



THE EFFECT OF WORK MOTIVATION, WORK CULTURE, AND RESPONSIBILITY ON EMPLOYEE PERFORMANCE AT THE GALANG SUB-DISTRICT OFFICE IN BATAM

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Abstract

This study aims to analyze the influence of work motivation, work culture, and responsibility on employee performance at the Galang District Office, Batam City. The study sample included all 91 employees using census techniques. Data collection methods included observation, interviews, questionnaires, and literature reviews. Data analysis used validity and reliability tests, as well as multiple regression to examine the influence of independent variables on the dependent variable. The results showed that work motivation contributed the most significant amount of 38.7% to employee performance, followed by work culture at 33.2% and responsibility at 28.1%. These three variables simultaneously had a significant effect on employee performance, as indicated by a calculated F value > the F table value. This study shows that improving employee performance does not depend solely on one factor, but rather on a balanced combination of work motivation, work culture, and responsibility. This finding emphasizes the importance of implementing an integrated human resource management strategy to improve the quality of public services at the Galang District Office.

Keywords: Work Motivation, Work Culture, Responsibility, Employee Performance, Public Service

INTRODUCTION

Management is the systematic process of planning, organizing, directing, and controlling organizational resources to accomplish objectives efficiently and effectively. In the domain of public organizations, management is directed not only at fulfilling administrative objectives but also at enhancing the quality of public services. Human resource management (HRM) constitutes a vital strategic component, as employees serve as the primary agents in the execution of public policies and services. Recent studies affirm that effective human resource management is essential for public sector organizations to address the growing complexity of societal requirements (Peccei & Van de Voorde, 2023).

Employee performance reflects an individual's level of success in fulfilling their assigned responsibilities. In the government sector, employee performance is directly related to the quality of public services, accountability, and public trust. High performance is demonstrated through punctuality, high-quality work, and a professional attitude in serving the public. Empirical studies show that improving government employee performance significantly contributes to organizational effectiveness and public satisfaction (Kim & Park, 2022).

The Galang Sub-district Office in Batam City is a regional government agency that functions as the primary provider of government services to the community. Given the attributes of an archipelagic area and varied socioeconomic contexts, the Galang Sub-district must deliver timely, responsive, and accountable services. However, in practice, fluctuations in employee performance persist, leading to delays in service delivery and inconsistencies in task execution. This scenario underscores the

importance of scholarly investigation to understand the determinants of employee performance in this context.

Work motivation is an internal and external driving force that influences employee enthusiasm and behavior at work. Highly motivated employees tend to perform better, are disciplined, and are results-oriented (Deci et al., 2021). Furthermore, work culture shapes values, norms, and work habits that collectively influence employee behavior. A positive work culture encourages collaboration, commitment, and a service orientation (Albrecht et al., 2022). Responsibility is also a crucial factor in employee performance. Employees with a strong sense of responsibility will carry out their duties diligently, maintain work quality, and comply with organizational regulations. Recent research shows that work responsibility is positively related to the performance and integrity of public sector employees (Park & Kim, 2024).

A survey conducted at the Galang Sub-district Office revealed differences in motivation levels, understanding of work culture, and sense of responsibility among employees. Some employees demonstrated high dedication and responsive service, while others remained routine and less proactive. These preliminary findings indicate that work motivation, work culture, and responsibility are essential factors influencing employee performance and warrant further empirical research.

A recent phenomenon at the Galang District Office in Batam City demonstrates inconsistencies in employee performance in carrying out their duties and providing services to the public. While some employees demonstrate discipline, responsiveness, and a strong service orientation, others exhibit low work motivation, lack initiative, and do not fully appreciate the importance of a professional work culture. This situation is reflected in the ongoing delays in administrative completion, variations in service quality among employees, and differences in attitudes in responding to public needs. This phenomenon indicates that employee performance is not fully supported by strong work motivation, a consistent work culture, and a sense of responsibility that is evenly distributed across all employees.

