

## THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND PUBLIC SERVICE MOTIVATION ON EMPLOYEE PERFORMANCE

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### **Abstract**

*This study aims to analyze the influence of organizational culture and service motivation on employee performance. The data obtained shows that a strong organizational culture can increase employee productivity by up to 35%, by creating a work environment that supports collaboration, innovation, and commitment. Service motivation has been shown to contribute significantly to employee efficiency, with performance increases of up to 40%. In this case, intrinsic and extrinsic motivation play an important role in motivating employees to provide the best service. This study also emphasizes the importance of collaboration between organizational culture and service motivation in influencing employee performance. The results of the study show that the synergy between a good organizational culture and high service motivation can improve overall employee performance. Therefore, organizations need to pay attention to these three factors in an integrated manner to achieve optimal performance. By strengthening organizational culture, increasing service motivation, and motivating employees, organizations can support the achievement of goals and optimize employee performance. This study provides an important contribution in providing a deeper understanding of the factors that influence employee performance and how organizations can create a supportive environment to achieve successful long-term goals.*

**Keywords:** Organizational Culture, Motivation, Officer.

### **INTRODUCTION**

Employee performance is one of the key factors that determine the success of an organization, whether in the public or private sector (Usman et al., 2023). Organizational success heavily relies on the ability of human resources (HR) to effectively and efficiently achieve the set targets. Employee performance not only reflects the individual's ability to carry out their tasks and responsibilities but also serves as an indicator of how well the organization can mobilize and manage its resources to achieve its goals (Fauzi et al., 2022). In management literature, various studies have shown that employee performance is influenced by many variables, including organizational culture and service motivation. These variables play an important role in creating a supportive work environment, motivating employees to perform better, and rewarding their contributions (Rizqi & Nabila, 2022).

Organizational culture is one of the foundational elements in determining the behaviors, values, and norms adopted by organizational members. A strong culture can create a conducive work environment where employees feel valued and supported to give their best performance (Wisuda Putri & Astuti, 2022). In this context, organizational values serve as guidelines that help employees understand what is expected of them and how they should contribute to the organization's goals (Nurlina et al., 2021). For example, organizations with a work culture that emphasizes collaboration and innovation tend to have more productive employees compared to organizations that pay less attention to their internal culture.

In addition to organizational culture, public service motivation is also a key factor, particularly in government and nonprofit organizations (Zulkarnain, 2021). Public service motivation refers to the intrinsic drive that employees have to provide high-quality service for the benefit of society. Employees with high public service motivation tend to have a strong moral sense of responsibility in carrying out their duties. This is highly relevant in public organizations such as the Corruption Eradication Commission (KPK), where moral values and integrity are inseparable from daily activities (Nurhayati et al., 2024). A strong motivation can encourage employees to work harder, exceed expectations, and demonstrate a high level of commitment to their responsibilities (Fitri & Aedy, 2024).

The relationship between organizational culture and public service motivation on employee performance shows that both factors have a significant influence in improving productivity and work quality. Organizational culture that supports collaboration, innovation, and commitment can create a conducive work environment, strengthen employees' sense of responsibility, and motivate them to work better. Meanwhile, high public service motivation, both intrinsic and extrinsic, drives employees to provide the best service to the public. With strong motivation, employees feel more appreciated and are motivated to improve their performance. These two factors interact and reinforce each other, forming a synergy that can drive overall employee performance improvement. Therefore, a good organizational culture and high public service motivation are crucial in creating optimal employee performance, as well as supporting the achievement of organizational goals and public satisfaction (Rasyid & Tanjung, 2020). Employees who feel appreciated for their contributions tend to be more loyal to the organization and motivated to deliver better work results (Sarman Sinaga, 2020). Injustice in the system can diminish work enthusiasm and lead to dissatisfaction, negatively affecting both individual and organizational performance.

Although organizational culture and public service motivation significantly influence employee performance, they also become determining factors that strengthen or weaken this relationship (Arya Garin Nugraha et al., 2024). This suggests that organizational culture and service motivation play a strategic role in improving employee performance, but their effectiveness is greatly influenced by other factors

that can strengthen or weaken these relationships, such as leadership, communication, and a conducive work environment (Rizqi Shohibul Khotami & M. Reza Saputra, 2024).

In the context of public organizations, the relationship between organizational culture and public service motivation is highly relevant, given the importance of building a work environment that supports employee performance. A strong organizational culture can encourage the creation of positive values, while public service motivation serves as the main driver in increasing employees' dedication to performing their duties optimally (Setiawan & Fauzi, 2019). The relationship between organizational culture and public service motivation on employee performance reflects how organizational values and internal motivations to serve can synergistically enhance work effectiveness. When the organizational culture is supportive and public service motivation is strong, employee performance tends to improve significantly (Azizie et al., 2024).

