organization. Therefore, performance can be understood as an employee's tangible contribution to the effective and efficient achievement of the organization's goal.

According to Mangkunegara (2017: 67), employee performance is essentially determined by two main components: ability and motivation. Ability encompasses an individual's knowledge, skills, and capacity to perform and complete the tasks assigned to them. Meanwhile, motivation is a driving force that originates from within the individual or from the external environment, prompting employees to work to the best of their ability in order to achieve the organization's predetermined goals. (Mangkunegara, 2017)

Furthermore, the interaction between ability and motivation plays a crucial role in determining an employee's level of performance. Thus, it is clear that these two components are interconnected and cannot be separated from one another in the pursuit of effective and efficient performance within an organization.

Motivation

Work motivation is a driving force that originates from within the individual or from the external environment, serving to drive, direct, and sustain employee behavior in pursuit of organizational goals. Work motivation is not only associated with the drive to start working but also encompasses the level of effort, the direction of behavior, and an individual's perseverance in performing their work. Therefore, work motivation plays a crucial role in optimizing employee performance, work enthusiasm, and productivity within an organization.

According to Hasibuan (2019), Work motivation provides the driving force that sparks a desire to work, thereby encouraging employees to collaborate, work effectively, and make the most of their abilities in order to achieve job satisfaction and organizational goals. Thus, work motivation can be understood as internal or external factors that influence employees' work behavior as they carry out their duties and responsibilities. (Hasibuan, 2019)

A sufficiently high level of work motivation will encourage employees to contribute to the fullest extent possible in the performance of their duties. This will ultimately support the organization's goals in an efficient and effective manner.

Meanwhile, Sondang P. Siagian explains that work motivation is the driving force that makes a person willing and eager to apply their abilities, skills, and time to carry out the various tasks assigned to them. This drive is directed toward achieving the agency's previously planned goals and objectives. Thus, work motivation is a crucial factor in determining an individual's willingness to work optimally to support the achievement of organizational goals. (Yusuf, M. Suwardana, 2023)

The strength of employees' work motivation is reflected in the effort they put into performing their jobs to the best of their ability to achieve the organization's goals. The higher an employee's level of motivation, the greater their drive to demonstrate better performance, both in terms of the quality and quantity of work produced. This demonstrates that motivation plays a significant role in determining an individual's level of dedication to their work.

One of the frameworks used to interpret work motivation is Maslow's hierarchy of needs, which was presented by Abraham Maslow in 1943 in his work, *A Theory of Human Motivation*. This theory describes human needs in a systematic order, ranging from the most basic to the highest. The process of fulfilling these needs can serve as a source of motivation that drives individuals to take action, including in the workplace. (Maslow, 1943)

In this hierarchy, basic needs include physiological needs such as food, drink, and other physical needs, which are the most fundamental requirements for human survival. Once these needs are met, individuals will move on to higher-level needs, such as safety, social needs, esteem, and self-actualization. This theory posits that motivation arises as a drive to satisfy unmet needs, thereby prompting individuals to act and perform better. Thus, Maslow's theory conveys the idea that work motivation is determined not only by external factors but also by the internal needs inherent in each individual. In an organizational context, fulfilling employees' needs at these various levels can boost morale, loyalty, and overall employee performance. Therefore, this theory is often used as a foundation for understanding and analyzing work motivation within an organizational setting. (Maslow, 1943)

As Sari (2022) points out, unmet needs drive individuals to strive to fulfill them, thereby becoming the primary source of motivation for behavior. In other words, work motivation will continue to arise as long as individuals have needs to fulfill in the course of their work activities. (Sari, I. N. Noor, M. A. Upe, 2026)

Abraham Maslow also explained that, in fulfilling needs, individuals can use motivation as a driving force to move from one level of need to a higher one. Thus, motivation serves as a driving force that enables individuals to continue developing until they reach the stage of self-actualization. (Maslow, 1943)

In this hierarchy of needs theory, Maslow distinguishes between two types of motivational forces within individuals: deficiency motivation and growth motivation. Deficiency motivation relates to an individual's efforts to satisfy unmet basic needs, while growth motivation relates to an individual's drive to continuously develop their potential toward higher levels. (Maslow, 1943)