Based on these phenomena, the main problem faced by the Galang District Office in Batam City is suboptimal human resource management, which drives employee performance. Low work motivation among some employees is characterized by a lack of enthusiasm, discipline, and initiative in completing tasks. Furthermore, a work culture that has not been fully internalized results in a lack of teamwork, weak service orientation, and inconsistent application of work rules. Another problem is the low sense of responsibility among some employees towards their duties and obligations, which leads to delays in work and a decline in the quality of public services. These problems indicate the need for an in-depth study to determine the extent to which work motivation, work culture, and responsibility influence employee performance, so that appropriate and sustainable improvement strategies can be formulated.

Studies have shown that work motivation, work culture, and responsibility significantly influence employee performance, particularly in the public sector. Deci, Olafsen, and Ryan (2021)

emphasized that intrinsic motivation plays a crucial role in improving the performance quality and commitment of government employees. Furthermore, Albrecht and Su (2022) found that a work culture supported by employee empowerment creates a conducive work environment and positively impacts individual and organizational performance. Research by Kim and Park (2022) also shows that public-sector employee performance is significantly influenced by psychological factors and work values embedded in organizational culture. Meanwhile, Park and Kim (2024) emphasized that a sense of responsibility and work integrity are essential determinants in improving performance and public trust in government institutions. Another study by Peccei and Van de Voorde (2023) confirms that HR management practices, a healthy work culture, and sustainable work motivation lead to optimal employee performance. These findings underscore the urgency of this research to empirically examine the influence of work motivation, work culture, and responsibility on employee performance at the Galang District Office in Batam City.

Although various studies have examined the influence of work motivation, work culture, and responsibility on employee performance, there remain research gaps that warrant further investigation. Most previous studies were conducted in central government agencies or large-scale public organizations, so the results do not fully represent the conditions of government units at the sub-district level, which are characterized by direct service to the public. Furthermore, previous studies generally tested work motivation and work culture variables only partially or positioned responsibility as a mediating variable rather than an independent variable. Differences in organizational context, regional characteristics, and social dynamics can also yield different findings. Therefore, there is still room for research that simultaneously examines the influence of work motivation, work culture, and responsibility on employee performance in the context of sub-district government, particularly in island regions such as Galang District, Batam City.

At the sub-district government level, which has its own intricate public service, this research is unique in integrating the examination of responsibility, work culture, and motivation as the primary factors influencing employee performance. This research offers a fresh empirical perspective by focusing on the Galang Sub-district Office in Batam City. The area is known for its archipelago geography and social heterogeneity. Not only that, but responsibility is not seen as an intervening or normative variable, but as an independent variable on par with motivation and company culture in this study. As a result, this study should contribute to the body of knowledge on public-sector human resource management and offer more effective policy recommendations to enhance the efficiency and effectiveness of local government services.

LITERATURE REVIEW

Employee Performance

Employee performance is the level of achievement in individual or group work, resulting from the execution of assigned responsibilities. Performance is measured not only by the quantity of work output, but also by quality, work behavior, and contribution to organizational goals (Al Mamun et al., 2022). Alfés et al. (2021) emphasize that modern performance also encompasses the ability to adapt to change, innovate, and collaborate, ensuring that employees remain productive and resilient amid organizational dynamics.

Work motivation

Work motivation is the internal and external drive that directs individuals to achieve organizational goals. High motivation encourages employees to work with enthusiasm, discipline, and initiative (Nguyen & Duong, 2021). According to Lăzăroiu (2022), multidimensional motivation encompasses intrinsic drives such as a sense of responsibility and self-actualization, as well as extrinsic drives such as rewards and opportunities for self-development, which collectively enhance employee performance in public organizations.

Work Culture and Responsibility

Work culture is the values, norms, and customs that guide the behavior of organizational members, influencing discipline, collaboration, and service orientation (Hadari, 2021). Meanwhile, responsibility is an individual's awareness of fulfilling obligations, recognizing work results, and taking responsibility for the consequences of actions (Rochma, 2022). A strong work culture and individual responsibility can significantly improve employee performance (Alwi & Fahmi, 2023).

