



The influence of organizational culture, organizational commitment, and work motivation on the performance of employees at the communication, informatics, cryptography and statistics service of erang regency

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| Article Info | ABSTRACT |
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| <p>Article history:</p> <p>Received Dec 5, 2025 Revised Dec 20, 2025 Accepted Dec 30, 2025</p> <hr/> <p>Keywords:</p> <p>Employees Performance; Organizational Commitment; Organizational Culture; Work Motivation.</p> | <p>This study looks at how organizational culture, organizational commitment, and work motivation affect employee performance at the Communication, Informatics, Cryptography, and Statistics Office in Serang Regency. The research used a quantitative method with a survey to gather real data from employees. There were 69 participants, which covered all the employees in the office. Information was collected through questionnaires that measured how employees felt about organizational culture, their commitment to the organization, their motivation at work, and their performance. These questionnaires used a Likert scale to rate responses. The data was analyzed using multiple linear regression to see how much each factor influenced employee performance individually and together. Before testing the hypotheses, the data was checked for validity and reliability to make sure it was accurate and consistent. The results showed that organizational culture, organizational commitment, and work motivation all have a positive and significant impact on employee performance when considered together. This means that improving these three areas can help boost the quality and effectiveness of how employees perform. The R^2 value of 0.65 shows that 65% of the changes in employee performance can be explained by these three factors, while the other 35% is due to factors not covered in this study. These results show that building a strong organizational culture, increasing employee commitment, and improving motivation are important strategies for improving performance in public sector organizations.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p> |



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1. INTRODUCTION

Human resources are a key part of a strategy that helps public organizations succeed in providing good, efficient, and lasting services. In government institutions, workers are not just people who follow rules; they are also important in making sure that the way the government works is professional, responsible, and meets the needs of people as they change over time. Because of this, managing human resources needs to be done in a planned and smart way to make sure the organization works as well as it can. How well someone does their job shows how well they can do

their tasks effectively and in a good way, according to the standards and goals of the organization. According to Widodo (2010:10), performance comes from the mix of what a person is good at, how motivated they are, and the chances they get from the work environment. This means that performance isn't just about having good skills, but also about things like how they feel and the way the organization is set up, which influence how they act.

Inside the organization, things like the culture, how committed people are, and their motivation have a big effect on performance. A strong culture means people share the same values and ways of doing things, which helps guide their actions. When people are committed, they care more about the organization's goals and are more responsible. Motivation makes people work harder, take the initiative, and stay focused on reaching their targets. All of these factors work together to improve how well employees perform and help public sector organizations work better (Alfarizi, 2020).

Organizational culture influences how employees act and feel about their work. Torang (2019:106) describes organizational culture as a set of values and habits that are practiced regularly and guide how people in the organization behave. Sutrisno (2019:2) also highlights that organizational culture is a system of values and rules that everyone agrees on, and it helps people decide what to do and how to solve problems in the organization. But if organizational culture isn't properly managed, it can cause issues like poor creativity, mistakes at work, weak teamwork, and difficulty in adapting to changes.

Empirical observations from the Serang Regency Communication, Informatics, Cryptography, and Statistics Office show that the implementation of organizational culture is not yet very strong. Some employees are still hesitant to take the lead, do not pay close attention to their work, and tend to work more on their own rather than together with others. This situation could make it harder to reach the organization's goals if not handled properly. Edgar Schein (2019:25) says that when employees are actively involved in shaping the culture through talking, giving feedback, and participating, it can make the work environment stronger and improve how well the organization performs.

Along with organizational culture, organizational commitment is also a key factor that affects employee performance. Luthans (2017:5) describes organizational commitment as a person's emotional connection to the organization that makes them want to stay and work hard. Sutrisno et al. (2018:6) say that commitment is built from a person's trust, willingness, and connection to the organization's goals. However, at the Serang Regency Communication, Informatics, Cryptography, and Statistics Office, there are still signs of weak emotional, normative, and continuance commitment, as seen in low loyalty and lack of work initiative.