Deficiency motivation is a form of drive that arises from a deficiency or an unmet need. Individuals will strive to reduce this tension or void by fulfilling the needs they perceive as unmet. In other words, this type of motivation is reactive, arising in response to a deficiency a person experiences in their life. (Maslow, 1943)

Meanwhile, growth motivation is a driving force that arises naturally from within an individual; it is not based solely on deficiencies but rather on the desire to grow, develop, and actualize one's potential. This motivation drives a person to continually improve their abilities, pursue higher goals, and find self-satisfaction by developing their potential. Maslow's theory

asserts that motivation is not only used to fulfill unmet basic needs but also plays a role in driving individuals toward continuous personal growth and development. These two types of motivation are interrelated in shaping individual behavior, including in the workplace, where motivation is a key component in improving performance and achieving organizational goals. (Maslow, 1943)

Maslow's Hierarchy of Needs theory posits that human needs are organized into five hierarchical levels and depicted in the form of a pyramid. In this theory, needs at the lowest level must be satisfied first before an individual can fulfill needs at higher levels. Thus, basic needs become the primary priority that underlies an individual's motivation to act and behave. Furthermore, fulfilling needs at each level will encourage individuals to move on to the next level. This indicates that the process of fulfilling these needs forms the basis for the development of sustained motivation within individuals, which ultimately influences their behavior and actions in both their personal lives and work environments. (Maslow, 1943)

Productivity

According to Sedarmayanti (2017: 341), productivity is defined as the alignment of desired results with employee engagement within a specific unit of time, or it can also be defined as the quantity of goods or services produced by an individual or group within a specific period of time. Thus, productivity reflects the extent to which the workforce can generate output effectively and efficiently within a specified time frame. (Sedarmayanti, 2017)

In line with this, Hasibuan, in Busro's book (2018: 340), defines productivity as the difference between inputs and outputs used in the work process. Increased productivity will lead to more efficient use of resources—including time, labor, and materials—and drive improvements in work systems, production methods, and workforce skills. In other words, the more optimal the productivity, the more optimal the utilization of resources within the organization. (Busro, 2018)

Meanwhile, Kussrianto, as cited in Sutrisno (2018: 340), states that productivity reflects the difference between the targeted output and labor input over a specific period of time. This labor input relates to the effectiveness and efficiency of resource utilization in performing work. Thus, productivity focuses not only on output but also on how work processes and the allocation of resources are carried out appropriately to achieve organizational goals. (Sutrisno, 2017)

Sutrisno (2017: 102) defines productivity as the difference between the desired output and the behavior and labor input over a specific period of time. In this context, behavior and labor input refer to the effective and efficient use of resources during the work process. Thus, productivity reflects the extent to which the workforce can achieve maximum results through the appropriate use of available resources. Furthermore, work productivity can be understood as the ability of individuals or groups to produce goods and services within a predetermined time period or in accordance with the organization's plans. This ability encompasses both the physical capabilities and the skills possessed by the workforce in carrying out their duties. In other words, the greater a person's abilities and skills, the greater the potential for productivity they can generate. (Sutrisno, 2017)

In line with this, Busro (2018) states that the abilities referred to in work productivity can include both physical abilities and the work skills individuals possess. These two aspects are important factors in determining the extent to which a person can complete their work effectively and efficiently in accordance with the organization's objectives. (Busro, 2018)

**Table 1. Previous Research
Regarding Employee Performance, Motivation, and Productivity**

NO	Researcher	Title	Research Method	Similarities	Differences
1	Ade Heny Riniawaty, Wati Juhaeti, Siti Khumayah, dan Sri Wulandari (2025)	<i>The Effectiveness of The Regional Technical Implementation Unit for Human Resource Development Facilities in Contributing to Kuningan's Local Own-Source Revenue</i>	The method used was a qualitative descriptive approach. This involved direct observation, in-depth interviews, and document analysis	Descriptive Qualitative	This study is expected to provide information for designing policies aimed at increasing local revenue through more professional and responsive management of training facilities.
2	Agus Priandani, Maman Sulaeman, Endang Sutrisno, Siti Khumayah dan Arief Prayitno (2025)	<i>Monitoring and Evaluation of Pharmaceutical Management Policy to Achieve Administrative Order in Public Service Delivery</i>	The method used was a qualitative research approach employing a case study design to explore the topic in depth	Descriptive Qualitative	This study specifically focuses on examining how monitoring and evaluation mechanisms are implemented and how they impact administrative order in the provision of pharmaceutical services at these public health institutions.

