

# The Influence of Organizational Culture and Work Motivation on Employee Performance

Safrida<sup>1\*</sup>, Mulyana Machmud<sup>2</sup>, Mirna<sup>3</sup>, Muhammad Ishak Ilham<sup>4</sup>

<sup>1</sup>Institut Ilmu Sosial dan Bisnis Andi Sapada, Indonesia

<sup>2</sup> Institut Ilmu Sosial dan Bisnis Andi Sapada, Indonesia

<sup>3</sup> Institut Ilmu Sosial dan Bisnis Andi Sapada, Indonesia

<sup>4</sup>Institut Ilmu Sosial dan Bisnis Andi Sapada, Indonesia

\*Correspondence email: [syafalda168@gmail.com](mailto:syafalda168@gmail.com)

## ARTICLE INFO

### Article history:

Received : 3 July 2025

Accepted : 21 July 2025

Available : 31 July 2025

### Keywords:

Organizational Culture, Work  
Motivation Employed Performance

## ABSTRACT

This study aims to analyze the influence of organizational culture and work motivation on employee performance within public service institutions. Organizational culture and work motivation are two essential factors that can drive employee productivity, especially in service delivery to the public. This research employs a qualitative approach using a case study method. Data were collected through in-depth interviews and direct observation of employees. Data were analyzed thematically through the processes of data reduction, data presentation, and conclusion drawing. The findings indicate that a positive organizational culture—such as openness, collaboration, and responsibility—enhances employee work motivation. Strong motivation, both intrinsic and extrinsic, plays a crucial role in improving performance, particularly in service efficiency and community satisfaction. A combination of supportive organizational culture and high work motivation significantly contributes to improved employee performance in the public sector.



By Authors

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

## 1. INTRODUCTION

Public service is one of the main indicators of bureaucratic success in meeting societal needs. Along with increasing demands for transparency, speed, and accountability, government institutions are expected to deliver high-quality services. Behind the success of public service delivery lies the strategic role of human resources (HR) as the key actors in policy

implementation. Therefore, improving employee performance has become a top priority in bureaucratic reform.

However, enhancing employee performance is not merely a matter of technical skill development or achieving administrative targets. The work environment, shared organizational values, and internal drive of employees play a crucial role in shaping productive work behavior. In this regard, organizational culture and work motivation are two key factors that interact and significantly influence employee performance (Nurlina et al., 2021).

Organizational culture reflects the system of values, norms, and work habits that evolve within an institution. A positive and adaptive culture can foster a conducive work climate, strengthen team solidarity, and enhance employee loyalty to the organization. When organizational values are well understood and consistently practiced by all employees, collective performance tends to improve. Conversely, a weak organizational culture may hinder workflow, lower motivation, and even trigger internal conflict. This view aligns with (Tilawah et al., 2024), who state that organizational culture directly contributes to employee performance in public sector organizations.

In addition to culture, work motivation is an essential factor that drives employees' enthusiasm and dedication to their tasks. Work motivation can be intrinsic—such as personal satisfaction, sense of responsibility, and pride in one's work—or extrinsic, including financial incentives, recognition, and career advancement opportunities. High motivation can enhance productivity, creativity, and resilience under work pressure. Found that both intrinsic and extrinsic motivation have a significant impact on improving employee performance (Hasanah et al., 2025).

Unfortunately, most previous studies examined organizational culture and work motivation separately and used quantitative approaches. This leaves a gap in understanding how these two variables interact contextually, especially within local government agencies. The Department of Population and Civil Registration (Dukcapil) of Parepare City is one such agency that faces complex challenges in human resource management. The transition to digital service systems demands a shift in work culture, yet not all employees have been able to adapt effectively. Weak coordination, fluctuating work enthusiasm, and the lack of internalized organizational values suggest the need for a more holistic approach to managing performance.

In this context, the present study is essential in exploring how organizational culture and work motivation influence employee performance.

