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The Influence of Reward Systems, Talent Management, and Motivation on Public Service Performance

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Abstract: The Influence of Reward Systems, Service Culture and Motivation on Public Service Performance is a scientific literature study article within the scope of the field of Management science. The purpose This study builds a hypothesis of the influence between variables that will be used in further research. Research objects in online libraries, Google Scholar, Mendeley and other academic online media. The research method with the research library comes from e-books and open access e-journals. The results of this study: 1) The Reward System influences Public Service Performance; 2) Service Culture influences Public Service Performance; and 3) Motivation influences Public Service Performance.

Keywords: Public Service Performance, Reward System, Service Culture and Motivation.

INTRODUCTION

Problem Background

Public service refers to activities or a series of activities intended to fulfill the public's needs for goods, services, and/or administrative services in accordance with applicable laws and regulations. The concept of public service encompasses its definition (meeting public needs), objectives (improving public satisfaction, accountability, and legal protection), principles (integrity, fairness, and responsiveness), challenges (the digital divide and persistently low service quality), and potential solutions (technological innovation, public participation, and strengthening service providers' capacities). Public services include the provision of goods, services, or administrative services by the government and other institutions to citizens and residents.

Regarding public services, Article 1, Paragraph (1) of Law of the Republic of Indonesia No. 25 of 2009 concerning Public Services stipulates that public service refers to activities or a series of activities aimed at fulfilling service needs in accordance with applicable laws and regulations for every citizen and resident, including goods, services, and/or administrative services provided by public service providers. Based on this definition, the provision of public services is regulated through government-established regulations, with the primary objective of meeting basic needs and improving public welfare.

Service standards serve as benchmarks for service delivery and references for assessing service quality, representing the obligations and commitments of service providers to the public to ensure services that are high-quality, fast, accessible, affordable, and well-organized. The enactment of Law No. 25 of 2009 concerning Public Services provides guidance for all service providers, including state institutions, state-owned enterprises (SOEs), regionally owned enterprises (ROEs), state-owned legal entities, private organizations, and individuals, to deliver standardized services that comply with established service standard components.

Every public service provider is required to fulfill 14 standard service components, as follows: (1) legal basis, referring to the laws and regulations governing service delivery; (2) requirements, referring to the conditions that must be met when applying for a particular type of service, including technical and administrative requirements; (3) systems, mechanisms, and procedures, referring to standardized service procedures for providers and recipients, including complaint-handling procedures; (4) completion time, referring to the period required to complete all service processes for each type of service; (5) costs or tariffs, referring to the fees charged to service recipients for obtaining services from providers, with the amounts determined based on agreements between providers and the public; (6) service products, referring to the outcomes provided and received in accordance with established provisions; (7) facilities, infrastructure, and/or amenities, referring to the equipment and facilities required for service delivery, including those intended for vulnerable groups; (8) implementing personnel competence, referring to the knowledge, expertise, skills, and experience required of service personnel; (9) internal supervision, referring to controls exercised by work-unit leaders or the direct supervisors of service personnel; (10) complaint handling, suggestions, and feedback, referring to the procedures for managing complaints and following them up; (11) number of personnel, referring to the availability of personnel in accordance with the workload; (12) service assurance, which guarantees that services are delivered in accordance with established service standards; (13) service security and safety assurance, representing a commitment to providing a sense of security and freedom from hazards, risks, and uncertainty; and (14) performance evaluation, referring to assessments conducted to determine the extent to which service activities comply with established service standards. Relevant articles are needed to strengthen the theoretical foundation of the research, understand the relationships and effects among variables, and establish a basis for the hypotheses to be tested.

This study examines the influence of reward systems, talent management, and motivation on public service performance within the field of management.

Based on this background, the purpose of this article is to develop hypotheses for subsequent research by formulating the following:

1. The influence of reward systems on public service performance.
2. The influence of talent management on public service performance.
3. The influence of motivation on public service performance.