This study aims to explore the influence of organizational culture and public service motivation on employee performance. Through this approach, the research is expected to contribute to the development of human resource management theory and serve as a reference for organizations to improve the effectiveness of their employee management strategies. Thus, this research is not only relevant for public organizations but also for the private sector, which seeks to enhance performance through value-based management approaches.

## **RESEARCH METHOD**

This study uses a qualitative method with a literature review approach to analyze the influence of organizational culture and public service motivation on employee performance. Data was collected from relevant literature sources, such as scholarly journals, academic books, and research reports published in the last 10 years. The analysis was conducted by reducing the data, grouping the findings based on the research variables, and comparing the results from various studies to identify patterns, differences, and research gaps. This review aims to synthesize relevant concepts and empirical findings to build a comprehensive theoretical understanding of the relationship between the research variables.

## **RESULT AND DISCUSSION**

The research results show that organizational culture and public service motivation have a significant impact on employee performance. The data reveals that a strong organizational culture can create a work environment that supports productivity and innovation. For example, research on organizations with a collaborative work culture showed a 35% improvement in employee performance compared to organizations with a less adaptive culture (Jufrizen & Khairani, 2020). Organizational culture that reflects values such as integrity, commitment, and trust serves as a foundation that helps employees feel more motivated and comfortable in performing

their tasks. This is supported by qualitative data indicating that 85% of respondents feel that a conducive work culture significantly affects their satisfaction and productivity levels (Hasan & Martono, 2024).

Furthermore, high public service motivation has been shown to boost employee enthusiasm in providing the best service to customers or the community. Motivated employees tend to have higher dedication, which positively impacts the organization's overall performance outcomes. A fair and competitive organizational culture also plays a crucial role in supporting performance. When employees feel valued both financially and non-financially, their loyalty to the organization increases, minimizing turnover rates. Therefore, the synergy between a good organizational culture and optimal public service motivation becomes a key element in creating productive and high-performing human resources.

Public service motivation is also found to have a positive relationship with employee performance. Quantitative data shows that employees with high motivation report up to a 40% increase in efficiency compared to those with low motivation (Mulyadi, 2021). This motivation is often driven by intrinsic factors such as the satisfaction of providing the best service and extrinsic factors such as recognition from superiors. For instance, policies that reward individual achievements through formal awards can boost employee morale by up to 30% within six months, as recorded in the annual performance reports of the research organization (Niam & Syah, 2019).

The study also shows that employees who feel valued by the organization tend to show higher loyalty and better productivity. For example, a recognition system implemented in the form of awards for outstanding employees not only boosts individual motivation but also creates a positive competitive culture in the workplace. Additionally, high public service motivation strengthens the relationship between employees and customers, thus improving the quality of services provided. Therefore, creating a work environment that supports both intrinsic and extrinsic motivation is essential for driving optimal employee performance.

In addition, compensation factors play a crucial role in supporting employee performance. Providing adequate compensation, both financial (such as salary, bonuses, and incentives) and non-financial (such as training and recognition), has a significant impact on performance. Higher financial compensation has been reported to increase employee productivity, while non-financial compensation, such as career development opportunities, enhances employee loyalty. Overall, this study emphasizes that a strong organizational culture and high public service motivation, combined with appropriate compensation, strengthen employee performance and support the achievement of organizational goals (Sularsih et al., 2023).

In summary, the results of this study affirm that all variables not only have a direct impact on employee performance but also enhance the positive influence of organizational culture and public service motivation on employee performance.

Improvements in employee performance are often influenced by the relationship between external and internal factors, the rewards received, and opportunities for career development. Organizations that instill a strong work culture, whether collaborative, innovative, or results-oriented, tend to experience significant performance improvements. Furthermore, fair treatment and rewards given according to individual achievements can strengthen employees' commitment to the organization's goals. Several further studies indicate that employees who feel valued and are given opportunities for growth demonstrate higher productivity and are more likely to remain loyal to their organization.

## CONCLUSION

The conclusion of this study indicates that organizational culture and public service motivation have a significant impact on employee performance. A strong and supportive organizational culture, with values such as integrity, commitment, and trust, can create a productive and innovative work environment, which in turn enhances employee performance. High public service motivation has also been proven to encourage employees to provide the best service, contributing to higher efficiency and productivity. Therefore, it is essential to pay attention to these elements in a balanced manner to support employee development and achieve optimal results.

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