By using a qualitative approach, the research aims to gain a more comprehensive understanding of internal organizational dynamics and the factors shaping employee performance—particularly in public services that directly engage with the community. This study is based on the notion that strengthening organizational culture and enhancing work motivation are fundamental strategies in achieving sustainable employee performance

## **2. LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture is a fundamental element in shaping behavior, attitudes, and social interactions within an institution. According to Robbins and Judge (2021), organizational culture is a system of shared meaning held by members that distinguishes one organization from another. It shapes the collective perception of values, norms, and expectations that direct how individuals behave within the workplace.

Organizational culture fosters emotional stability, enhances employee commitment, and promotes synergy among team members in achieving organizational goals. A culture that is adaptive to change, open to innovation, and service-oriented can encourage employees to be more productive and loyal to the organization (Tilawah et al., 2024)

Common indicators used to measure organizational culture, as noted by (Tilawah et al., 2024), include:

- a. Shared work values and norms
- b. Internal communication
- c. Supportive leadership
- d. Employee involvement
- e. Flexibility and adaptability to change
- f. Commitment to the organization's vision and mission

Organizations that consistently instill these values tend to build a healthy work environment that enhances employee performance.

## Work Motivation

Work motivation refers to the internal and external drives that influence an individual's enthusiasm and consistency in performing work. Classifies work motivation into two categories: intrinsic motivators such as achievement, responsibility, and personal growth; and extrinsic motivators such as salary, recognition, and working conditions (Robbins et al., 2019).

Motivation plays a key role in generating work enthusiasm, persistence, and job satisfaction, all of which contribute to improved employee effectiveness. Found that high levels of both intrinsic and extrinsic motivation positively influence the performance of public sector employees (Hasanah et al., 2025).

The commonly used indicators for work motivation include:

- a. Intrinsic motivation: sense of responsibility, achievement, job satisfaction, and self-development
- b. Extrinsic motivation: salary, benefits, recognition, job security, and promotion opportunities

## Employee Performance

Employee performance refers to the outcomes achieved by individuals in carrying out their job responsibilities. Performance as the result of work, both in quality and quantity, achieved by employees in carrying out their duties based on the responsibilities assigned to them (Pratama et al., 2022).

Employee performance is not only determined by technical ability but also influenced by psychological and environmental factors such as organizational culture and motivation. Employees working within a healthy organizational culture and with strong motivation tend to demonstrate more consistent and innovative performance (Firmansyah et al., 2023).

Common indicators used to assess employee performance include:

- a. Quantity of work (output volume)
- b. Quality of work (accuracy and precision)
- c. Timeliness in completing tasks
- d. Attendance and discipline

- e. Adaptability to change
- f. Initiative and responsibility in completing tasks

### **3. METHODS**

This study employs a qualitative descriptive approach using a case study technique. The research was conducted at the Department of Population and Civil Registration (Dinas Kependudukan dan Pencatatan Sipil) in Parepare City. Informants were selected purposively, consisting of 8 employees: 2 structural officials, 3 service staff, and 3 administrative staff.

Data collection techniques included in-depth interviews, direct observation of service activities, and a review of internal organizational documents. Data validity was tested using source and technique triangulation. Data analysis was conducted thematically through the stages of data reduction, data presentation, and conclusion drawing.

### **4. RESULTS AND DISCUSSION**

#### **Organizational Culture and Employee Performance**

In many public service institutions, organizational culture often exists more as a formality and is not fully embedded in employees' daily work behavior. This is also observed at Disdukcapil, where values such as discipline, excellent service, and teamwork are stated in official documents but are not always consistently implemented. Some employees tend to work routinely without internalizing the core values of the organization.

Employees working in an environment with a strong, participative culture tend to be more proactive, disciplined, and responsible. On the other hand, employees in a weak cultural environment are more likely to be apathetic, arrive late, and work less accurately.

This supports the findings of (Tilawah et al., 2024), who found that an adaptive and collaborative work culture significantly improves accountability and service speed. Tilawah et al. (2024) also emphasize that work cultures promoting communication, openness, and responsibility are key to better employee performance.