Another key factor is work motivation, which greatly affects how well employees perform. Siagian (2021:5) explains that motivation is what drives people to use their abilities, energy, and time to reach the organization's targets. Abraham, as cited by Mangkunegara (2020:12), points out that motivation comes from within, as people try to meet their personal needs. When basic needs like safety, support, respect, and personal growth are not met, work motivation goes down, leading to lower productivity and poorer work quality.

The lack of motivation and poor work discipline at the Serang Regency Communication, Informatics, Cryptography, and Statistics Office is shown through changes in employee attendance. The attendance data from 2022 to 2024 shows that even though the overall attendance is fairly high, there are still regular cases of being absent, taking time off, and being sick every month. This situation causes delays in morning roll calls and late finish times. The 2022-2024 attendance data serves as empirical evidence to support the existence of motivation and work discipline issues within the organization. Patterns of absenteeism, leave, and sickness recorded on a recurring monthly basis indicate fluctuations in employee commitment and compliance with working regulations. In this study, attendance data are translated into research indicators by operationalizing work discipline through measurable aspects such as attendance consistency, punctuality in morning roll calls, and compliance with official working hours. These indicators are then integrated into the questionnaire

items to quantitatively assess employees' motivation and discipline levels and their influence on organizational performance outcomes.

To clarify the relationship between empirical phenomena, organizational problems, and strategic solutions, a summary of actual conditions. Interrelated organizational phenomena and issues impact employee performance. Fluctuating attendance indicates low discipline, which hinders work, while a less innovative organizational culture discourages employees from taking initiative. Weak commitment and work motivation also reduce loyalty and productivity. This situation has implications for overall employee performance. Therefore, integrated strategic solutions are needed, ranging from strengthening attendance systems, developing culture and leadership, improving welfare, to reinforcing SOPs and strengthening teamwork.

Findings empirical This in line with results study previously. Soetjipto (2020) found that culture organization influential significant to performance employees. Alfarisi (2022) shows that commitment organization influential positive to performance, while Gelma (2019:11) proves that that motivation Work participate determine level performance employees. Although thus, research that tests in a way simultaneous influence culture organization, commitment organization and motivation work in context organization device area Still relatively limited, especially to the Department of Communication, Informatics, Cryptography and Statistics Regency Serang.

Based on description said, research This aim for analyze influence culture organization, commitment organization and motivation Work to performance employees of the Communication, Informatics, Cryptography and Statistics Service Regency Serang. Research results expected give contribution theoretical for development study management source Power man sector public as well as contribution practical as base formulation policy improvement performance employee in a way sustainable.

2. RESEARCH METHOD

This study uses a quantitative method to look at how organizational culture, organizational commitment, and work motivation affect employee performance at the Communication, Informatics, Cryptography, and Statistics Office in Serang Regency. The research happened between March and August 2025 and included all 69 employees, which made a census sampling method the right choice to get full and complete data. A structured questionnaire was used to collect the main data, which was made based on existing theories and past studies. The questionnaire used a five-point Likert scale to measure how people felt about each variable, making the responses clear and easy to measure (Sugiyono, 2021).

Before starting the analysis, the research tools were checked for validity and reliability. Validity tests showed that each question in the questionnaire was measuring what it was supposed to. Reliability was checked using Cronbach's Alpha, which showed that the questions were consistent. The data was analyzed using IBM SPSS. First, descriptive statistics were used to understand the basic features of the respondents and how the variables were spread out. Then, classical assumption tests such as normality, multicollinearity, and heteroscedasticity were done to make sure the data was suitable for regression analysis. Hypothesis testing was done using multiple linear regression. A t-test was used to see how each of the three factors (organizational culture, organizational commitment, and work motivation) individually affected employee performance. An F-test was used to check how all three factors together influenced performance. The adjusted R^2 value was used to find out how well the independent variables explained the changes in employee performance. This method helps build a strong and credible research base for understanding the factors that influence employee performance in the public sector.