3	Ahmad Gunawan , Amelia Sri Rizki, Tabina Farrah Anindya, Assyfa Putri Amalia, dan WindaFaraSetia ni. (2025)	Manajemen Sumber Daya Manusia pada Era Digitalisasi	The method used was a systematic literature review following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines	Descriptive Qualitative Research and Literacy	Digitization in human resources management helps companies modernize their HR processes and gain a competitive edge; at the same time, changes in work styles and the demand for HR skills are also necessary
4	Angga Pratama (2022)	Analisis Motivasi Kerja dalam Meningkatkan Produktivitas Karyawan PT. Jaya Sentra Metal	The method used was a qualitative descriptive analysis approach	Descriptive Qualitative	The purpose of this study is to examine work motivation in improving employee productivity at PT Jaya Sentra Metal
5	Anisa Hasan Nur Ajijah, Yulia Khoerunnisa, Dwi Kurnia Hidayanto, dan Rosid (2021)	<i>The Role of Motivation in Employee Productivity (Literature Review)</i>	The research method used was a descriptive analysis of the results of previous journal articles published between 2015 and 2021, using the Google Scholar database	Descriptive Qualitative	The company's Human Resources department has found that employee motivation is what supports the success of implementing performance productivity initiatives.
6	Dila Damayanti dan Andre Bayu Pamungkas (2022)	Pengaruh Monitoring, Motivasi dan Evaluasi Kinerja Terhadap Produktivitas Karyawan Pada <i>The Rich</i> Jogja Hotel	The method employed a quantitative approach and utilized an experimental research design.	Theme: Motivation, Performance, and Productivity	The researchers concluded that the calculated F-value is greater than the table F-value ($8.98 > 1.98$) at a 5% significance level. This demonstrates that monitoring, motivation, and performance evaluation have a fundamental positive relationship with employee productivity
7	Ibnu Haris, Irsya Dwi Refani, dan Rahmat Imam Setiawan (2023)	Pengaruh Motivasi Terhadap Produktivitas Kerja dalam Organisasi Bisnis	The method used was a descriptive quantitative method employing document analysis techniques	Descriptive Qualitative	By understanding the key motivational factors, management can implement appropriate measures to increase work productivity and achieve sustained organizational success

8	Ignatius Soni Kurniawan dan Tasya Cahyaningtyas (2021)	Peningkatan Produktivitas : Peran Kemampuan Lingkungan, dan Motivasi Pada Azzahra Moslem Wear Yogyakarta	The method used was a descriptive qualitative method	Descriptive Qualitative	Productivity reflects whether an organization has achieved effectiveness and efficiency in optimizing its resources.
9	Indah Novita Sari, M. Arief Noor, dan Rachman Upe (2026)	Peranan Motivasi Terhadap Produktivitas dan Kinerja PT. Cipta Karya Mandiri	This study employs a qualitative approach, with data collected from primary and secondary sources through observation, interviews, and documentation	Descriptive Qualitative	The results of this study provide practical insights for the managements of PT. Cipta Karya Mandiri to strengthen strategies for improving motivation, both through training programs and reward allocation, as well as by creating a work environment that optimal.
10	Intan Febrian dan Hayatul Khairul Rahmat (2024)	Motivasi Kerja Sumber Daya Manusia dalam Organisasi Sebuah Tinjauan Pustaka	The method used was a literature review	Bibliography and themes: motivation and human resources	Experts explain that employees tend to feel more satisfied when they have done their jobs well. In addition, employees can be given greater responsibility for decision-making and carrying out tasks
11	Leni Rohida dan Dian Sudianti (2025)	Transformasi Manajemen Sumber Daya Manusia Pendidikan Tinggi Untuk Meningkatkan Kompetensi Mahasiswa di Era <i>Artificial Intelligence</i>	The method used was a qualitative method with a case study approach	Descriptive Qualitative	The transformation of human resources management is a key factor in helping to enhance students' competencies in the era of artificial intelligence.
12	Leni Rohida, Siti Khumayah dan Hagies Ferdiansyah Akbar (2025)	Optimalisasi Strategi Pengembangan Sumber Daya Manusia Dalam Meningkatkan Efektivitas Pelayanan Publik di Era Digital 2045	The method used was a descriptive qualitative approach combined with a literature review	Descriptive Qualitative	By 2045, human resources who are adaptable, innovative, and of high integrity will be the primary drivers of a digital government transformation that is inclusive, responsive, and future-oriented

