



# **MOTIVATIONAL DYNAMICS AND DISCIPLINE WORKING IN THE ORGANIZATIONAL CULTURE OF GOVERNMENT AGENCIES: A CASE STUDY IN THE ESDM SERVICE IN BANTEN PROVINCE**

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## **Abstract**

This study aims to understand the dynamics of motivation and work discipline in the context of organisational culture in the government environment, focusing on a case study at the Energy and Mineral Resources (ESDM) Service of Banten Province. The method used is qualitative, with data collection techniques through in-depth interviews, observations, and document studies. The study results indicate that the theories of Maslow, Herzberg, and Vroom influence employee work motivation by basic needs, recognition, and development opportunities. On the other hand, work discipline tends to be strong in administrative matters but is still weak in initiative and professional responsibility. A bureaucratic organisational culture also affects employee behaviour, strengthening compliance and limiting creativity. The conclusion of this study highlights the importance of work culture reform that supports performance-based rewards and strengthening proactive work values to improve employee motivation and work discipline sustainably.

**Keywords:** Work motivation, work discipline, organisational culture, government agencies, ESDM Service

## **INTRODUCTION**

Human Resource Management (HRM) is vital to all organisations, including government institutions. Competent and motivated personnel are essential for achieving organisational objectives efficiently and effectively. In the public sector context, HRM extends beyond administrative functions to encompass the development of employee competencies, motivation, and discipline, crucial factors for delivering quality public services and realising the organisation's vision and mission.

On the other hand, organisational culture encompasses the shared values, norms, and behaviours that shape the attitudes and actions of members within an organisation. Government agencies' strong and positive organisational culture can foster a supportive work environment, boost employee motivation, and reinforce discipline. Schein (2021) notes that organisational culture is built upon shared core assumptions that guide behaviour and decision-making. When this culture is healthy and adaptable, it promotes integrity, professionalism, and intense dedication among employees.

The Energy and Mineral Resources (ESDM) Service of Banten Province plays a strategic role in managing natural resources and energy in the region. The success of the ESDM Service's tasks and functions is highly dependent on employee performance, supported by high work motivation and discipline. However, challenges in HR management often arise, such as low work motivation, lack of discipline, and less-than-optimal organizational culture. This phenomenon can affect the quality of public services and the achievement of organisational goals.

Work motivation is an internal drive that motivates individuals to achieve certain goals in their work. According to Robbins and Judge (2020), work motivation includes factors that influence the intensity, direction, and persistence of individuals' work. High motivation can increase employee

productivity and work quality. Conversely, lacking motivation can lead to decreased performance and job satisfaction.

Work discipline refers to an employee's adherence to an organisation's rules, procedures, and norms. It reflects the professionalism and accountability employees demonstrate in carrying out their responsibilities. As Hasibuan (2021) states, discipline is a mental attitude and a behavioural expression of awareness and willingness to comply with organisational regulations and standards. High levels of discipline play a crucial role in ensuring that organisational goals are achieved efficiently and effectively.

A strong organisational culture can significantly influence both employee motivation and work discipline. Studies support this relationship—Sulaiman et al. (2021) found that organisational culture, motivation, and discipline positively impact employee performance at the Indragiri Hulu Regency Manpower Office. Similarly, research by Izzatiputri and Yunus (2021) at the East Java Provincial Development Administration Bureau concluded that organisational culture and discipline affect performance indirectly through employee motivation. Furthermore, Saridewi and Adnyani (2018) revealed that at the Bali Manpower and ESDM Office, organisational climate, discipline, and leadership positively influence job satisfaction. These findings underline the interconnectedness of organisational culture, discipline, motivation, and overall employee performance.

However, research that specifically examines the dynamics of motivation and work discipline in organisational culture at the Banten Province ESDM Office is still limited. Therefore, this study aims to analyze how motivation and work discipline interact in shaping organizational culture at the Banten Province ESDM Office and its impact on employee performance. The results of this study are expected to contribute to the development of HR management in government agencies, especially at the Banten Province ESDM Office, to create a productive work environment oriented towards quality public services.

The phenomenon that is the background of this research can be seen from various internal issues in the ESDM Office of Banten Province, such as inconsistency in compliance with work rules, employee delays, and low initiative and enthusiasm in carrying out tasks independently. It is reflected in the results of annual performance evaluations and several internal monitoring reports that show a decline in discipline and weak intrinsic motivation of employees to excel. Although the ESDM Office has a relatively established organisational structure, there is still a gap between the idealised organisational culture values and the real behaviour of employees in the field. This situation indicates a complex dynamic between the organisational culture formed by leadership and the bureaucratic system, with individual and collective work motivation and discipline factors. Therefore, understanding the relationship between these three elements is important for formulating a more adaptive and sustainable HR management strategy in the local government agency environment.

