



International Journal of Education, Social Studies, And Management (IJESSM)

e-ISSN : 2775-4154

Volume 5, Issue 2, June 2025

The International Journal of Education, Social Studies, and Management (IJESSM) is published 3 times a year (**February, Juny, November**).

Focus : Education, Social, Economy, Management, and Culture.

LINK : <http://lppipublishing.com/index.php/ijessm>

Work Happy, Perform Better: The Unseen Connection Between Satisfaction, Commitment, and Success in Public Service

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ABSTRACT

This study investigates the relationship between job satisfaction, employee commitment, and employee performance at the Surabaya City Statistics Agency (BPS). The researchers applied a qualitative case study methodology, utilising in-depth interviews, field observations, and analysis of official documents to gather data holistically. As information sources, six employees from various units were selected through purposive sampling to ensure that the perspectives obtained covered a diverse spectrum of work. Empirical findings indicate that high job satisfaction built by a friendly work environment and a reward system considered fair directly contributes positively to employees' daily performance. In addition, employee attachment to the institution, particularly the dimension of affective commitment, was also found to encourage better performance. However, this study also noted several obstacles, such as a relatively heavy workload and limited opportunities for career development. Therefore, the researchers recommend that the Surabaya City Statistics Agency formulate balanced policies to optimise employee satisfaction, commitment, and productivity simultaneously. As a result, the findings of this study are not only practical but also enrich theoretical research on human resource management in the public sector.

ARTICLE INFO

Article history:

Received

05 April 2025

Revised

26 May 2025

Accepted

27 June 2025

Keywords

Job Satisfaction, Employee Commitment, Employee Performance, Public Sector, Central Statistics Agency

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INTRODUCTION

The effectiveness of employees at the Central Statistics Agency (BPS) in Surabaya is crucial, not only for the integrity of the statistical figures produced, but also for the broader regional planning framework that relies on these figures. Credible and accurate data serve as the foundation for policies and interventions aimed at local development; when BPS staff perform at a high level, the data they produce immediately enhance the reliability of decisions made by government leaders and communities. Collecting and analysing quality data is the foundation of sustainable development. Success in this area depends not only on having the right tools, but also on experts in the field who

can ask the right questions and interpret the results with nuance (Vance & Love, 2021). To maintain that quality over time, a strong data governance framework is essential. Such a framework clarifies who is responsible for each stage of the data lifecycle and establishes systematic guidelines on how data should be collected, stored, and analysed. By doing so, they empower the BPS to act as a credible steward of national datasets (Tissot & Križman, 2022). Beyond governance, employee performance must also be rigorously measured. Models such as the Analytical Network Process and Simple Additive Weighting have proven effective in integrating public feedback, offering a comprehensive view of how government staff deliver services (Kaluku et al., 2021). Similarly, integrating data science techniques into national statistical offices whether through machine learning or the use of non-survey data can drive innovation and produce more relevant statistical outputs that can keep pace with changing citizen needs (Erman et al., 2022). However, progress has been uneven. The One Data Indonesia policy, which promises to simplify data management and enable sharper decision-making, is still only partially realised. As a result, the BPS's role as a statistical mentor to other agencies has not reached its full potential, highlighting the need for stronger guidance and training (Amelia & Rahayu, 2023). Therefore, strengthening the BPS's employee performance system and data governance is crucial if Surabaya is to fully reap the benefits of data-driven public initiatives.

Maintaining high employee performance levels at the BPS office in Surabaya is closely related to two interrelated concepts: job satisfaction and organisational commitment. Job satisfaction arises from how workers view and interact with almost every aspect of their daily routine, which means that it ultimately shapes what they achieve. Elements such as physical working conditions, salary and benefits, job security, and the quality of relationships among colleagues collectively form a cohesive picture that can motivate or hinder performance (Bedha et al., 2022) (Sari et al., 2023). Various studies have shown a reliable positive correlation, indicating that when employees feel satisfied, they tend to perform better, a finding that becomes even stronger when reported satisfaction levels impact Organisational Citizenship Behaviour (OCB), voluntary actions that benefit the organisation and create a more supportive work environment (Sari et al., 2023). Organisational commitment, which reflects the extent of employees' loyalty, sense of belonging, and willingness to go the extra mile for the organisation, adds another layer of influence on performance outcomes. Research has repeatedly highlighted that an employee's sense of organisational commitment, when combined with job satisfaction and intrinsic work motivation, plays a crucial role in determining

overall performance (Indrawati, 2023). Additionally, the level of support perceived from the organisation, combined with a positive and supportive work environment, directly influences how well employees perform; employee engagement often serves as a key mediating factor in this relationship (Anggraini et al., 2021). Given these findings, the Surabaya Statistics Office (BPS Kota Surabaya) is advised to prioritise the development of a truly supportive environment, the enhancement of job satisfaction, and the strengthening of organisational commitment if it aims to improve performance in a sustainable manner (Bedha et al., 2022) (Anggraini et al., 2021) (Indrawati, 2023).