13	Leni Rohida, Tia Nuraeni, ajeng Putri Wulan Guritno, dan Silviyatun Kasanah (2026)	Analisis Peran Administrasi Pembangunan Dalam Peningkatan Kapasitas Sumber Daya Manusia Aparatur Sipil Negara di Era Digital	The method used was a qualitative-descriptive approach involving a literature review and policy analysis	Descriptive Qualitative	The research findings indicate that improving civil servants' digital literacy, technical competencies, and adaptive mindset is necessary at the individual level, while organizations require flexible, collaborative structures and visionary leadership
14	Naomi Natalia dan Hapzi Ali (2024)	Faktor-Faktor yang Mempengaruhi Produktivitas dan Kinerja Karyawan : Analisis Kompetensi dan Motivasi	Methodology : A quantitative method was used, with data collected via a questionnaire	Topic: Productivity, Employee Performance, and Productivity	This study aims to investigate the factors that influence employee productivity and performance through an analysis of competencies and motivation
15	Prian Praesti dan Leni Rohida (2026)	<i>The Effect Of Transformational Leadership And Competence On The Work Motivation Of Employees Of Cirebon Regency Transportation Agency</i>	The method used was a quantitative associative approach	Topic: Work Motivation	This study was conducted to examine the relationship between transformational leadership and employee competencies as they relate to employee motivation at the Cirebon Regency Transportation Agency
16	Ratna Ani Lestari dan S. Agus Santoso (2022)	Pelayanan Publik dalam <i>Good Governance</i>	The method used was a descriptive qualitative method	Descriptive Qualitative	Public service is a discipline within the field of public administration in Indonesia
17	Sabar Rismawati, Theresia Pradiani, dan Fathorrahman (2023)	Analisis Pengaruh Training, Pengembangan SDM dan Motivasi Terhadap Produktivitas Kerja Pegawai di Pt. <i>Optimect Engineering Batam</i>	The method used was a quantitative approach	Descriptive Qualitative	The purpose of this study is to examine the impact of training, human resource development, and motivation on employee productivity at PT. Optimect Engineering Batam
18	Siti Putri Nur Syiva, Rizka Ayu Lestari, Eka Bagus Rahmad Lil'alamin dan	<i>The Effect Of Work Discipline, Work Motivation, Work Ethics and Work Environment On</i>	The method used was a systematic literature review, which involved examining previous studies	A Systematic Literature Review examines previous studies	This study aims to examine the relationship between work discipline, work motivation, work ethic, and the work

	Riyan Sisiawan Putra (2023)	<i>Employee Work Productivity (Literature Review)</i>			environment as they relate to employee productivity
19	Subhan Akbar Abbas (2023)	Faktor-Faktor Pendorong Motivasi Dan Perannya Dalam Mendorong Peningkatan Kinerja : Tinjauan Pustaka	The methods used include the literature review method and the deductive method	Descriptive Qualitative	A person's motivation to work harder is driven by their desire for many things, both tangible and intangible, such as recognition and honor.
20	Vanesya Cantika Ismah dan Diana Hasan (2026)	Pengaruh Motivasi dan Produktivitas Kerja terhadap Kinerja Karyawan	The method used was a quantitative approach with an associative model	Topic: Work Motivation, Work Productivity, and Employee Performance	Analyzing the effects of work motivation and work productivity on employee performance at PT. Master Sentosa Cemerlang, a company operating in the laserjet printer toner cartridge remanufacturing industry.