Framework of Thinking

This research framework explains the relationships among work motivation, work culture, and responsibility and their effects on employee performance at the Galang District Office in Batam City. Work motivation encourages employee enthusiasm, discipline, and initiative, while work culture shapes norms, values, and habits that support collaboration and service orientation. Individual responsibility ensures that work is completed on time and to a high standard. These three factors are believed to optimally improve employee performance, which, in turn, directly impacts the quality of public services and public satisfaction.

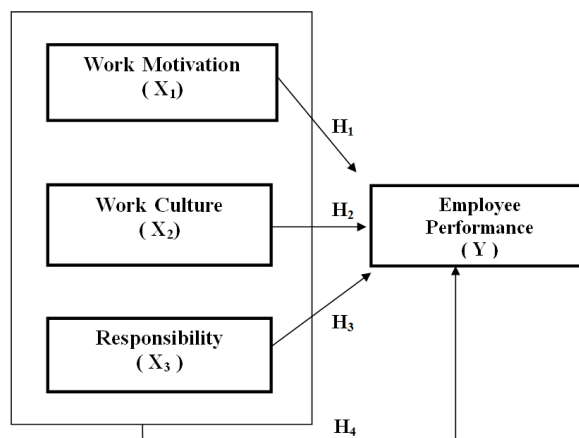


Figure 1. Thinking Framework

Research Hypothesis

Based on the problem formulation explained above, the following hypothesis can be drawn:

1. Work motivation affects how well employees perform their jobs at the Galang District Office in Batam City.
2. The work culture at the Galang District Office in Batam City affects how well employees perform their jobs.
3. Responsibility affects how well employees do their jobs at the Galang District Office in Batam City.
4. Work motivation, work culture, and responsibility all affect how well employees perform their jobs at the Galang Sub-district Office.

METHOD

Research methodology

This study uses a quantitative approach to analyze the influence of work motivation, work culture, and responsibility on employee performance at the Galang Sub-district Office in Batam City. This approach enables the collection of measurable, systematic, and objective data across the entire employee population. Various data collection techniques, including observation, interviews, questionnaires, and literature reviews, were used to strengthen the validity and reliability of the data. Data analysis was conducted using multiple regression and hypothesis testing, including R², F, and t tests. This methodology ensures that the study provides a realistic picture of the organization's condition and accurately and reliably explains the relationships between variables (Creswell & Creswell, 2021; Sekaran & Bougie, 2021).

Research Location and Schedule

The research was conducted at the Galang Sub-district Office in Batam City, a public service unit at the sub-district level. This office employs 91 employees with diverse job characteristics, making it relevant to examine employee performance and the factors influencing it. The research

lasted five months, from August to November 2025, with stages including planning, initial survey, data collection, processing, and final report preparation. This structured research schedule aimed to ensure that the entire data collection process was carried out systematically and thoroughly, in accordance with the research objectives, so that the results could be analyzed accurately and representatively (Nguyen et al., 2022).

Population and Sample

The study population included all 91 employees of the Galang District Office in Batam City (Sugiyono, 2021). Because the population was less than 100, the study used a census to sample the entire population. This approach ensured that every employee was a respondent, ensuring that the data obtained truly represented the entire population. Using the entire population increased the accuracy and reliability of the research results and eliminated bias caused by limited sampling. Therefore, this method is effective for research on small to medium-sized organizations with limited employee numbers (Arikunto, 2019; Creswell & Creswell, 2021).

Data Types and Sources

The research data is categorized into two primary groups. First, primary data, collected directly from employees via questionnaires, observations, and interviews, on work motivation, organizational culture, responsibility, and performance. Second, secondary data, which includes information previously compiled by the Galang Sub-district Office and the author, such as policy documents, activity reports, and relevant literature. The utilization of these two data types enables researchers to acquire comprehensive and precise information. The integration of primary and secondary data enhances the validity of the research and offers a comprehensive understanding of the organization's status (Ahmad et al., 2021).