The problems that arise due to the weak integration between motivation, work discipline, and organisational culture in the Banten Province ESDM Service impact the internal organisation and affect the quality of public services. Based on internal personnel data and the results of employee performance evaluation monitoring over the past two years, there is a tendency for a decrease in discipline and work effectiveness. In addition, several work units show a mismatch between performance targets and the realisation of program outputs. These problems indicate an urgent need to review the HR development strategy that can strengthen motivation and re-grow a positive work culture. To provide a clearer picture of the problems that occur, the following is Table 1.

Table 1. Recapitulation of HR Problems at the ESDM Service of Banten Province (2022–2024)

No	Identified Issues	Indicators That Appear	Impact on Organisation
1	Low work motivation	Lack of initiative, low participation in innovation	Stagnant performance, lack of program breakthroughs
2	Declining employee discipline	Attendance rates decline, and tardiness increases	Operational and public service disruptions
3	Organisational culture has not been internalised well	Employees do not understand organisational values, and there is resistance to change	Low loyalty and commitment to the vision and mission
4	Disparity in work ethic between units	The striking differences in productivity between fields	Workload imbalance and team tension

Table 1 illustrates the main problems in HR management at the Banten Provincial ESDM Service during the 2022–2024 period. This data was obtained from internal reports from the Regional Civil Service Agency (BKD) and quarterly employee performance evaluations. This table shows that work motivation and discipline problems are systemic and require a comprehensive approach through strengthening organisational culture. Improvement efforts cannot only be focused on individual aspects but must also involve improving the management system, leadership, and work values that apply in the organisation.

## Previous Research

Table 2

Summary of Research Related to Organisational Culture, Motivation, Work Discipline, and Employee Performance

No	Researchers & Years	Research Title	Variables Studied	Key Results	Source/ Publication
1	Widuri, Bernardo, & Wuisan (2020)	The Influence of Work Discipline, Work Motivation, and Organisational Culture on Performance	Work Discipline, Work Motivation, Organisational Culture → Performance	The three variables have a significant influence on employee performance.	Journal of Business Administration (JAB) – <a href="http://ejournal.unsrat.ac.id">ejournal.unsrat.ac.id</a>

No	Researchers & Years	Research Title	Variables Studied	Key Results	Source/ Publication
2	Sulaiman, Maria, & Nurhayati (2021)	The Influence of Organisational Culture, Work Motivation, and Work Discipline on Employee Performance at the Indragiri Hulu Manpower Office	Organisational Culture, Motivation, Discipline → Performance	All variables have a positive and significant effect on performance.	Journal of Information Systems Management Economics – Dinasti Review
3	Jalaluddin, Maryadi, & Gusti (2022)	The Influence of Organisational Culture, Extrinsic Motivation, and Work Environment on Employee Performance at the Majene Regional Secretariat	Organisational Culture, Extrinsic Motivation, Work Environment → Performance	Organisational culture and work environment are significantly influenced, and extrinsic motivation is less dominant.	Nobel Management Review – Nobel E-Journal
4	Kumaeni, Maryadi, & Idris (2023)	The Influence of Work Discipline, Work Ethics, and Motivation on Employee Performance at the Population Control and Family Planning Service of Jeneponto Regency	Work Discipline, Work Ethic, Motivation → Performance	Discipline and motivation are the most dominant factors in influencing employee performance.	Nobel Management Review – Nobel E-Journal
5	Sopian Mega, Mazni, & Suharto (2024)	The Influence of Organisational Culture and Work Discipline on ASN Productivity at the Metro City Transportation Service	Organisational Culture, Work Discipline → ASN Productivity	Organisational culture and work discipline have a significant influence on productivity	Simplex: Journal of Economic Management – Scholar UMMetro

### Research Gap

Based on the literature review above, several research gaps need to be identified:

No	Aspects Studied	Research Gap
1	Focus on local government agencies	Previous research was primarily conducted in central agencies or the private sector.
2	The influence of organisational culture on work discipline	There has been no research that specifically examines the interaction between organisational culture and work discipline.
3	Specific context of the Banten	No research examined this topic at the Banten

No	Aspects Studied	Research Gap
	Province ESDM Service	Province ESDM Service.
4	Use of qualitative and quantitative research methods	Most studies use only a quantitative approach.
5	The impact of organisational culture on employee performance	Research focuses more on motivation and work discipline without considering organisational culture.

Identifying this gap shows the importance of research that deeply examines the dynamics of motivation and work discipline in organisational culture at the ESDM Office of Banten Province. This research is expected to contribute significantly to developing HR management in local government agencies.