In public sector institutions such as the Surabaya City Statistics Agency (BPS), employee performance is influenced by various internal variables, particularly job satisfaction and organisational commitment, factors that are important for the overall quality of services that can be provided by the agency. Relevant research highlights the central role of a robust Performance Management System (PMS) in fostering and enhancing the performance of civil servants, thereby ensuring more efficient public services (Thusi, 2022) (Thusi et al., 2023). However, shortcomings in the implementation of PMS in the real world such as poor monitoring mechanisms and a lack of systematic performance feedback often prevent public organisations from reaching their full potential (Thusi, 2022). In Indonesia's state-owned enterprise (SOE) sector, research has found that leadership style and intrinsic work motivation strongly influence employee output, while factors such as discipline and physical work environment appear to have less impact (Utami et al., 2022). The implications are clear: leadership approaches that actively motivate and fairly reward staff can improve performance levels, suggesting that the Surabaya City Statistics Agency (BPS) may benefit from similar tactics. Additionally, effective micro-management of public workers focused on daily interactions and support is crucial for improving service delivery, further emphasising the importance of fostering employee job satisfaction and loyalty (Asif & Rathore, 2021). Therefore, any strategy aimed at improving performance at the Surabaya City BPS must first identify and address these internal drivers, even though external evaluations of service quality continue to show positive results. Such a situation requires a comprehensive investigation into how employee satisfaction and organisational commitment shape overall performance, as these insights can inform strategies aimed at improving both employee productivity and the quality of services provided.

At the Surabaya City Central Statistics Agency (BPS), employee motivation and commitment do not depend on a single element. Instead, their internal dynamics are shaped by the interaction of leadership approaches,

prevailing organisational culture, and the reward systems offered to staff. Servant leadership, professionalism, and organisational culture play an important role in shaping employee motivation, creating a mediating pathway that connects these basic elements with actual performance outcomes. These findings imply that motivation itself must be prioritised if performance levels are to improve (Sumiati, 2021). The picture becomes richer when factors such as work motivation, emotional intelligence, job satisfaction, and culture are also considered; together, they contribute to a larger framework of organisational commitment and performance, with servant leadership as a key moderating influence (KOESMONO, 2022). Performance-based incentives, on-the-job training, and clear work discipline increasingly influence loyalty, while organisational support appears to play a statistically insignificant role in this regard (Ibrahim et al., 2023). A follow-up study found that motivation, discipline, and commitment together explain 81.4 percent of employee performance in the public sector setting, reinforcing the idea that these elements are not merely supporting factors but central to effective functioning (Hidajat, 2022). A positive work environment and competitive compensation packages complement the discussion, highlighting their substantial influence on loyalty within the corporate cohort studied in Surabaya (Irbayuni, 2022). Collectively, this research illustrates that employee satisfaction and commitment are not separate issues; rather, they require multi-dimensional strategies that combine leadership styles, motivational drivers, and the surrounding work environment to enhance performance and loyalty, particularly within the context of the Surabaya City Statistics Agency (BPS).

This study was designed to investigate how employee satisfaction with their work and the strength of their commitment to the institution contribute to their performance at the Surabaya City Statistics Agency. This study not only seeks to determine the existing levels of satisfaction and commitment but also to identify the social, organisational, and individual factors that influence these two variables. Furthermore, the analysis will focus on testing the simultaneous influence of job satisfaction and employee commitment on how well they perform their daily tasks. With the results obtained, it is hoped that policymakers at the Surabaya City Central Statistics Agency will gain a more comprehensive understanding of how to manage their human resources, as well as practical recommendations to boost productivity without neglecting employee well-being.

