

THE EFFECT OF WORK CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE MADIUN CITY LAND OFFICE

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Abstract

This study aims to analyze the effect of Work Culture and Work Motivation on Employee Performance at the Madiun City Land Office. The study used a quantitative approach with a correlational design, involving all 68 employees as respondents through a saturated sampling technique. Data were collected using a questionnaire and analyzed with SPSS through validity and reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. This study was motivated by the phenomenon of performance realization that had not fully reached its target, along with fluctuating employee attendance rates, amid the demands of land service digitalization that require an adaptive work culture and optimal work motivation. The results of the study are expected to contribute to the development of Human Resource Management science and provide input for the Madiun City Land Office in strengthening work culture and work motivation to improve employee performance.

Keywords: Work Culture, Work Motivation, Employee Performance.

A. INTRODUCTION

Background and Phenomenon

Globalization and accelerating digital transformation are pushing organizations across sectors to strengthen the quality of their human resources as the primary driver of organizational goal achievement. These changes require organizations to have adaptive, competent employees capable of keeping pace with technological development (Siagian, 2024). Good-quality human resources play an important role in supporting work effectiveness and organizational goal achievement, including in shaping work culture, work motivation, and employee performance (Heryanto & Chalimah, 2025).

Within the public sector, this demand becomes even more critical because government organizations are responsible for providing effective, efficient, and responsive services to the public. Law Number 20 of 2023 on the State Civil Apparatus requires that every civil servant

possess adequate competence, high integrity, and the ability to provide professional public service. The Madiun City Land Office, an institution under the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN), is tasked with organizing land services such as land registration, measurement, and issuance of land title certificates, and is therefore required to deliver services that are fast, accurate, transparent, and accountable, in accordance with Law Number 25 of 2009 on Public Service.

Based on observations conducted during an internship, employee performance at the Madiun City Land Office has not been fully optimal, as shown by work completion that is not yet timely, inconsistent quality of work results, and indications that task execution has not fully met organizational expectations. This condition involves 68 employees distributed across seven work units, namely the General Affairs Subdivision, the Survey and Mapping Section, the Rights Determination and Registration Section, the Land Arrangement and Empowerment Section, the Land Acquisition and Development Section, the Dispute Control and Handling Section, and support staff.

The demand for service digitalization further reinforces this phenomenon. Digitalization is reflected in the use of electronic-based service systems, such as electronic certificates, electronic Land Registration Information Letters (SKPT), electronic certificate verification, and digital management of land files and data. This shift requires employees to adapt to technology, improve accuracy in data management, and follow increasingly fast and integrated work procedures. However, not all employees have been able to adapt optimally, indicating that problems remain in a work culture that does not yet fully support change, as well as in employee work motivation that has not been optimal.

Various previous studies have examined the effect of work culture and work motivation on employee performance. Efrinawati et al. (2022) found that both variables had a significant effect on employee performance within a government institution, while Puteri et al. (2025) similarly found a positive and significant effect on civil servant performance. Mulyadi et al. (2023) further found that work culture, work discipline, and work motivation simultaneously affected employee performance. However, results remain inconsistent: Septa and Erdiansyah (2024) found no significant effect of work motivation on employee performance, and Adilah et

al. (2023) found no significant effect of work culture. These inconsistencies indicate that the relationship remains dynamic and context-dependent, warranting further research, particularly at the Madiun City Land Office.

Based on this background, this study aims to analyze the effect of Work Culture and Work Motivation on Employee Performance at the Madiun City Land Office in order to fill the research gap within the context of a public institution undergoing digital transformation.

Theoretical Framework

This study uses Organizational Behavior Theory as the grand theory. Robbins (1993) explains that organizational behavior is a field of study that examines the influence of individuals, groups, and structure on behavior within organizations, with the aim of applying such knowledge to improve organizational effectiveness. In this study, work culture is viewed as an organizational factor that shapes employees' values, norms, and behavioral patterns, while work motivation is viewed as an individual factor that drives employees to exert effort and sustain work enthusiasm. Both factors influence employee behavior in carrying out tasks, which in turn affects employee performance (Robbins & Judge, 2022).