Data was collected through a survey using a Likert-scale questionnaire to measure people's views on organizational culture, organizational commitment, work motivation, and employee performance. The data was analyzed using IBM SPSS with validity and reliability tests, classical assumption tests, and multiple linear regression. Hypothesis testing was done with a t-test to check individual effects and an F-test to check overall effects at a 5% significance level. The adjusted R^2 was also used to see how well the model explains the changes in the main outcome variable

3. RESULTS AND DISCUSSIONS

Results

Respondent Characteristics

The results of the study showed that respondents were dominated by male employees as many as 43 people (62.3%), while female respondents numbered 26 people (37.7%). Based on age groups, the majority of respondents were in the 26–30 years age range, namely 26 people (37.7%), followed by the 31–35 years age group as many as 15 people (21.7%), respondents aged over 40 years as many as 13 people (18.8%), the 20–25 years age group as many as 8 people (11.6%), and respondents aged 36–40 years as many as 7 people (10.1%).

In terms of their last level of education, the majority of respondents had a tertiary education background, namely Bachelor's (S1) and Postgraduate (S2) as many as 45 people (65.5%). Meanwhile, respondents with high school education/equivalent numbered 18 people (26.0%), Diploma (D3) education as many as 4 people (5.6%), and junior high school and elementary school education as many as 1 person each (1.45%). The distribution of respondent characteristics shows that the research objects are dominated by productive age employees with relatively high levels of education, so it is considered representative to describe the condition of human resources in the Communication, Informatics, Cryptography, and Statistics Office of Serang Regency.

Table 3. Respondent characteristics

| Parameter | Category | Frequency | Percentage (%) |
|-----------------|--------------------|-----------|----------------|
| Gender | Male | 43 | 62.3 |
| | Female | 26 | 37.7 |
| Age (years) | 20–25 | 8 | 11.6 |
| | 26–30 | 26 | 37.7 |
| | 31–35 | 15 | 21.7 |
| | 36–40 | 7 | 10.1 |
| | > 40 | 13 | 18.8 |
| | Elementary School | 1 | 1.45 |
| Education Level | Junior High School | 1 | 1.45 |
| | Senior High School | 18 | 26.0 |
| | Diploma (D3) | 4 | 5.6 |
| | Bachelor (S1) | 35 | 51.0 |
| | Master (S2) | 10 | 14.5 |
| Total | | 69 | 100 |

Source: Personal Data, 2025

Validity and Reliability Test

Validity and reliability testing were conducted to ensure that the research instrument was suitable for measuring organizational culture, organizational commitment, work motivation, and employee performance. The validity test was conducted on 69 respondents at a 5% significance level using the Pearson Product Moment correlation. The table r value used was 0.235. The test results showed that all statement items in each variable had a calculated r value greater than the table r, so all items were declared valid and suitable for use in further analysis.

Table 4. Validity test results

| Variable | Number of Items | Range of r-count | r-table | Result |
|---------------------------------------------|-----------------|------------------|---------|--------|
| Organizational Culture (X ₁) | 15 | 0.351 – 0.693 | 0.235 | Valid |
| Organizational Commitment (X ₂) | 12 | 0.488 – 0.674 | 0.235 | Valid |
| Work Motivation (X ₃) | 13 | 0.586 – 0.750 | 0.235 | Valid |
| Employee Performance (Y) | 16 | 0.278 – 0.709 | 0.235 | Valid |

Source: SPSS Output

Reliability testing was done using the Cronbach's Alpha method to check how consistent the questions in the tool are. The results showed that all the variables had Cronbach's Alpha scores higher than 0.60, which means the tool is reliable. Because of this, all the research tools were

considered valid and reliable, and they can be used to look at how different factors relate to each other in the research model.

Table 5. Reliability test results

| Variable | Cronbach's Alpha | Threshold | Result |
|---------------------------------------------|------------------|-----------|----------|
| Organizational Culture (X ₁) | 0.802 | > 0.60 | Reliable |
| Organizational Commitment (X ₂) | 0.830 | > 0.60 | Reliable |
| Work Motivation (X ₃) | 0.909 | > 0.60 | Reliable |
| Employee Performance (Y) | 0.818 | > 0.60 | Reliable |