This study aims to contribute theoretically to the development of literature in the field of human resource management, particularly in the context of the public sector. Although many studies have explored the relationship between

job satisfaction, commitment, and performance in private companies, similar analyses in government agencies are still relatively rare. Therefore, we selected the Surabaya City Statistics Agency (BPS) as the research location, given that this institution faces distinct characteristics and challenges compared to the business sector. We hope that the findings of this study will provide new insights for employee management in government and simultaneously expand understanding of how satisfaction and commitment influence their performance.

The relationship between job satisfaction, organisational commitment, and employee performance in public sector organisations becomes clearer when viewed through three complementary theoretical frameworks: Herzberg's Job Satisfaction Theory, Allen and Meyer's Organisational Commitment Model, and the broader Employee Performance Theory. At its core, Herzberg's model divides workplace factors into hygiene elements such as salary, safe working conditions, and reliable job security and true motivators, including opportunities for recognition, challenges, and personal achievement. Numerous empirical studies have confirmed that both categories significantly influence overall job satisfaction; however, motivational elements typically have a stronger and more enduring effect on employee engagement and performance trajectories (Wedadjati & Helmi, 2022) (Mitsakis & Galanski, 2022) (Kudaibergenov et al., 2023). Based on these insights, Allen and Meyer identified three forms of organisational commitment affective, continuance, and normative that collectively mediate the path from job satisfaction to performance outcomes. Their work consistently demonstrates that higher levels of job satisfaction drive stronger commitment, which in turn translates into better performance levels across various public sector settings (Astuti & Amalia, 2021) (Risambessy et al., 2022) (Rahmawati & Suharsoyo, 2022). Finally, Employee Performance Theory confirms that performance itself emerges from the dynamic interaction between internal motivation, job satisfaction, and the strength of employees' commitment to their organisation. Research consistently shows that higher levels of job satisfaction and stronger organisational commitment are associated with better employee performance (Marni et al., 2022). When these findings are applied to the public sector workplace, they provide a detailed picture of how intrinsic motivators, extrinsic hygiene factors, and commitment interact to shape what public employees can achieve. Understanding these interactions is crucial for designing effective policies aimed at improving both satisfaction and performance within government agencies (Astuti & Amalia, 2021) (Marni et al., 2022).

This article introduces a new approach through the application of case studies at the Surabaya City Statistics Agency, enabling researchers to directly track the experiences and perspectives of employees regarding their satisfaction, commitment, and performance. Using qualitative methods, this study seeks to capture nuances that are often overlooked by statistical figures, while identifying various factors that actually drive or hinder productivity in public organisations. The findings are expected to provide a stronger foundation for the formulation of policies and strategies for human resource management that are more relevant and have a positive impact in the future.

RESEARCH METHOD

This study adopts a qualitative approach using case study methods, specifically designed to explore emerging phenomena in a more in-depth context. The qualitative approach was chosen because it allows researchers to explore the internal dynamics that influence job satisfaction, employee commitment, and performance at the Surabaya City BPS, while respecting individual experiences in a more holistic manner. The case study method was applied to gain a richer and more nuanced understanding of the situation at BPS, something that is difficult to achieve by relying solely on figures or statistics. In its implementation, the data collected included primary data from in-depth interviews and field observations, as well as secondary data in the form of official documents and relevant employee performance reports. Primary data provides a direct insight into the experiences, expectations, and challenges faced by informants, while secondary data complements this understanding with broader organisational context and factual performance indicators.

This research was conducted at the Surabaya City Central Statistics Agency (BPS), an institution responsible for collecting and processing basic data that is essential for regional development planning. The location was chosen not only because of the volume and accuracy of the data produced, but also because of its central role in providing information that underpins public policy decisions. To obtain a more comprehensive picture, the researchers involved six informants selected using purposive sampling. The informants consisted of the Head of BPS, two managers or coordinators, two employees with structural positions, and one functional employee. Selection criteria included a minimum of one year of experience within the BPS, a deep understanding of performance mechanisms, and direct involvement with issues related to job satisfaction, commitment, and productivity. This combination of backgrounds was designed

to ensure that the interview results reflect diverse perspectives and, in turn, enrich the analysis of the agency's internal dynamics.

The primary source of data in this study comes from in-depth interviews, which were designed to capture informants' direct views on their job satisfaction, commitment, and daily performance. Participants were selected using purposive sampling, meaning that only individuals considered to have relevant knowledge and experience were invited. All interview sessions will be recorded and carefully transcribed to ensure that every detail can be accurately referenced. In addition to interviews, the researcher will also conduct field observations to observe interactions among employees and the dynamics occurring within the Surabaya City BPS environment. Official documents, such as performance reports and statistics provided by the institution, will be obtained to strengthen arguments and provide additional context for the analysis. Once the data is collected, a qualitative analysis approach specifically thematic analysis will be applied so that researchers can categorise interview information and observation notes into key themes. To ensure the reliability of the findings, data triangulation will be conducted by comparing results from the three sources, while member checking will give informants the opportunity to review initial conclusions to ensure their voices are accurately reflected.