Based on various previous studies, researchers have concluded that work motivation is a dominant factor influencing employee performance and productivity. Performance acts as a mediating variable linking motivation to productivity. Work productivity is simultaneously influenced by motivation, competence, the work environment, and the management system. Organizational approaches (leadership, training, incentive) play a crucial role in enhancing employee motivation. Meanwhile, regarding the research gap concerning the relationship between motivation, performance, and productivity, several gaps remain, namely: the public sector context remains limited, particularly in local government agencies such as the Social Services Department; and location-specific (Cirebon) empirical approaches are still scarce, thus necessitating more in-depth contextual research.

METHODS

Research Design

This study employed a qualitative research approach using an instrumental case study design to explore how employee performance and work motivation contribute to employee productivity within a public-sector organization. A qualitative case study was selected because it enables an in-depth understanding of organizational behavior, employee experiences, and

contextual factors that cannot be adequately explained through quantitative measurement alone. The study focused on the Cirebon Regency Social Affairs Office as a single bounded case representing a local government institution responsible for delivering social welfare services.

Research Setting

The research was conducted at the Cirebon Regency Social Affairs Office, West Java, Indonesia. The institution was purposively selected because it represents a public organization that relies heavily on employee performance and work motivation to deliver effective social services. Furthermore, the office has experienced organizational changes requiring improved employee productivity, making it an appropriate setting for investigating the interaction among performance, motivation, and productivity.

Participants

Participants were selected using purposive sampling followed by snowball sampling to identify information-rich informants. Selection criteria included: having worked at the Social Affairs Office for at least two years; being directly involved in public service delivery; possessing managerial or operational responsibilities related to employee performance; and being willing to participate voluntarily.

The study involved: 1 Head of the Social Affairs Office (key informant), 4–6 division heads (managerial informants), 8–10 civil servants (ASN), 4–6 contract employees (Non-ASN). Participant recruitment continued until data saturation was achieved, where additional interviews produced no substantial new information.

DISCUSSION

The Role of Performance and Work Motivation in Improving Employee Productivity at the Cirebon Regency Social Services Agency

Research findings show that employees with high job motivation tend to have higher productivity than those with low motivation. This is evident in employees' ability to complete tasks on time, maintain service quality, and fulfill their responsibilities regarding the tasks assigned to them. In carrying out their daily duties, employees of the Cirebon Regency Social Service Agency are required to provide prompt, accurate, and responsive services to the public. Therefore, employee productivity is a key factor in supporting the success of this public organization.

Analysis Based on Mangkunegara's Performance Theory (2017)

According to Mangkunegara (2017), performance refers to the results of an employee's work, in terms of both quality and quantity, in accordance with their assigned duties. Performance indicators include work quality, work quantity, task execution, and responsibility. (Mangkunegara, 2017). Based on an interview with the Head of the Cirebon Regency Social Service Department, most employees have been able to perform their duties in accordance with the organization's operational standards. The Head of the Department stated that employees have demonstrated a high level of responsibility in handling social service administration, managing data on aid recipients, and implementing social welfare programs.

The main informant started:

"Employees at the Cirebon Regency Social Service Office generally fulfill their job responsibilities well. They understand that public service must be delivered promptly and accurately because they are directly related to the needs of the community."

This statement indicates that job responsibilities play a key role in building employee productivity. Employees who understand their duties and responsibilities will find it easier to achieve the organization's goal. In addition, the observation findings indicate that civil servants have better administrative skills than non-civil servants because they have more work experience and a better understanding of the organization's bureaucratic procedures. However, the study also identified several obstacles that affect employee performance. One of these is the high volume of administrative work, which causes delays for some employees in completing reports and providing service.

A non-civil servant informant stated:

"Sometimes we have a lot of work, especially when there are social assistance programs or community data collection efforts. We have to finish the reports quickly, even though we have a limited number of staff."