Source: SPSS Output

Regression Results

Table 6. Regression results

| Variable | B | Std. Error | Beta | t-value | Sig. |
|---------------------------------------------|-------|------------|-------|---------|-------|
| Constant | 2,154 | 6,247 | – | 0.345 | 0.731 |
| Organizational Culture (X ₁) | 0.535 | 0.067 | 0.572 | 7,945 | 0.000 |
| Organizational Commitment (X ₂) | 0.403 | 0.070 | 0.417 | 5,724 | 0.000 |
| Work Motivation (X ₃) | 0.289 | 0.042 | 0.497 | 6,847 | 0.000 |

Source: SPSS Output

The results from the multiple linear regression analysis show that organizational culture, organizational commitment, and work motivation all have a positive and important effect on employee performance. A constant value of 2.154 means that even when organizational culture, organizational commitment, and work motivation stay the same, employee performance still stays at a positive level. The regression coefficient for organizational culture is 0.535, which means that for every one unit increase in organizational culture, there is a 0.535 unit increase in employee performance, as long as the other variables stay the same. This shows that having strong organizational culture, including its values, norms, and practices, is very important for improving employee performance.

Organizational commitment also has a positive and important effect on employee performance, with a regression coefficient of 0.403 and a significance level of 0.000. This means that as employees become more committed to the organization – whether because of emotional attachment, duty, or desire to stay their performance improves. Work motivation also has a strong impact, with a regression coefficient of 0.289 and a significance level of 0.000. This suggests that employees who are highly motivated tend to show more enthusiasm, take more initiative, and be more productive in their work. Looking at the standardized beta coefficients, organizational culture has the strongest influence on employee performance ($\beta = 0.572$), followed by work motivation ($\beta = 0.497$) and organizational commitment ($\beta = 0.417$). This means that improving organizational culture is the most important step in boosting employee performance compared to the other variables. Overall, the regression results show that organizational culture, organizational commitment, and work motivation all work together to positively and significantly influence employee performance. Therefore, continually improving these three factors is very important for better organizational performance.

Coefficient of Determination and Hypothesis Testing

In regression analysis, the model's ability to explain variations in the dependent variable can be seen through the Adjusted R Square value, which shows the proportion of variations in employee performance that can be explained by the variables of organizational culture, organizational commitment, and work motivation.

Table 7. Coefficient of determination result

| Model | R | R Square | Adjusted R Square | Std. Error |
|-------|-------|----------|-------------------|------------|
| 1 | 0.816 | 0.666 | 0.651 | 2,423 |

Source: SPSS Output

The analysis shows an Adjusted R Square of 0.651, meaning that 65.1% of the changes in employee performance are connected to organizational culture, organizational commitment, and work motivation. The remaining 34.9% of the changes are due to other factors not included in this study, such as leadership style, work environment, reward systems, and personal traits. This suggests the model explains a large portion of the performance variation. To check how much each factor affects performance, hypothesis testing was done using t-test and F-test at a 5% significance level ($\alpha = 0.05$), both individually and together).

Table 8. Hypothesis testing results

| Test | Variable | t / F Value | Sig. | Result |
|--------|-------------------------------------|-------------|-------|-------------|
| t-test | Organizational Culture (X_1) | 7,945 | 0.000 | Significant |
| t-test | Organizational Commitment (X_2) | 5,724 | 0.000 | Significant |
| t-test | Work Motivation (X_3) | 6,847 | 0.000 | Significant |
| F-test | $X_1, X_2, X_3 \rightarrow Y$ | 43,195 | 0.000 | Significant |

Source: SPSS Output

The t-test results indicate that organizational culture, organizational commitment, and work motivation each have a positive and significant effect on employee performance ($p < 0.05$). Meanwhile, the F-test results indicate that the three independent variables simultaneously have a significant effect on employee performance, as indicated by the calculated F-value of 43.195 with a significance of 0.000. Thus, all research hypotheses, both partially and simultaneously, can be accepted.

The evidence that the statistically significant results are not merely driven by the census design of 69 respondents or the relatively large number of questionnaire items can be observed from several robustness indicators in the regression analysis. First, the use of the Adjusted R Square value (0.651), rather than the R Square alone, indicates that the explanatory power of the model has been adjusted for the sample size and number of predictors. An Adjusted R Square of 0.651 demonstrates that 65.1% of the variation in employee performance is meaningfully explained by organizational culture, organizational commitment, and work motivation, suggesting substantial explanatory strength beyond potential sample inflation effects.