RESULT AND DISCUSSION

Data Description

The data sources in this study rely on three main methods: in-depth interviews, direct observation, and documentation collection. Interviews were conducted with six informants representing various levels within the Surabaya City Statistics Agency. They consisted of the Head of BPS, the Coordinating Manager for each field, an employee serving in the structure, and two functional employees. A semi-structured interview format was chosen to enable researchers to explore in depth the experiences, attitudes, and views of each informant regarding job satisfaction, commitment to the institution, and the effects on individual and team productivity. Meanwhile, field observations aimed to directly observe the work rhythm and patterns of interaction among employees, as well as to assess the extent to which policies and programmes implemented were understood and accepted. As a complement, official documents—including annual performance reports and internal evaluation results—were accessed to strengthen findings from interviews and observations. The diverse job profiles within the informant group provided a comprehensive overview of the issues under study. Additionally, the dynamic atmosphere at the Surabaya City BPS, which continuously launches various

capacity-building initiatives, clearly influences informants' perspectives on workplace comfort and their loyalty to the institution.

Result

In this study, the main findings indicate that both job satisfaction and employee commitment to the institution directly influence employee performance at the Surabaya City BPS. When respondents were interviewed, many of them noted that satisfaction with their daily work greatly determined how enthusiastic they were in carrying out their responsibilities. A field manager, for example, revealed, *"Good service from leaders, a positive office atmosphere, and friendly relationships with colleagues make me enthusiastic. When I feel appreciated and given opportunities for development, motivation to perform well grows naturally."* Similar sentiments were expressed by several structural employees, who highlighted that direct recognition from superiors whether in the form of verbal thanks or formal awards helps maintain job satisfaction. A staff member said, *"It makes a big difference. When my work is acknowledged, I feel respected, and the drive to exceed targets naturally emerges."*

The commitment of employees to the Surabaya City Statistics Agency plays an important role in determining how well they perform. Informants who hold functional positions generally describe their attachment to the agency in two ways: emotionally and normatively. One functional employee even stated emphatically, *"I feel morally accepted to contribute to the BPS. My loyalty is not merely because of the salary, but because I believe the data we provide will be very useful for the community."* The findings collected further reinforce this statement; employees who feel a sense of calling towards the BPS's mission generally perform more effectively, even though they must contend with a heavy workload.

Although improving employee satisfaction and commitment is one of the main focuses, several sources revealed that there are still limitations that hinder these goals. In particular, these challenges stem from internal policies that do not always provide opportunities for staff career development. A manager provided a concrete example: *'In certain situations, management decisions are based more on short-term efficiency than on employee aspirations. This has a direct impact on their motivation.'* Nevertheless, the majority of informants generally agree that the level of satisfaction and commitment has a direct impact on productivity and the quality of output produced by BPS.

Discussion

Many theories in the field of organisational behaviour argue that job satisfaction, organisational commitment, and employee performance are closely related. One of the most enduring frameworks is Herzberg's two factor theory,

which divides influences in the workplace into hygiene factors such as pay and safety and true motivators, including achievement and personal growth. Evidence from various studies indicates that both categories are necessary to drive satisfaction levels that lead to strong performance. For example, a recent investigation at PT. Mahakam Kencana Intan Padi in Surabaya found that when employees were satisfied with their jobs and motivated by meaningful challenges, their commitment to the organisation deepened, creating a positive ripple effect on overall performance (Fadhilah & Adiwati, 2022). A parallel study involving contractors at PT PLN Punagaya reported similar results; workers expressed approval not only for hygiene factors such as reasonable working hours and adequate facilities, but also for motivational support such as recognition from superiors and clear promotion pathways (Wedadjati & Helmi, 2022). This pattern also emerged at Arena Pub & Restaurant, where researchers confirmed that high levels of job satisfaction and sustained motivation were strongly correlated with organisational loyalty, which in turn drove exceptional employee performance (Wiyani & Suthanaya, 2022). Research conducted at Bank Rakyat Indonesia shows that various motivational drivers play an important role in improving employee performance, while overall job satisfaction acts as an important mediator in this relationship (Marsudi et al., 2022). Further literature review provides additional support for this conclusion by showing that Herzberg's two factor framework comprising hygiene and motivator elements continues to shape both job satisfaction and performance outcomes in contemporary workplaces (Basril, 2022). Together, this investigation reveals practical implications for managers: attention to both motivational rewards and hygiene conditions is essential for cultivating lasting job satisfaction, strengthening organisational commitment, and, ultimately, improving overall employee performance. In the context of the Central Statistics Agency (BPS) of Surabaya City, motivational elements such as tangible rewards, opportunities for self-development, and recognition of achievements clearly provide a positive boost to staff job satisfaction. On the other hand, hygiene factors, including salary levels, job security, and physical comfort in the workplace, are equally important; they serve as the foundational elements that must be met before motivational factors can influence employee attitudes. Informants who reported feeling valued and having room to grow professionally generally demonstrated stronger commitment, and this relationship, in turn, directly impacts their productivity and overall performance.