Employee performance is understood as work outcomes that reflect the quality of task execution, the quantity of completed work, timeliness, and the effectiveness of resource utilization (Robbins & Judge, 2022; Campbell & Wiernik, 2015; Qustolani et al., 2025). The indicators of employee performance in this study refer to Mangkunegara as cited in Tandirerung et al. (2024), namely work quality, work quantity, timeliness, and effectiveness.

Work culture is understood as the values and work behaviors that guide employees in carrying out their duties in an orderly, responsible manner and in accordance with organizational standards (Hofstede et al., 2010; Robbins & Judge, 2014; Kafilatullah et al., 2025). The indicators of work culture refer to Triguno as cited in Adila and Aribowo (2023), namely attitude toward work, behavior during working hours, and work discipline.

Work motivation is understood as the drive originating from within and outside employees that affects their enthusiasm, sincerity, and willingness to carry out work in order to achieve organizational goals (Herzberg et al., 2017; Hendra, 2020; Saifuddin & Kamaruddin, 2021). The indicators of work motivation refer to Maslow's hierarchy of needs theory as

explained by Tarumingkeng (2025), namely physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

Various previous studies have examined the effect of work culture and work motivation on employee performance. Efrinawati et al. (2022) found that work culture and work motivation had a significant effect on employee performance within a government institution, confirming that a work environment supported by good organizational culture and high work motivation can improve employee productivity. This result is consistent with Puteri et al. (2025), who found that work culture and work motivation had a positive and significant effect on civil servant performance, showing that a conducive work culture combined with appropriate motivation can enhance employee work effectiveness. In addition.

Mulyadi et al. (2023) also found that work culture, work discipline, and work motivation simultaneously had a significant effect on employee performance, indicating that performance is influenced by a combination of internal organizational factors. However, not all studies show consistent results: Septa and Erdiansyah (2024) found that work motivation had no significant effect on employee performance. A different result was also found by Adilah et al. (2023), who showed that work culture had no significant effect on employee performance. These inconsistent findings indicate that the effect of work culture and work motivation on employee performance remains dynamic and can be influenced by differing organizational conditions, so further research is needed to re-examine this relationship, particularly at the Madiun City Land Office.

Research Objective

This study aims to: (1) provide empirical evidence of the effect of Work Culture on Employee Performance at the Madiun City Land Office; (2) provide empirical evidence of the effect of Work Motivation on Employee Performance at the Madiun City Land Office; and (3) provide empirical evidence of the simultaneous effect of Work Culture and Work Motivation on Employee Performance at the Madiun City Land Office.

Research Hypotheses

H₁: Work Culture affects Employee Performance at the Madiun City Land Office.

H₂: Work Motivation affects Employee Performance at the Madiun City Land Office.

H₃: Work Culture and Work Motivation simultaneously affect Employee Performance at the Madiun City Land Office.

B. METHOD

This study used a quantitative method with a correlational design to examine the effect of Work Culture (X₁) and Work Motivation (X₂) on Employee Performance (Y) (Sugiyono, 2013). The population consisted of all 68 employees of the Madiun City Land Office, with saturated sampling (census) used as the sampling technique (Sugiyono, 2023), resulting in a total sample of 68 respondents.

Data were collected using a four-point Likert scale questionnaire. Work Culture was measured with 6 items across 3 indicators attitude toward work, behavior during working hours, and work discipline (Triguno as cited in Adila & Aribowo, 2023). Work Motivation was measured with 10 items across 5 indicators of Maslow's hierarchy of needs physiological, safety, social, esteem, and self-actualization (Tarumingkeng, 2025). Employee Performance was measured with 8 items across 4 indicators work quality, work quantity, timeliness, and effectiveness (Mangkunegara as cited in Tandirerung et al., 2024).