METHOD

This literature review employs library research and the Systematic Literature Review (SLR) method. The analysis is conducted qualitatively using sources obtained from Google Scholar, Mendeley, and other online academic applications.

SLR is a systematic process for identifying, evaluating, and interpreting all relevant research evidence to provide answers to specific research questions. In qualitative analysis, a literature review must be conducted consistently with the methodological assumptions employed, as these assumptions provide an essential foundation for developing an in-depth understanding of the topic under investigation. One reason for conducting qualitative analysis is the exploratory nature of the research (Ali & Limakrisna, 2013).

RESULTS AND DISCUSSION

Based on the background, objectives, and methods described above, the research findings presented in this article are as follows.

Public Service Performance

In the context of public organizations, public service performance refers to the quality of service outputs and outcomes experienced by users or citizens throughout the service delivery process provided by the bureaucracy. It can be assessed through several aspects, including procedural reliability, speed or responsiveness, assurance and competence, empathy, and compliance with standard operating procedures (SOPs). In other words, public service performance represents the extent to which a public organization successfully translates its resources, systems, and personnel behavior into consistent, reliable, and publicly valuable service experiences for citizens. This definition aligns with recent developments in the literature, which emphasize both a citizen-centered perspective and managerial accountability in the public sector for maintaining service quality (OECD, 2025).

Conceptually, service performance is often assessed using a service quality framework that evaluates perceived service performance from the perspective of service recipients. Cross-sectoral research in recent years has demonstrated that modern service performance measurement has shifted from merely assessing procedural compliance toward focusing on measurable and comparable user experiences. A recent meta-analysis emphasizes that service quality or performance measurement should explicitly incorporate dimensions relevant to the specific context and demonstrate strong relationships with satisfaction, loyalty, and service usage behavior (Biscaia, 2023).

In the public sector, service performance concerns not only how services are delivered but also the extent to which they address the diverse needs of citizens. The public sector performance management literature conceptualizes public service performance as an outcome generated through a combination of human resource capabilities, managerial practices, organizational culture and service climate, and process capacity, including service digitalization. This approach emphasizes that appropriate managerial practices, such as fair reward systems, coaching, and leadership role modeling, contribute to service performance through frontline personnel behavior (O'Flynn & Hasnain, in *Managing for Public Service Performance*, 2021).

The measurement of public service performance has also increasingly incorporated citizen satisfaction indicators as proxies for service outcomes. Studies on survey methods for assessing citizen satisfaction emphasize the importance of designing authentic, unbiased instruments that focus on users' service experiences (An & Lee, 2024). This approach is consistent with OECD recommendations that public administrations redesign their performance metrics from the users' perspective, incorporating real-time feedback, feedback loops, and the integration of process metrics, such as waiting times and completion rates, with outcome metrics, such as citizen satisfaction and trust (OECD, 2025). Therefore, service performance is measured not only through internal metrics but also through the perceptions and experiences of those receiving the services.

Reward Systems

A reward system is a set of organizational policies, practices, and mechanisms for designing, providing, and managing work-related rewards, both financial (salaries, allowances, and performance incentives) and non-financial (recognition, development opportunities, job security, flexibility, and meaningful work), in a fair and transparent manner aligned with organizational strategic objectives and individual or group performance (Armstrong & Taylor, 2020). Conceptually, modern reward systems are understood through the concept of *total rewards*, which combines transactional components, such as direct compensation and benefits,

with relational components, such as career development, work experience, organizational culture and climate, and recognition. These components are designed to improve employee attraction, retention, motivation, and performance (WorldatWork, 2021). Accordingly, the focus extends beyond the amount of remuneration to the design of an incentive structure that encourages behaviors valued by the organization and its stakeholders.