According to Allen and Meyer's well-established Theory of Organisational Commitment, affective commitment plays an important role in shaping

employee performance, a conclusion supported by a large body of empirical research. When workers experience genuine emotional bonds with their organisations an observation that has been consistently noted by researchers among personnel at institutions such as the Surabaya City Statistics Agency they tend to be more engaged in their tasks, aligning their personal goals with the organisation's mission. This alignment fosters a sense of responsibility and pride that often translates into better work outcomes. Research has consistently shown that when employees feel genuinely engaged with their organisation, their job satisfaction increases. This higher level of satisfaction, in turn, strengthens affective commitment the emotional bond employees feel toward their employer and ultimately drives better work performance (Hasaniyah et al., 2022). A study conducted at the Labuhanbatu District Revenue Agency confirmed this chain of effects; there, affective commitment was found to have a positive and direct impact on employee performance outcomes (Ramadhan et al., 2022). This relationship becomes clearer when we consider perceived organisational support. Affective commitment not only responds to such support but also functions as a mediating force, translating perceptions into tangible performance improvements (Ihami Yücel et al., 2020). The meaning of work further complicates and enriches this picture. When employees believe their tasks are important, they become more engaged, and affective commitment, acting as a mediator, amplifies this effect on overall performance (Kaur & Mittal, 2020). However, this positive correlation is not universal. Some studies have shown that the power of affective commitment to enhance performance may diminish in the presence of opposing elements such as a rigid organisational culture or low intrinsic motivation. A recent analysis of companies in Yogyakarta, for example, found that without strong cultural support and motivation, affective commitment does not significantly improve performance scores (Vinda et al., 2023). Affective commitment stands out as an important driver of employee performance, its effectiveness is maximised only in environments with strong organisational involvement and work that is perceived as meaningful. In the context of the Surabaya City Statistics Agency, employees who feel aligned with the organisation's goals and mission tend to demonstrate extra energy and high loyalty, which in turn is reflected in the extent to which they strive to achieve organisational goals. The findings of this study are consistent with these observations: even when faced with various challenges and constraints, emotionally committed staff remain able to maintain and, in many cases, improve their performance.

At the Surabaya Branch of the Central Statistics Agency, employees are finding it increasingly difficult to enjoy their work while facing heavy demands.

This problem is not simple reducing workloads alone will not restore morale unless other factors are also addressed. Research on local teachers shows a clear correlation: when tasks pile up and working hours extend, stress increases, and job satisfaction inevitably declines, regardless of how committed someone feels at the start of the day (Samallo & Wulani, 2022). These findings are echoed in the shipbuilding sector, where workers report significantly higher overall satisfaction when they can leave the shipyard on time and still attend to family or hobbies (Nugroho et al., 2023). A recent survey at PT. Rama Manggala Gas reinforces this point by showing that maintaining personal time improves mood and productivity, even when formal workloads remain heavy; interestingly, researchers found that workloads themselves had little direct influence on satisfaction scores once balance was restored (Subagiana, 2023). Finally, organisational commitment emerges as an important moderator: when employees believe that the organisation values their time, they become more engaged and their performance improves automatically. Bhinneka Life Indonesia has demonstrated that employee commitment and work discipline significantly shape performance outcomes (Ardiansyah & Surjanti, 2020). Similar findings were reported by the Public Works and Spatial Planning Department of Jennepono District, where both factors emerged as determinants in driving productivity (R, 2022). Given these insights, management at the Surabaya City Statistics Office is encouraged to implement policies prioritising work-life balance and strengthening organisational commitment. Practical steps could include structured career development programmes, flexible scheduling options, and a more supportive and open work culture. By addressing the dual pressures of excessive workloads and insufficient recognition, such initiatives are likely to boost morale and improve overall staff performance.