Instrument feasibility was tested using Pearson Correlation for validity ($r_{table} = 0.239$, $df = 66$, $\alpha = 5\%$) and Cronbach's Alpha for reliability (threshold > 0.60) (Ghozali, 2018). Classical assumption tests were conducted prior to regression analysis, comprising normality (One-Sample Kolmogorov-Smirnov, sig. > 0.05), heteroscedasticity (Glejser test, sig. > 0.05), and multicollinearity (Tolerance > 0.10 , VIF < 10).

Data were analyzed using multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2 + e$. Hypothesis testing used the F-test (simultaneous effect), t-test (partial effect), and coefficient of determination (R^2) (Ghozali, 2018), with a significance criterion of 0.05, processed using SPSS 25.

C. RESULTS AND DISCUSSIONS

Instrument Evaluation and Classical Assumption Test Results

Respondents consisted of 68 employees of the Madiun City Land Office, comprising 40 female employees (58.82%) and 28 male employees (41.18%), with the majority holding a Bachelor's degree (S1) (50.00%) and having worked for less than 3 years (42.65%). Validity testing across 68 respondents showed that all items on the Work Culture, Work Motivation, and Employee Performance variables had r-calculated values greater than the r-table value (0.239) with $p = 0.000$, proving all items valid. Reliability tests confirmed all variables exceeded a Cronbach's Alpha of 0.60, as presented in Table 1.

Tabel 1. Instrument Testing Results

Variable	Cronbach's Alpha	Number of Items	Description
Work Culture	0.916	6	Reliable
Work Motivation	0.943	10	Reliable
Employee Performance	0.952	8	Reliable

Source: SPSS 25 Output,

Classical assumption testing was carried out prior to regression analysis. The normality test using the One-Sample Kolmogorov-Smirnov Test produced a significance value of 0.200 (> 0.05), indicating that the residual data are normally distributed. The multicollinearity test showed a Tolerance value of 0.979 and a VIF value of 1.021 for both independent variables, well within the required thresholds (Tolerance > 0.10 ; VIF < 10), confirming the absence of multicollinearity. The heteroscedasticity test using the Glejser test showed significance values of 0.445 for Work Culture and 0.462 for Work Motivation, both greater than 0.05, indicating that the regression model does not exhibit heteroscedasticity. The regression model therefore satisfies all classical assumption requirements and is suitable for multiple linear regression analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effect of Work Culture and Work Motivation on Employee Performance, as presented in Table 2.

Table 2. Multiple Linear Regression Analysis Results

Model	B	Std. Error	Coeff. Beta	T-statistic	Sig.
(Constant)	-4.289	1.796	-	-2.387	0.020
Work Culture	0.540	0.086	0.379	6.254	0.000

Model	B	Std. Error	Coeff. Beta	T-statistic	Sig.
Work Motivation	0.643	0.053	0.736	12.135	0.000

Source: SPSS 25 Output

Based on Table 2, the multiple linear regression equation is $Y = -4.289 + 0.540X_1 + 0.643X_2 + e$, where Y is Employee Performance, X_1 is Work Culture, and X_2 is Work Motivation. Both regression coefficients are positive, indicating that an increase in Work Culture and Work Motivation is followed by an increase in Employee Performance. The standardized coefficient (Beta) of Work Motivation (0.736) is higher than that of Work Culture (0.379), indicating that Work Motivation contributes more strongly to Employee Performance.

Hypothesis Testing Results

Hypotheses were tested using the t-test for partial effects and the F-test for the simultaneous effect, with decisions based on a significance level of $\alpha = 0.05$. Table 3 summarizes the partial (direct effect) hypothesis testing results.

Table 3. Direct Effect Hypothesis Testing Results

Hypothesis	Path	Coefficient (Beta)	t-statistic	p-values
H ₁	Work Culture > Employee Performance	0.379	6.254	0.000
H ₂	Work Motivation > Employee Performance	0.736	12.135	0.000

Source: SPSS 25 Output

Table 3 shows that Work Culture has a t-statistic of 6.254 with $p = 0.000$ (< 0.05), so H₁ is accepted: Work Culture has a positive and significant effect on Employee Performance. Work Motivation has a t-statistic of 12.135 with $p = 0.000$ (< 0.05), so H₂ is accepted: Work Motivation has a positive and significant effect on Employee Performance. The higher t-statistic of Work Motivation compared to Work Culture indicates that Work Motivation has a more dominant effect on Employee Performance.