This indicates that a heavy workload can affect employee performance. According to Mangkunegara's theory, this situation is related to organizational factors that can influence performance outcomes. Additionally, non-civil servant informants noted that task distribution is sometimes uneven, resulting in some employees having a heavier workload than others. Nevertheless, employees generally strive to maintain the quality of service provided to the

public. This indicates a fairly strong organizational commitment to the delivery of public services.

Analysis Based on Abraham Maslow's Theory of Motivation (1958)

This study also draws on Abraham Maslow's hierarchy of needs (1958) to explain how work motivation affects employee productivity. According to Maslow, human needs consist of five levels: physiological, safety, social, esteem, and self-actualization. (Maslow, 1943). Based on the interview results, it was found that employee motivation is influenced by several key factors, such as the work environment, recognition from management, relationships among employees, and opportunities for professional development.

The Head of the Social Service Department of Cirebon Regency stated:

"Employees who feel valued typically have a higher level of motivation. Recognition doesn't always take the form of material rewards; it can also include attention, good communication, and opportunities for growth."

This statement indicates that the need for recognition is one of the key factors in boosting employee motivation. In addition, social needs also influence employee motivation. Based on observations, workplace relationships among employees at the Cirebon regency social service office are quite harmonious. Employees help one another complete their work, especially when there is an increase in workload.

A civil servant stated:

"We usually work together when there are major events or social assistance programs. If an employee is facing difficulties, they are usually helped by other employees."

This collaboration demonstrates that social relationship within an organization influence employee motivation. In addition to social needs and recognition, the need for self-actualization is also an important factor. Some employees stated that they feel motivated when given the opportunity to participate in training or competency development programs.

A non-civil servant informant stated:

"When there are training sessions or professional development activities, we feel more confident in our work and have a better understanding of the tasks assigned to us."

This indicates that competency development can boost employee motivation. The study also found that there are still several factors that reduce employee motivation, such as limited workplace facilities, a heavy workload, and limited opportunities for promotion.

Some non-civil servant employees noted that their employment status sometimes affects their work motivation due to difference in benefits and career development opportunities compared to civil servant employees; nevertheless, the majority of employees continue to demonstrate a fairly strong commitment to performing their duties in serving the public.

Analysis Based on Sedarmayanti's Theory of Productivity (2017)

According to Sedarmayanti (2017, productivity is the ratio of work output to the resources used effectively and efficiently. The results of the study indicate that employee productivity at the Cirebon Regency Social Service Office is influenced by work ability, motivation, the organizational environment, and work systems. Employee productivity is reflected in their ability to complete administrative tasks, implement social programs, collect community data, and coordinate organizational activities.

The department head stated that employee productivity increases when there is good teamwork and support from management in carrying out tasks. In addition, the use of administrative technology also helps improve employee productivity by simplifying data management and report preparation. Research has found that there are still several obstacles affecting employee productivity, such as limited facilities and infrastructure, administrative systems that are sometimes disrupted, and limited human resources.

A civil servant stated:

"Sometimes the administrative system experiences network issues, which slow down work. This significantly affects the services provided to the public."

This indicates that technology is also a key factor in improving employee productivity. Overall, the study shows that employee productivity will increase if an organization is able to create a conducive work environment, provide strong motivation, and support the development of employee competencies.

Factors Supporting and Hindering Efforts to Improve Employee Productivity at the Cirebon Regency Social Services Agency

Supporting Factors

1. Employee Motivation

Research finding indicate that work motivation is a key factor in boosting employee productivity. Employees with high work motivation tend to be more disciplined, responsible, and capable of completing their work effectively. The department head noted that employee motivation can be enhanced through effective communication, recognition, and organizational support. In addition, harmonious workplace relationships are also a crucial factor in boosting employee motivation.

2. A Supportive Work Environment

A comfortable work environment and harmonious working relationships are factors that support employee productivity. Based on observations, employees at the Cirebon regency social services office have fairly good working relationship, which facilities coordination of work. Employees help one another when there is an increased workload or when service activities require teamwork.

3. Leadership Support

Leadership has a significant impact on employee productivity. Leaders who are able to provide guidance, motivation, and recognition to employees will boost their morale. In this study, most employees reported that their leaders were quite open in providing guidance and solutions to work-related challenges.