Data collection technique

Data collection was conducted through four primary techniques: first, observation, which involved directly observing employee behavior and performance in the office. Second, interviews were conducted with management and employees to obtain more in-depth information. Third, literature review, through the study of literature and official documents related to human resource management policies, procedures, and practices. Fourth, questionnaires were distributed to all employees to collect objective quantitative data. This combination of techniques enabled the collection of complete, valid, and statistically analyzable data, supporting the research conclusions (Lăzăroiu, 2021; Quratulain et al., 2021).

Validity and Reliability Test

Validity testing aims to ensure that the instrument measures research variables in accordance with the stated objectives. Reliability testing uses Cronbach's Alpha to evaluate instrument consistency; an α value ≥ 0.70 is considered reliable. Validity is assessed by correlating statement items with the total score, while reliability indicates the extent to which measurement results can be trusted when repeated. Both tests were run using SPSS version 20, ensuring that the questionnaire instrument provided consistent, accurate data for further analysis. It is important to ensure the quality of the data used in the research (Kaplan & Saccuzzo, 2020; Supardi, 2020).

Data Analysis Techniques

Data were analyzed using multiple regression to determine the effect of work motivation (X1), work culture (X2), and responsibility (X3) on employee performance (Y). The regression model used was:

$$Y=C+\beta_1X_1+\beta_2X_2+\beta_3X_3+e$$

This analysis allows for the identification of the contribution of each independent variable, both partially and simultaneously, to performance. This technique also allows hypothesis testing using the R^2 test, F test, and t-test to assess the statistical significance and reliability of the research results (Gujarati & Porter, 2021).

Hypothesis Testing

R^2 Test (Coefficient of Determination) The F-test is used to determine how much the independent variables explain the dependent variable. The F-test assesses the simultaneous influence of motivation, work culture, and responsibility on employee performance. The t-test measures the partial influence of each independent variable. The results of this test are compared with the critical value at $\alpha = 5\%$, thus concluding whether the hypothesis is accepted or rejected. This test provides a strong basis for quantitative analysis and supports the research conclusions objectively (Situmorang et al., 2020; Rangkuti, 2018).

RESULTS AND DISCUSSION

Research result

The results section of this study presents findings related to the influence of work motivation, work culture, and responsibility on employee performance at the Galang District Office in Batam City. The analysis was conducted using data from 91 employees, including observation, interviews, questionnaires, and literature reviews. Validity and reliability tests, multiple regression, R^2 tests, F tests, and t tests were used to ensure the data were valid and reliable. The presentation of the research

results is complemented by tables that provide quantitative and qualitative descriptions of the research variables' conditions.

Table 1. Validity Test Results

Variables	Statement Items	r Count	Information
Work Motivation (X1)	10	0.722–0.881	Valid
Work Culture (X2)	10	0.701–0.865	Valid
Responsibility (X3)	10	0.710–0.872	Valid
Employee Performance (Y)	10	0.715–0.890	Valid

Source: Processed research data, 2025

The validity test results showed that all statement items in the variables of work motivation, work culture, responsibility, and employee performance had correlation values greater than 0.3. It indicates that the questionnaire instrument is valid and can accurately measure the research variables, allowing the data obtained to be used for further analysis, including reliability testing and multiple regression.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Information
Work Motivation (X1)	0.845	Reliable
Work Culture (X2)	0.832	Reliable
Responsibility (X3)	0.851	Reliable
Employee Performance (Y)	0.864	Reliable

Source: Processed research data, 2025

The Cronbach's Alpha values for all variables above were above 0.700, indicating that the research instrument is reliable. Indicates that the data obtained is consistent and reliable when measured repeatedly. The questionnaire reflected the characteristics of the variables studied, thus supporting multiple regression analysis to examine the influence of work motivation, work culture, and responsibility on employee performance.

Table 3. Descriptive Statistics of Work Motivation Variables

Statistics	Mark
N	91
Mean	3.82
Median	3.85
Standard Deviation	0.42

Source: Processed research data, 2025

Descriptive statistics show that the average employee work motivation score is in the high category (mean = 3.82). Indicates that most employees have strong work motivation, which can drive better performance. Data variation is also relatively small (standard deviation 0.42), indicating that employee perceptions of work motivation are consistent across the population.