In contemporary human resource management (HRM) literature, an effective reward system requires three core principles: fairness and equity, procedural clarity and transparency, and a clear link between rewards and performance. First, internal and external equity ensures that reward structures are consistent across positions and organizational units while remaining competitive within the labor market. Perceived fairness has been shown to correlate with organizational commitment, employee engagement, and service behavior (Armstrong & Taylor, 2020). Second, procedural transparency, including clear criteria, accountable evaluation processes, and regular feedback, reduces ambiguity and conflicts arising from differing perceptions (Perry & Christensen, 2020). Third, *line of sight* connects rewards to relevant performance indicators, enabling employees to understand which behaviors and outcomes are valued and why. Recent evidence from the public sector indicates that a clear alignment between objectives and rewards can improve both in-role and extra-role behavior (Kim, Vandenabeele, & Taylor, 2023).

In this study, the dimensions or indicators of the reward system are defined as a set of financial and non-financial reward policies and practices that are fair, transparent, and performance-oriented, designed to strengthen public-value-oriented service behavior among Hajj and Umrah service personnel. This definition positions rewards not merely as final compensation but as a managerial instrument for directing employee behavior in accordance with strategic service priorities, including reliability, responsiveness, assurance, empathy, SOP compliance, and digital performance. On this basis, the reward system is expected to enhance public service motivation and, in turn, improve service performance in a measurable and consistent manner across service locations, ultimately contributing to pilgrim satisfaction (Armstrong & Taylor, 2020; WorldatWork, 2021; Perry & Christensen, 2020; Kim, Vandenabeele, & Taylor, 2023; Bakker & Demerouti, 2023).

Talent Management

Talent management is defined by Silzer and Dowell (2010) as the integration of human resource planning, leadership development, and performance management to ensure organizational continuity. Cappelli (2008) describes talent management as an effort to balance the supply of and demand for talented human resources. Organizations, institutions, and companies must remain flexible in developing talent to meet both short-term and long-term needs. Talent management indicators are specific measures used to assess talent management processes, including attracting, developing, retaining, and managing talented employees, to ensure their effective implementation within an organization.

Talent management has been extensively examined by previous researchers, including Michaels et al. (2001), Collings and Mellahi (2009), and Berger and Berger (2011). Talent management can be reflected in an organization's ability to recruit, develop, and retain high-quality employees. These aspects can be used to measure the effectiveness of talent management in an organization, including its ability to attract top talent, develop employee competencies, and manage talent performance.

Motivation

Public service motivation (PSM) refers to the internal drive that leads individuals to choose, sustain, and direct their work efforts toward benefiting society and realizing public values, beyond merely pursuing personal or organizational interests (Perry & Christensen,

2020). Traditionally, this construct has been understood through four psychological dimensions: attraction to public service, commitment to public values, compassion, and self-sacrifice. These dimensions have subsequently been adapted across cultural contexts through global public service motivation scales (Kim, Vandenabeele, & Taylor, 2023). Essentially, public service motivation explains why public sector employees are willing to invest their energy, time, and competencies in delivering valuable services to citizens, including when work demands increase or material rewards are limited.

From a theoretical perspective, public service motivation is closely related to prosocial motivation, which refers to the desire to benefit others. However, public service motivation specifically emphasizes public values, such as justice, order, and the public good, as well as the institutional objectives of the public sector (Christensen & Wright, 2020). Within the framework of Social Exchange Theory, fair and meaningful treatment, such as transparent reward systems and recognition of service-oriented behavior, can encourage positive reciprocity in the form of increased public service motivation. This motivation subsequently manifests in greater effort, persistence, and proactive service behavior (Armstrong & Taylor, 2020). Meanwhile, service climate research positions public service motivation as a psychological mechanism that translates service norms and expectations into consistent day-to-day operational behavior (Schneider, Ehrhart, & Macey, 2021).

Conceptually, public service motivation must be distinguished from job satisfaction and organizational commitment. Public service motivation centers on social objectives and public values as sources of work-related energy. It may increase even when material satisfaction is not the dominant factor, provided that employees perceive their work as contributing to the public interest (Perry & Christensen, 2020). Recent research also indicates that public service motivation underpins in-role behaviors, such as procedural accuracy and punctuality, as well as extra-role behaviors, including initiative, empathy, and helping behavior, which are relevant to service quality (Kim, Vandenabeele, & Taylor, 2023). Thus, public service motivation is not merely an expression of good intentions but a source of motivational energy that can be stimulated, directed, and sustained through appropriate managerial practices.