4. Employee Competency Development

Training and competency development are key factors in improving employees' job performance. Employees who participate in training feel more confident and have a better understanding of their job duties. Competency development programs also help employees adapt to advances in administrative technology.

5. The Use of Administrative Technology

The use of administrative technology helps streamline data management and public service. Digital systems simplify the progresses of reporting, archiving, and managing social assistance information.

Inhibiting Factors

1. Limited Human Resources

The study found that the number of employees is not yet fully commensurate with the workload that needs to be completed. This situation has caused some employees to experience increased work-related stress.

2. High Workload

A heavy workload is one of the main obstacles to employee productivity.

When implementing social assistance programs, employees must complete data collection, verification, and administrative tasks within a relatively short period of time.

3. Limited Facilities and Infrastructure

Limited work facilities, such as computer equipment, and internet connection issues continue to pose challenges in the delivery of administrative service. This has caused some tasks to take longer to complete.

4. Differences in Employment Status

Differences in benefits and development opportunities between civil servants and non-civil servants affect the motivation of some employees. Some non-civil servants feel they face limitations in accessing career development opportunities.

5. Technology Adaptation

Not all employees are able to adapt quickly to changes in digital system. Some employees need additional training to be able to use the administrative system effectively.

The results of this study indicate that job performance and motivation are closely related to employee productivity at the Cirebon Regency Social Service Office. These findings are consistent with Mangkunegara's (2017) theory, which states that performance is influenced by ability and motivation. Furthermore, Maslow's (1958) theory explains that employees' needs are the primary factors driving work motivation. Meanwhile, Sedarmayanti's (2017) theory indicates that work productivity is related to the effectiveness and efficiency of human resource utilization. In the context of public organizations; employee productivity is determined not only by individual competence but is also influenced by organizational environment, leadership, work systems, and workplace support facilities. (Mangkunegara, 2017) (Maslow, 1943) (Sedarmayanti, 2017)

This study shows that improving employee productivity requires integrated organizational strategies, such as enhancing work motivation, developing competencies, strengthening teamwork, and optimizing administrative systems. In addition, the organization must also prioritize employee well-being, equitable distribution of workloads, and improvements to workplace facilities to ensure sustainable increases in employee productivity. Thus, it is concluded that performance and work motivation are the primary factors in enhancing employee productivity at the Cirebon Regency Social Services Agency. Supporting factors such as the work environment, leadership, and competency development need to be continuously strengthened, while inhibiting factors such as limited human resources and work facilities need to be addressed immediately so that the quality of public service can operate more optimally.

CONCLUSION

Based on the results of a study on the role of performance and work motivation in improving employee productivity at the Cirebon Regency Social Service Office, It can be concluded that performance and work motivation are closely linked to increased employee productivity in public organization. Employees with high work motivation tend to perform better, be more disciplined and responsible, and be able to complete their work effectively and efficiently. These factors have a positive impact on the quality of public service provided to the community. Based on Anwar Prabu Mangkunegara's (2017) theory of performance, most employees have been able to carry out their duties in accordance with the organization's responsibilities, although several obstacles remain, such as a heavy workload and limited human resources. Furthermore, based on Abraham Maslow's (1958) theory of motivation, the need for recognition, security, social relationships, and self-actualization are the primary factors influencing employee work motivation. Meanwhile, Sedarmayanti's (2017) theory of productivity indicates that work productivity is influenced by the effectiveness and efficiency of human resource utilization within an organization. The research findings also reveal the presence of both supporting and inhibiting factors in enhancing employee productivity. Supporting factors include employee work motivation, a conducive work environment, leadership support, competency development, and the use of administrative technology. Inhibiting factors include limited human resources, high workloads, inadequate facilities and infrastructure, differences in employment status between civil servants (ASN) and non-civil

servants (Non-ASN), and uneven adaptability to digital technology. overall, improving employee productivity at the Cirebon regency social service office requires sustained efforts through strengthening work motivation, enhancing employee competencies, optimizing work systems, distributing workloads more evenly, and improving service support facilities. In this way, the organization can enhance the effectiveness of public services and optimally achieve its organizational goals.

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