Second, the consistency of the hypothesis testing results further supports the robustness of the findings. All independent variables show strong t-values (ranging from 5.724 to 7.945) with significance levels well below 0.05, indicating that each variable independently contributes to employee performance rather than appearing significant due to model overfitting. In addition, the F-test result ($F = 43.195$; $p = 0.000$) confirms that the regression model as a whole is statistically sound and not driven by random variance.

Finally, the relatively moderate standard error of estimate (2.423) indicates acceptable prediction accuracy, while classical assumption tests (normality, multicollinearity, and heteroscedasticity) were conducted prior to hypothesis testing to ensure that the regression assumptions were met. Taken together, these results demonstrate that the significance of the findings reflects genuine relationships among the variables rather than being an artifact of the census approach or the number of questionnaire items used.

Discussion

Effect of Organizational Culture on Employee Performance

The findings from the research show that the culture within an organization positively affects how well employees perform. The significance level is 0.000, which is less than 0.05, and it has an influence score of 0.535. This means that enhancing the quality of organizational culture leads to better employee performance. A strong culture within an organization can foster a supportive work atmosphere, boost loyalty, and motivate employees to be more efficient and focused on reaching the organization's objectives.

These results agree with the perspective of Robbins and Judge from 2021, who argue that organizational culture is a system of shared meanings that guides how members behave within an

organization. In line with this, Schein (2020) emphasizes that values, norms, and core assumptions that develop within an organization shape the way individuals think, feel, and act in carrying out their work. Empirical studies also support this relationship, showing that a positive organizational culture significantly improves employee performance, either directly or through mediating variables such as motivation and job satisfaction (Nurjanah & Sari, 2021; Putra & Dewi, 2020; Susanti & Widodo, 2022). Therefore, fostering a positive organizational culture is a crucial strategy for influencing work behavior and enhancing employee performance.

Effect of Organizational Commitment on Employee Performance

The findings from the analysis reveal that dedication to the organization positively impacts how well employees perform, with a value of 0.403 and a significance level of 0.000, which is below 0.05. This suggests that when employees are more committed to their organization, their performance improves. Employees who are highly committed are likely to show more loyalty, a stronger sense of duty, and more engagement in finishing their work.

These findings support Meyer & Allen's (2021) theory, which states that organizational commitment consists of affective, continuance, and normative commitment. Several empirical studies also confirm that organizational commitment significantly influences employee performance, either directly or through mediating variables such as job satisfaction and work motivation (Sutanto & Ratnasari, 2020; Pratama & Wibowo, 2021; Hidayat et al., 2022). Therefore, creating a positive work climate, fostering harmonious working relationships, and ensuring organizational support are essential strategies for maintaining and strengthening employee commitment, which in turn leads to improved employee performance. Affective commitment, which is based on emotional attachment to the organization, is the most powerful dimension in driving performance improvement. Therefore, creating a positive work climate and harmonious working relationships are crucial factors in maintaining and enhancing employee commitment.

Effect of Work Motivation on Employee Performance

The results also show that work motivation has a positive and significant effect on employee performance, with a coefficient of 0.289 and a significance value of 0.000 (<0.05). This indicates that increased work motivation encourages employees to work with greater enthusiasm, passion, and initiative in achieving predetermined work targets. Motivated employees tend to demonstrate greater creativity, responsibility, and commitment to their work.

These results correspond with Herzberg's (2020) theory, which separates motivating elements from hygiene factors. Motivating elements, including accomplishment, acknowledgment, and personal growth, are essential for enhancing performance. Empirical studies also confirm that work motivation has a significant positive effect on employee performance, either directly or indirectly through job satisfaction and work engagement (Riyanto et al., 2021; Lestari & Handayani, 2022; Nugroho & Hidayat, 2020). Therefore, organizations should prioritize motivational strategies by providing recognition, career development opportunities, and supportive work environments to foster optimal employee performance. Additionally, Maslow's needs theory indicates that meeting personal needs step by step boosts motivation and job performance. As a result, focusing on motivating elements is vital for fostering top employee performance within organizations.