#### **Work Motivation and Employee Performance**

Field observations show that employee motivation at institutions like Disdukcapil varies widely. Employees with high intrinsic motivation, such as

pride in helping the public or personal satisfaction from service success, tend to have more stable performance and stronger organizational loyalty. In contrast, when motivation depends solely on extrinsic factors such as incentives or promotions, performance tends to fluctuate and decrease when such rewards are lacking.

Some employees show strong work enthusiasm even with increased workloads, as long as they feel appreciated by their superiors and have opportunities to grow. However, others experience a decline in performance due to perceived unfairness in promotion or incentive systems.

These findings align with (Hasanah et al., 2025), who state that a balanced combination of intrinsic and extrinsic motivation significantly improves performance in the public sector.

### **Influence of Organizational Culture and Work Motivation on Employee Performance**

When a positive organizational culture is combined with high work motivation, employee performance tends to improve significantly. In the field, this synergy is evident in solid work teams that actively communicate and share a collective spirit to complete tasks. These employees work with full awareness of shared goals, not just based on orders from supervisors.

In contrast, when organizational culture is weak and motivation is low, performance becomes inconsistent. Service slows down, employees become passive, and public satisfaction declines.

This is in line with (Firmansyah et al., 2023), who found that synergy between organizational culture and work motivation contributes to job satisfaction and sustainable performance improvement. Darmawati et al. (2021) also emphasized that both factors reinforce each other and must be managed together to build an excellent public institution.

## **5. CONCLUSION**

This study concludes that organizational culture and work motivation have a significant influence on employee performance, particularly within public service institutions such as the Department of Population and Civil Registration (Disdukcapil) in Parepare City. An adaptive, open, and collaborative organizational culture contributes to shaping positive work behavior, enhancing discipline, and strengthening employees' sense of responsibility in carrying out their duties.

Meanwhile, work motivation—both intrinsic (from within the employee) and extrinsic (from external factors)—proves to be a key driver in determining the quality and consistency of performance. Employees who feel appreciated, have opportunities for development, and receive recognition for their work tend to demonstrate higher work enthusiasm, stronger organizational loyalty, and perseverance in completing tasks.

The relationship between organizational culture and work motivation is mutually reinforcing. When both are present simultaneously and managed effectively by leadership, employee performance improves significantly in terms of quantity, quality, and service timeliness. Conversely, weaknesses in organizational culture or low motivation can hinder the achievement of public service targets.

Therefore, in order to achieve optimal and sustainable employee performance, government agencies must strengthen organizational culture in a tangible and consistent manner, while also developing a fair, transparent, and human resource-oriented motivation system.

## 6. REFERENCES

- Firmansyah, I., Rijanto, R., & Pitri, T. (2023). Impact of Organizational Culture and Discipline on Employee Performance: A Study of Cooperative Members. *Culture*, 4(2).
- Hasanah, M., Tulhusnah, L., & Fandiyanto, R. (2025). Pengaruh Kualitas Sdm, Budaya Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Karyawan Non Asn Di UPT Puskesmas Mangaran. *Jurnal Mahasiswa Entrepreneurship (JME)*, 3(3), 529–543.
- Nurlina, N., Safrida, S., Musmulyadi, M., & Burhan, B. (2021). Gaya kepemimpinan dan motivasi mempengaruhi kinerja pegawai. *Journal Of Administration and Educational Management (ALIGNMENT)*, 4(1), 1–7.
- Pratama, J. H., Aprianto, R., Fitria, F., & Suwarno, S. (2022). Pengaruh Komunikasi Terhadap Kinerja Pegawai dengan Disiplin Kerja Sebagai Variabel Intervening. *MAMEN: Jurnal Manajemen*, 1(4), 517–526.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational behaviour by pearson 18e*. Pearson Education India.
- Tilawah, T., Manafe, L. A., & Zebua, M. (2024). Analisis Motivasi Kerja dan Budaya Organisasi dalam Meningkatkan Kinerja Karyawan CV. Sumber

Jaya Springs Gresik. *J-CEKI: Jurnal Cendekia Ilmiah*, 3(5), 5388-5402.