Regarding operationalization, recent studies recommend using concise, cross-culturally validated public service motivation scales, such as the Global Public Service Motivation Scale (Kim et al., 2013), whose conceptual interpretation has been further discussed in recent reviews (Kim, Vandenabeele, & Taylor, 2023). In the context of digitalized public services, public service motivation items may be expanded to include indicators linking public values with data-driven behavior. Its role as a mediator can then be examined within the inner model of Partial Least Squares Structural Equation Modeling (PLS-SEM) through bootstrapping of indirect effects.

Review of Relevant Articles

Based on the theoretical review, this literature review examines relevant articles, analyzes the relationships and effects among variables, and develops a conceptual framework for the proposed research.

Table 1. Results of Relevant Previous Studies

No.	Author(s) (Year)	Previous Research Findings	Similarities with This Article	Differences from This Article
1	Wijaya et al. (2020)	Examined the influence of technology adoption on employee performance in the banking sector. The results showed that technology adoption had a positive and	Focused on technology adoption as a factor influencing employee performance.	This study adds work culture as a mediating variable and integrates it with training, motivation, and innovation variables in

		significant effect on improving performance.		the context of an insurance company.
2	Supriyanto and Rahman (2021)	Investigated the impact of training on employee performance in a financial services company. The results indicated that training contributed significantly to improved performance.	Used training as a predictor of employee performance in the financial services sector.	This study combines training with technology adoption, motivation, and innovation, with work culture serving as a mediating variable.
3	Hidayat and Permana (2022)	Analyzed the relationship between work motivation and employee performance in a government institution. Intrinsic motivation was found to have a stronger influence than extrinsic motivation.	Positioned motivation as an important variable in improving employee performance.	This study combines motivation with other variables and examines the mediating effect of work culture in the context of a private insurance company.
4	Rahmawati et al. (2019)	Examined the role of innovation in improving employee performance in the manufacturing industry. Both process and product innovation were found to significantly improve performance.	Used innovation as a determinant of organizational performance.	This study examines innovation in the insurance services sector and integrates it with technology adoption, training, and motivation, with work culture serving as a mediating variable.
5	Gunawan and Santoso (2023)	Investigated the mediating effect of organizational culture on the relationship between leadership and employee performance in a telecommunications company. Work culture was found to strengthen the influence of leadership.	Positioned work culture as a moderating variable influencing employee performance.	This study examines the mediating effect of work culture on four independent variables simultaneously: technology adoption, training, motivation, and innovation, in an insurance company.
6	Pratama and Wibowo (2021)	Examined the relationship between digital technology adoption, motivation, and employee performance in startups. Both variables had positive effects, with a significant interaction effect.	Examined the combined influence of technology adoption and motivation on employee performance.	This study adds training and innovation variables and examines the mediating effect of work culture in the context of a more established insurance company.
7	Nuraini et al. (2022)	Investigated the effects of training and innovation on employee performance in the education sector. The interaction between the two variables resulted in greater performance improvements.	Analyzed the combination of training and innovation as predictors of employee performance.	This study integrates training and innovation with technology adoption and motivation, with work culture serving as a mediating variable in an insurance company.
8	Hartono and Putra (2020)	Examined the impact of work culture on employee performance in an insurance company. Work culture was found to have a direct effect on performance.	Both studies examine the insurance company context and the role of work culture.	This study positions work culture as a mediating variable rather than as the main independent variable alongside four other predictors.

Discussion

Based on the theoretical review, this literature review discusses relevant articles, analyzes the relationships and effects among variables, and develops a conceptual framework for the proposed research.

Based on the research findings, this article discusses relevant studies, analyzes the relationships and effects among variables, and develops a conceptual framework for the proposed research.