Simultaneous Effect of Organizational Culture, Organizational Commitment, and Work Motivation on Employee Performance

Based on the results of simultaneous testing, organizational culture, organizational The results of this research show that organizational culture, commitment to the organization, and motivation at work collectively have a positive and considerable effect on employee performance. This suggests that employee performance is not influenced by one factor alone; instead, it results from the active interplay and supportive relationship among a strong organizational culture, high employee commitment, and ongoing work motivation. When these factors work together smoothly, they establish a supportive setting that motivates employees to carry out their tasks more efficiently and with greater accountability.

Moreover, the findings indicate that organizational culture has the most significant impact among the variables studied, which is evident in the highest standardized beta coefficient. This indicates that a strong and positive organizational culture is essential in influencing employees' attitudes, behaviors, and work practices. A culture that encourages common values, teamwork, responsibility, and professionalism can greatly improve employee performance. At the same time, work motivation and dedication to the organization play a significant role by prompting employees to stay involved, committed, and active in reaching the goals of the organization. In summary, these results highlight that enhancing organizational culture, encouraging employee dedication, and ensuring elevated motivation are crucial strategic actions for attaining lasting advancements in employee performance.

4. CONCLUSION

The results of this study indicate that organizational culture, organizational commitment, and work motivation have a positive and significant influence on the performance of employees at the Serang Regency Communication, Informatics, Cryptography, and Statistics Office, both partially and simultaneously. A strong organizational culture plays a role in creating a conducive work environment and encouraging employees to work in harmony with the organization's values and goals. High organizational commitment is reflected through employee loyalty, sense of responsibility, and dedication in carrying out tasks, which directly impacts performance improvement. In addition, work motivation, both intrinsic and extrinsic, has been proven to be able to encourage employee enthusiasm, initiative, and enthusiasm in working, thus contributing to the achievement of more optimal work results. Together, these three variables form a synergy that strengthens productive, professional, and results-oriented work behavior.

Based on these findings, this study emphasizes the importance of holistic and integrated human resource management. Organizations need to consistently strengthen a positive and adaptive organizational culture, build employee commitment through engagement and open communication, and increase work motivation through reward systems, career development, and learning opportunities. Integrated management of these three factors is expected to not only improve employee performance in the short term but also support the long-term sustainability of organizational performance and the achievement of more effective and high-quality public service goals.

The results of this study indicate that organizational culture, organizational commitment, and work motivation have a positive and significant influence on the performance of employees at the Serang Regency Communication, Informatics, Cryptography, and Statistics Office, both partially and simultaneously. A strong organizational culture plays a role in creating a conducive work environment and encouraging employees to work in harmony with the organization's values and goals. High organizational commitment is reflected through employee loyalty, sense of responsibility, and dedication in carrying out tasks, which directly impacts performance improvement. In addition, work motivation, both intrinsic and extrinsic, has been proven to encourage employee enthusiasm, initiative, and work engagement, thus contributing to the achievement of more optimal performance outcomes. Together, these three variables form a synergy that strengthens productive, professional, and results-oriented work behavior.

Based on these findings, this study emphasizes the importance of holistic and integrated human resource management. Organizations need to consistently strengthen a positive and adaptive organizational culture, build employee commitment through engagement and open communication, and enhance work motivation through fair reward systems, career development, and continuous learning opportunities. The integrated management of these factors is expected not only to improve employee performance in the short term but also to support the long-term sustainability of organizational performance and the delivery of high-quality public services.

However, this study has several critical limitations in terms of generalizability. The research was conducted in a single government agency using a census of 69 employees, which means that the findings may be strongly influenced by agency-specific characteristics such as internal culture,

leadership style, workload structure, and institutional policies. In addition, the cross-sectional quantitative design limits the ability to capture dynamic changes in employee behavior and to infer causal relationships over time. To strengthen the robustness and external validity of future research, subsequent studies are recommended to adopt a multi-agency (multi-OPD) design, apply a longitudinal approach to observe changes over time, and employ mixed-method research by combining quantitative analysis with qualitative data to provide deeper contextual understanding and stronger empirical evidence.

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