By considering various phenomena, problems, previous research results, and existing study gaps, this research is relevant and important to conduct. Focusing on the dynamics of motivation and work discipline in the context of organisational culture at the ESDM Office of Banten Province provides theoretical contributions to human resource management science development in the public sector. It offers practical contributions for policymakers in formulating more effective employee management strategies. This research is expected to provide an in-depth understanding of how these three elements interact with each other and influence overall organisational performance, as well as how a strategy for forming a strong organisational culture can be a foundation for building sustainable motivation and work discipline in the government bureaucracy.

## METHOD

This study uses a qualitative approach to gain a deeper understanding of work motivation and discipline in the organisational culture of the Banten Province Energy and Mineral Resources Agency. The qualitative approach was chosen because it allows researchers to explore employees' meaning, perspective, and personal experiences related to the studied phenomenon.

### Research Approach

**Phenomenological Approach:** This study will use a phenomenological approach to understand how Banten Province Energy and Mineral Resources Agency (ESDM) employees feel and understand work motivation and discipline in their organisational culture. This approach focuses on an in-depth explanation of individual experiences.

### Location and Time of Research:

**Location:** The Department of Energy and Mineral Resources (ESDM) of Banten Province. This location was selected because the Department plays an important role in managing energy and mineral resources in Banten Province, so it is very important to learn how employees are motivated and disciplined here. **Time:** April 18, 2025 to May 05, 2025.<sup>3</sup> **Research Informants:**

### **Informant Criteria**

Informants will be selected based on the following criteria: 73 Civil Servants (PNS), 24 P3K personnel, and 22 Non ASN personnel working at the Banten Province Energy and Mineral Resources Service. Have at least 5 years of work experience at the Banten Province Energy and Mineral Resources Service. Representing various levels of positions, namely Echelon II (1 person), Echelon III (5 people), Functional Position Staff (19 people), Structural Position Staff (48 people), and there are four fields (Electricity Utilization Field, Energy and Electricity Infrastructure Development Field, Geology and Groundwater Field, and Mineral and Coal Field at the Banten Province Energy and Mineral Resources Service.

### **Data Collection Techniques**

In-depth interviews will be conducted with informants to collect information regarding their experiences related to work motivation and discipline at the Banten Province Energy and Mineral Resources Service.

## **RESEARCH RESULTS AND DISCUSSION**

The study's findings indicate that employees' motivation at the Energy and Mineral Resources (ESDM) Service of Banten Province is significantly affected by the satisfaction of basic needs, a sense of security, and opportunities for personal development. According to Maslow's hierarchy of needs theory, most employees believe that their physical needs and job security are adequately addressed through available work facilities and job stability. However, higher-level needs, such as recognition and self-actualisation, remain unmet, particularly for those who have been with the organisation for over five years. This shortfall impacts their motivation and initiative in the long run.

Regarding Herzberg's two-factor theory, it was observed that hygiene factors, including salary and work facilities, are relatively satisfactory but do not serve as the primary motivators for job satisfaction. Motivating factors, such as acknowledgment of achievements and the delegation of responsibilities, are not experienced equally among all employees. Those in structural positions tend to have more growth opportunities, while operational employees often feel constrained in their roles and contributions. This disparity contributes to varying motivation levels across different work units. Analysis based on Vroom's expectancy theory shows that most employees have a favourable view of the relationship between effort and work results. However, not all are convinced that equivalent rewards will follow the results. It reduces the value of the work results achieved. Several respondents stated that promotions and rewards are not always based on performance but on seniority factors or closeness to superiors. This ambiguity affects employees' internal motivation to carry out their duties.

From the perspective of organisational culture, according to Edgar Schein, strong values in the organisation, such as loyalty, obedience, and hierarchy, immensely influence employee behaviour.

This formal culture also forms employee discipline in following work procedures and regulations. However, on the other hand, this culture can also limit creativity and innovation because employees tend to wait for superiors' directions. Work discipline is seen as high in attendance and administrative compliance, but less visible in initiative and responsibility for work results.

## **CONCLUSION**

The study revealed that employee motivation at the ESDM Office of Banten Province is affected by the satisfaction of basic needs, recognition, and growth opportunities. While physical needs and a sense of security are met mainly, there are still gaps in addressing self-actualisation and performance recognition needs. It leads to variations in motivation levels among individuals and across different work units within the organisation. Work discipline is generally good, particularly regarding schedule adherence, administrative regulations, and official procedures. However, aspects of discipline related to initiative, responsibility, and awareness of work quality have not been fully developed. The bureaucratic and hierarchical nature of the organisational culture tends to foster a more reactive approach among employees rather than a proactive one in executing their tasks.

The organisational culture within the ESDM Service promotes core values such as obedience, loyalty, and respect for hierarchy. While these values contribute to stability and order, they also present challenges in fostering innovation and enhancing intrinsic motivation among employees. Therefore, revamping the reward system, improving career development opportunities, and cultivating a more open, collaborative, and performance-oriented work culture are necessary to facilitate ongoing improvements in work motivation and discipline.

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