The Influence of Reward Systems on Public Service Performance

Theoretically, a reward system that is fair, transparent, and clearly linked to service indicators (*line of sight*) increases employees' sense of appreciation and reciprocal obligation, thereby encouraging public service motivation (Armstrong & Taylor, 2020).

H1: Reward systems have a positive effect on public service performance.

Improvements in employee performance can be achieved when management focuses on competency development by designing and implementing training, education, and career development programs. These efforts will be more effective when aligned with organizational needs, the challenges of the digitalization era, and employees' individual potential.

The Influence of Talent Management on Employee Performance

Talent management serves to identify, develop, and retain employees with high potential so that they can make optimal contributions to achieving organizational goals. One of its primary functions is to ensure that employees are assigned to positions that match their competencies.

Effective talent management can improve employee performance by providing recognition, clear development pathways, and career certainty. In addition, talent management encourages innovation and creativity while strengthening organizational competitiveness in the era of globalization and digitalization. To improve employee performance through talent management, organizations, institutions, and companies can provide development opportunities through training, education, and mentoring, while establishing reward systems and career development pathways that enhance work motivation.

Therefore, talent management has a significant effect on improving both employee performance and overall organizational performance. The influence of talent management on employee performance is consistent with the findings of Syahputra and Syarifuddin (2016) at Telkom University, which indicated that factors such as selection, orientation, training, and talent retention significantly influenced lecturer performance. In addition, a study by Nur (Halimatussyadiah & Sri Suwarsi, 2024) at Bank Negara Indonesia also demonstrated a positive relationship between talent management implementation and improved employee performance. Furthermore, research by Rina Masruroh et al. (2021) emphasized that combining talent management with other practices, such as knowledge management or motivation, strengthens its influence on employee performance.

The Influence of Motivation on Public Service Performance

Recent literature indicates that public service motivation is positively associated with in-role and extra-role behavior, as well as service performance in serving citizens and customers (Kim, Vandenabeele, & Taylor, 2023).

H3: Public service motivation has a positive effect on public service performance.

Through the social exchange mechanism, fair and transparent rewards enhance public service motivation, which subsequently manifests in more reliable, responsive, empathetic, and SOP-compliant service delivery (Armstrong & Taylor, 2020; Kim et al., 2023).

H6: Public service motivation (M) positively mediates the effect of reward systems on service performance (Y).

A strong service culture reinforces public values and meaningful work, stimulates public service motivation, and subsequently promotes service performance (Schneider et al., 2021).

H7: Public service motivation positively mediates the effect of service culture on service performance.

Research Conceptual Framework

Based on the problem formulation, discussion, and relevant previous studies, the conceptual framework of this article is presented in Figure 1 below.

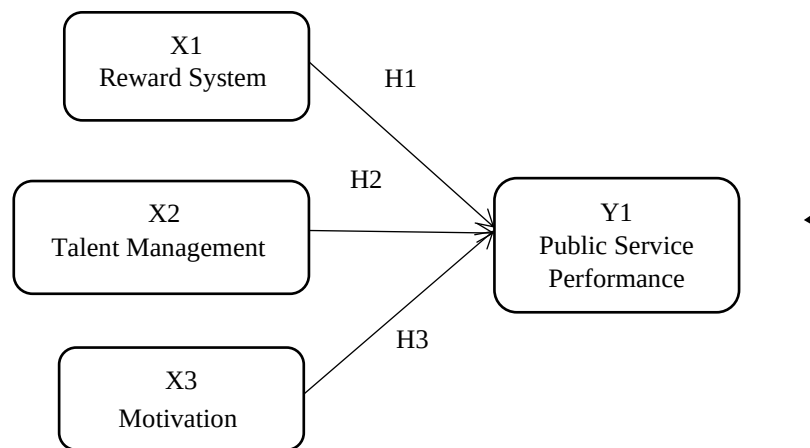


Figure 1: Conceptual Framework

Based on the conceptual framework presented above, reward systems, talent management, and motivation are expected to influence public service performance. In addition to these three exogenous variables that influence public service performance, several other relevant variables and indicators may also be considered, including:

1. Schneider, Ehrhart, and Macey (2021); BPS (2024, 2025): reliability, responsiveness, assurance, empathy, and compliance with standard operating procedures (SOPs).
2. Armstrong and Taylor (2020): fairness and transparency of rewards, linkage to service key performance indicators (KPIs), non-financial recognition, and development opportunities.
3. Kim, Vandenabeele, and Taylor (2023): commitment to public values, compassion, and self-sacrifice.

CONCLUSION AND RECOMMENDATIONS

Conclusion

1. Conceptually, reward systems, talent management, and motivation are each positioned as having a positive influence on public service performance, based on the literature review and the formulation of hypotheses H1–H3.
2. This article employs a qualitative literature review or Systematic Literature Review (SLR) approach to develop hypotheses rather than conduct an empirical study. Therefore, no field data or estimated coefficients are available. Its primary outputs are a conceptual model and a set of hypotheses for future research.
3. Public service performance is defined from a citizen-centered and measurable perspective, incorporating reliability, responsiveness, assurance, empathy, and compliance with SOPs. Accordingly, outcome metrics, such as citizen satisfaction and trust, are recommended to complement process metrics.
4. The reward system is conceptualized as a *total rewards* framework that emphasizes fairness, transparency, and a clear connection to service indicators (*line of sight*) to encourage public-value-oriented service behavior.
5. Talent management focuses on attracting, developing, and retaining talent, as well as ensuring appropriate employee placement. These practices are expected to improve individual and organizational performance.

6. Motivation, particularly public service motivation, is positioned as a driver of in-role and extra-role behaviors relevant to service quality and as a potentially important psychological mechanism within the proposed model.

Theoretical Implications

The proposed model links three human resource management practices—reward systems, talent management, and motivation—to public service outcomes. This theoretical foundation is consistent with service quality and public value frameworks and provides a basis for empirical testing using Partial Least Squares Structural Equation Modeling (PLS-SEM), including direct relationships and potential mediating effects or psychological mechanisms.

Practical Implications: Public Services in the Ministry of Religious Affairs, Particularly Hajj and Umrah Services

1. Design a fair and transparent reward system with a clear *line of sight* to service KPIs, such as waiting times, service completion rates, and pilgrim satisfaction.
2. Develop a talent pipeline through competency-based selection for service roles, structured development programs, and clearly defined career pathways.
3. Implement interventions to strengthen public service motivation through non-financial recognition, frontline employee coaching, and initiatives that reinforce the meaning and purpose of work.

Limitations of the Article

The article has several limitations. First, it does not include empirical data. Second, it does not test the strength of the proposed relationships or potential moderating effects. Third, some of the references used are general in nature and drawn from multiple sectors rather than being specific to the public service context under investigation.

Recommendations for Future Research

1. Employ an empirical quantitative design. Use PLS-SEM or covariance-based structural equation modeling (CB-SEM) to test hypotheses H1–H3. Consider examining motivation as a mediator in the relationships between reward systems and service performance, as well as between talent management and service performance.
2. Operationalize the research variables as follows:
 - a. Public service performance: reliability, responsiveness, assurance, empathy, compliance with SOPs, and citizen outcomes, including satisfaction and trust.
 - b. Reward systems: internal and external equity, transparency of reward criteria, alignment with KPIs, recognition, and development opportunities.
 - c. Talent management: talent acquisition, development, retention, and appropriate employee placement.
 - d. Public service motivation: attraction to public service, commitment to public values, compassion, and self-sacrifice.
3. Include control variables. Consider workload, process digitalization, service climate, and the characteristics of service units.
4. Conduct cross-unit and cross-regional studies. These studies would help assess the generalizability of the proposed model and identify contextual differences across service units and geographical areas.

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