Table 4. Simultaneous Effect Hypothesis Testing Results

Hypothesis	Path	F-statistic	F-table	p-values
H ₃	Work Culture, Work Motivation > Employee Performance	106.252	3.14	0.000

Source: SPSS 25 Output

Table 4 shows a calculated F-statistic of 106.252, greater than the F-table value of 3.14, with $p = 0.000 (< 0.05)$, so H3 is accepted: Work Culture and Work Motivation simultaneously have a positive and significant effect on Employee Performance.

Table 5. Coefficient of Determination Results

R	R Square	Adjusted R Square
0.875	0.766	0.759

Source: SPSS 25 Output

The R value of 0.875 indicates that the relationship between Work Culture and Work Motivation with Employee Performance falls into the very strong category. The R Square value of 0.766 shows that Work Culture and Work Motivation jointly explain 76.6% of the variance in Employee Performance, while the remaining 23.4% is explained by other factors outside this research model, such as leadership, compensation, work environment, and job satisfaction.

Discussion

The results confirm that Work Culture has a positive and significant effect on Employee Performance, consistent with Organizational Behavior Theory (Robbins & Judge, 2022). A work culture reflected through positive work attitudes, procedure-compliant behavior, and discipline encourages employees at the Madiun City Land Office to work more orderly, carefully, and responsibly. Kafilatullah et al. (2025) similarly found that work culture positively affects employee performance. Mulyadi et al. (2023) found that work culture guides employees toward improved performance, and Adila and Aribowo (2023) likewise found a positive effect through positive work attitudes and rule compliance. These findings also resolve the inconsistency found by Adilah et al. (2023), whose null result in a transportation enterprise contrasts with the strong relevance of work culture in a public service institution such as a land office.

Work Motivation likewise has a positive and significant effect on Employee Performance, with a higher t-value and regression coefficient than Work Culture, consistent with Maslow's hierarchy of needs (Tarumingkeng, 2025). Saifuddin and Kamaruddin (2021) similarly found that work motivation significantly affects employee performance. Qustolani et al. (2025) also found that motivation drives better work quality and quantity. Employees who feel their needs

are met, safe, appreciated, and given room to develop are more driven to perform optimally. This dominance suggests that, amid digital transition, employees' internal and external drives matter more than established workplace habits.

Simultaneously, Work Culture and Work Motivation positively and significantly affect Employee Performance, a very strong effect, reinforcing Organizational Behavior Theory's view that behavior is shaped by both organizational and individual factors together (Robbins & Judge, 2022). Efrinawati et al. (2022) similarly found that both variables affect performance through job satisfaction and work behavior. Kafilatullah et al. (2025) also found a simultaneous positive effect. Laksono and Inggawati (2024) found comparable results. Improving performance at the Madiun City Land Office therefore requires strengthening work culture while continuously enhancing work motivation, so service quality keeps pace with digitalization demands.

D. CONCLUSIONS

This study proves that Work Culture and Work Motivation each have a positive and significant effect on Employee Performance at the Madiun City Land Office, and both simultaneously affect Employee Performance as well, with Work Motivation proving to be the more dominant factor. These findings indicate that employee performance in a public service institution undergoing digital transformation is shaped not only by the values and habits embedded within the organization, but also by employees' internal and external drives. This study is limited to the Madiun City Land Office and to two explanatory variables, so the results are not intended to be generalized to all government institutions.

E. SUGGESTIONS

The Madiun City Land Office is advised to strengthen work culture through positive work attitudes, discipline, and teamwork, and to enhance work motivation through recognition, training, and a supportive work environment. Employees are advised to maintain discipline, responsibility, and professionalism, while seeking opportunities for self-development. Future researchers are advised to include other relevant variables, such as leadership, work

environment, or job satisfaction, and to expand the study to other institutions with a larger sample for more comprehensive results

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