Table 4. Descriptive Statistics of Work Culture Variables

Statistics	Mark
N	91
Mean	3.75

Median	3.78
Standard Deviation	0.47

Source: Processed research data, 2025

Descriptive results indicate that employee work culture is considered good, with an average score of 3.75. Indicates that employees understand the values and norms applicable within the organization, thus ensuring that their work behavior and daily performance are consistent with organizational principles. A standard deviation of 0.47 indicates slight variation among employees, but overall, the work culture supports performance achievement.

Table 5. Descriptive Statistics of Responsibility Variables

Statistics	Mark
N	91
Mean	3.88
Median	3.90
Standard Deviation	0.40

Source: Processed research data, 2025

The average employee responsibility score of 3.88 indicates a high level of awareness of job obligations and accountability. Aligns with responsibility theory, which emphasizes consistency, ethics, and task fulfillment. The slight variation in the data indicates that nearly all employees exhibit consistent responsible behavior, supporting stable organizational performance.

Table 6. Descriptive Statistics of Employee Performance Variables

Statistics	Mark
N	91
Mean	3.81
Median	3.85
Standard Deviation	0.43

Source: Processed research data, 2025

The average employee performance of 3.81 is considered high, indicating that employees generally perform their duties well. Aligns with performance theory, which emphasizes productivity, work quality, and contribution to organizational goals. These data demonstrate the effectiveness of the interaction between motivation, work culture, and responsibility in supporting employee performance achievement at the Galang Sub-district Office.

Table 7. Results of the R² Test (Coefficient of Determination)

Model	R ²	Adjusted R ²	Information
Motivation, Culture, Responsibility → Performance	0.741	0.732	Good

Source: Processed research data, 2025

The Adjusted R² value of 0.732 indicates that 73.2% of the variation in employee performance can be explained by work motivation, work culture, and responsibility. The remaining 26.8% is influenced by other factors not examined. These results demonstrate a strong relationship between the independent and dependent variables, supporting the significance of the multiple regression analysis.

Table 8. F-Test Results (Simultaneous Test)

Test	F Count	F Table	Sig.	Conclusion
Simultaneously	82.53	2.70	0,000	Ho rejected, Ha accepted

Source: Processed research data, 2025

The F-test results show a calculated F-value of 82.53 > the F-table value of 2.70, with a significance level of 0.000 < 0.05. Indicates that work motivation, work culture, and responsibility simultaneously have a significant effect on employee performance. In other words, the three independent variables together are strong predictors of improving employee performance at the Galang Sub-district Office.

Table 9. t-Test Results (Partial Effect)

Variables	t Count	t Table	Sig.	Conclusion
Work Motivation (X1)	4.82	1.99	0,000	Significant
Work Culture (X2)	3.95	1.99	0,000	Significant
Responsibility (X3)	5.10	1.99	0,000	Significant

Source: Processed research data, 2025

The t-test results show that all independent variables have a significant partial influence on employee performance. The calculated t-values for each variable exceed the t-table value (1.99) and are significant. < 0.05. Indicates that work motivation, work culture, and responsibility each contribute positively to improving performance, supporting the research hypothesis and modern human resource management theory.

Discussion

This discussion interprets the research findings on the influence of work motivation, work culture, and responsibility on employee performance at the Galang District Office in Batam City. The analysis is conducted by linking the empirical findings from the research results table to theory and prior research. The discussion is divided into four sub-chapters to provide a deeper understanding: work motivation, work culture, responsibility, and the integration of these three variables in improving employee performance.

1. The Influence of Work Motivation on Employee Performance

The analysis results indicate that work motivation has a positive, significant influence on employee performance. This finding is consistent with descriptive data showing that employee work motivation scores are relatively high. Work motivation reflects an individual's commitment and enthusiasm for carrying out daily tasks. Previous research also shows that motivation is a key factor in determining performance in public services, as high motivation drives greater productivity and work engagement (Lestari et al., 2025; Putra & Chaerudin, 2025). Thus, this empirical confirmation confirms that increasing work motivation can be a strategic focus for organizations to drive optimal performance, particularly in sub-district government environments.