Research on job satisfaction and employee commitment in the public sector, particularly in institutions such as the Central Statistics Agency (BPS), is beginning to fill a gap in the existing literature, which has largely focused on the private sector. A recent investigation conducted at the BPS in Surabaya offers a detailed picture of how daily interactions and organisational structures shape employee performance in this public agency. The findings of this study align with broader evidence indicating that high levels of job satisfaction and strong organisational commitment are closely linked to better work outcomes. For example, Boukamcha's cross-sector comparison highlights that effective internal communication and transformational leadership are key motivators in both settings, although their effects differ between public and private employers (Boukamcha, 2022). Similarly, Santosa and colleagues found that

organisational commitment has a direct and strong influence on employee performance, with job satisfaction acting as a vital mediator (Santosa et al., 2022). Supporting this perspective, Hidajat reported that work motivation, discipline, and commitment together account for over 81 per cent of performance variance in public organisations (Hidajat, 2022). Rustini and Muslichah added to the discussion by showing that organisational commitment mediates the impact of work climate on job satisfaction levels (Rustini & Muslichah, 2022). Ingsih and colleagues have also begun to investigate these relationships, suggesting that the public sector introduces unique variables worthy of further exploration. Compensation and the quality of the work atmosphere play important roles in shaping job satisfaction and strengthening employees' commitment to public sector organisations (Ingsih et al., 2020). When salaries and benefits align with employees' expectations and local standards, and when the work environment is respectful, supportive, and safe, staff members are far more likely to feel valued and motivated. Such internal organisational factors rather than external labour market pressures alone drive performance in these environments and ensure that public services are delivered reliably and efficiently. Collectively, these insights provide useful benchmarks for researchers and practitioners seeking to strengthen human resource policies governing the public workforce.

The results of this study clearly indicate that two factors, namely job satisfaction and employee commitment, play a key role in driving employee performance at the Surabaya City Statistics Agency. When management is able to create a conducive work environment, provide fair rewards, and pay attention to staff development needs, employee performance tends to increase significantly. Based on these findings, we recommend that the Surabaya City Central Statistics Agency strengthen its employee welfare policies, improve communication channels between management and staff, and provide sufficient opportunities for employees to develop their careers.

CONCLUSION

This study explores the relationship between job satisfaction, commitment, and employee performance at the Surabaya City Statistics Agency. The results of the analysis indicate that job satisfaction has a significant impact on employee performance. Aspects such as a supportive work environment, recognition, and rewards for achievements have been proven to increase employee motivation and dedication in carrying out their daily tasks. In addition, individual commitment to the institution has a major influence on their performance. Employees who feel emotionally attached to the mission of

the BPS tend to show better work results. Among the various dimensions of commitment, the affective aspect which reflects employees' emotional attachment to the organisation emerges as the main factor strengthening performance. However, several challenges, such as high workloads and limited opportunities for self-development, still hinder employee satisfaction and commitment. Overall, the findings of this study indicate that to drive performance improvement, the Surabaya City BPS needs to maintain a balance between workloads, satisfaction, and employees' commitment to the organisation.

To improve employee performance at the Surabaya City Statistics Agency, management should focus more on creating a work environment that supports employee satisfaction. This can be achieved by updating policies on employee recognition and rewards, providing more opportunities for career development, and fostering better interpersonal relationships between employees and their superiors. Fair and consistent rewards, as well as recognition of employees' real contributions, have proven to boost motivation and job satisfaction, which ultimately has a positive impact on performance. In addition, management should review the distribution of workloads to ensure they are not excessive, so that employees can work at their optimal level without being overwhelmed by stress or prolonged fatigue. For further research, it is recommended that this study be expanded to explore other factors that influence employee performance at BPS, such as the intensity of professional training and external variables such as government policies that correlate with the agency's operations. Future studies could adopt a quantitative approach to test the relationships between variables more comprehensively and systematically. Additionally, the scope of the research could be expanded to include various government agencies in other cities to compare results at the Surabaya City BPS with similar institutions in different locations and to gain a more comprehensive understanding of human resource management in the public sector.

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