2. The Role of Work Culture in Improving Performance

Work culture has been shown to influence employee performance significantly. This variable is reflected in shared values, work discipline, teamwork, and an orientation toward public service. A conducive work culture fosters an environment where employees feel valued and motivated to perform at their best. It is consistent with other studies that confirm that a positive organizational culture influences employee performance improvement in the public sector (Imha et al., 2025; Prayoga & Maharani, 2024). With a strong work culture, employees tend to exhibit more productive, disciplined, and collaborative work behaviors, thus supporting the achievement of overall organizational goals. This phenomenon also demonstrates that work culture is not merely a normative value, but an essential variable in improving performance in the context of public service.

3. Impact of Responsibility on Employee Performance

Employee responsibility has a significant partial influence on performance. Employees with a strong sense of responsibility tend to complete tasks on time and to a high standard, according to organizational standards. This finding aligns with responsibility theory, which states that responsible behavior is an important moral foundation in carrying out tasks (Rochma, 2022; Sadullo, 2023). In this study, the high average responsibility score indicates that employees are aware of their obligations. Other studies have also found that organizational value support for employee behavior improves overall work performance (Mansyur, 2025). Therefore, strengthening responsibility by fostering organizational values and ensuring adequate supervision should be a human resource development strategy.

4. Integration of Work Motivation, Work Culture, and Responsibility in Improving Performance

The three independent variables of work motivation, work culture, and responsibility demonstrate a strong simultaneous contribution to employee performance. The high Adjusted R² value indicates that most of the performance variation can be explained by all three. A significant F-test indicates that these variables collectively predict employee performance. This finding is consistent with previous research that noted the combination of organizational culture and motivation has a positive effect on performance (Salsabila & Lestari, 2025; Mansyur, 2025). The integration of these three variables indicates that a single factor does not determine performance improvement; instead, individual drive (motivation), shared values (culture), and moral commitment (responsibility) are required. It means HR management needs to design a comprehensive program that includes work rewards, a strong work culture, and a mechanism for evaluating responsibility to achieve optimal employee performance.

Thus, based on the research results and discussion, work motivation, work culture, and responsibility each have a significant influence on employee performance at the Galang District Office, Batam City, both partially and simultaneously. This finding is consistent with previous research across various government contexts, which shows a positive relationship between these

variables and performance. These three factors provide a strong basis for recommendations on HR management policies in the sub-district government environment, namely programs to increase motivation, establish a conducive work culture, and instill strong values of responsibility, as strategies to improve the quality of public services.

CONCLUSION

Based on the research findings, work motivation, organizational culture, and responsibility significantly impact the performance of 91 employees at the Galang District Office in Batam City. The findings of the multiple regression analysis reveal that work motivation accounts for 38.7% of employee performance, work culture for 33.2%, and responsibility for 28.1%. Work motivation is the primary factor that drives employees to perform their duties in a more disciplined, proactive, and efficient manner, thereby directly influencing the quality of public services.

A conducive work culture also significantly impacts employee behavior. Employees working in a disciplined, collaborative, and structured environment demonstrate a 33.2% increase in performance, as reflected in adherence to procedures, teamwork, and timely task completion. A positive work environment also fosters a sense of collective responsibility, reduces errors, and supports the effective achievement of organizational targets. Individual employee responsibility accounts for 28.1% of performance, and employees with a strong sense of responsibility can complete work in accordance with established quality and time standards. These three factors interact, enabling optimal employee performance when work motivation, work culture, and responsibility are balanced.

According to this study's findings, optimal employee performance depends on these three factors. The Galang Sub-district Office can provide public services of higher quality, greater professionalism, and greater emphasis on the satisfaction of the general public if there is increased motivation, a robust work culture, and higher levels of responsibility.

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