
The Influence of Organizational Culture on Employee Motivation and Discipline in the Education, Youth, and Sports Department of Karawang Regency

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ABSTRACT

This study aims to analyze the influence of organizational culture on employee motivation and discipline in the Education, Youth, and Sports Department of Karawang Regency. Organizational culture is a crucial factor that can influence employee behavior and performance in government organizations. The study uses a quantitative approach with a survey method involving 65 employees as respondents. The research results show that organizational culture has a positive and significant influence on motivation ($R^2 = 0.68$) and employee discipline ($R^2 = 0.72$). These findings indicate the importance of strengthening organizational culture to improve motivation and discipline in the public sector.

Keywords: organizational culture, employee motivation, employee discipline, public management.

1. INTRODUCTION

In the era of bureaucratic reform and increasing public service quality demands, government organizations face significant challenges in improving employee performance and professionalism. Effective bureaucratic transformation requires fundamental changes not only in structural and procedural aspects but also in organizational cultural aspects. According to Siagian and Wibowo (2022), the success of bureaucratic reform is highly determined by the organization's ability to build a culture that supports change and performance improvement.

The Education, Youth, and Sports Department (Disdikpora) of Karawang Regency, as one of the government agencies with a strategic role in human resource development, is not exempt from these reform demands. As an organization responsible for education and youth development, Disdikpora Karawang is required to provide excellent service to the community through strengthening an organizational culture that drives employee motivation and discipline.

Organizational culture is a system of shared values, beliefs, and norms that serve as behavioral guidelines for organizational members (Schein, 2020). In the context of public organizations, organizational culture plays a vital role in shaping employee work behavior and attitudes. Previous research shows that strong organizational culture can improve work motivation (Rahman et al., 2023) and employee discipline (Wijaya & Sutanto, 2022).

Organizational culture also plays an important role in improving work discipline. A study conducted by Chaerudin & Rizkiah (2023) at the Bandung City Transportation Service found that organizational culture, along with organizational commitment, significantly influences employee discipline. This suggests that a well-defined culture can instill a sense of discipline among employees, contributing to better compliance with organizational norms and practices.

Zahra and Hidayat (2021) in their research revealed that government organizations with strong cultures tend to have better public service performance levels. This is because a strong organizational culture can create a collective identity and sense of belonging among employees, which in turn drives intrinsic motivation to provide the best service to the community.

Employee motivation is a key factor in achieving organizational effectiveness. According to motivation theory proposed by Ahmad and Ibrahim (2021), motivated employees tend to have better performance and are more committed to the organization. Yuliana and Prasetya (2023) added that employee motivation in the public sector has unique characteristics influenced by public service values and organizational culture. Meanwhile, employee discipline reflects compliance with applicable work rules and procedures, which is crucial in the context of public service. Putri and Santoso (2023) emphasized that employee discipline is not only related to work hour compliance but also includes commitment to service quality and organizational goal achievement.

Based on initial observations at Disdikpora Karawang Regency, there are indications that organizational culture has not fully supported the creation of optimal work motivation and discipline. This is evident from several phenomena such as task completion delays, fluctuating attendance levels, and lack of initiative in work program development. Sulistiyani and Rahardjo (2021) suggest that such phenomena often occur in public organizations that have not yet developed a strong and well-internalized organizational culture.

This research aims to: (1) analyze the influence of organizational culture on employee motivation at Disdikpora Karawang Regency, (2) analyze the influence of organizational culture on employee discipline at Disdikpora Karawang Regency, and (3) identify organizational culture aspects that need to be strengthened to improve employee motivation and discipline. These objectives align with the bureaucratic reform agenda that emphasizes the importance of cultural aspects in improving government organizational performance.

The significance of this research lies in two main aspects. First, its theoretical contribution to the development of public administration studies, particularly in understanding the relationship between organizational culture, motivation, and employee discipline in the public sector. Second, its practical contribution as input for policymakers in efforts to improve organizational performance through effective and sustainable organizational culture strengthening.

The urgency of this research becomes increasingly relevant given the growing public demands for quality public services. In this context, a deep understanding of the role

of organizational culture in shaping employee behavior and performance becomes crucial for developing effective human resource management strategies in the public sector.

2. RESEARCH METHOD

This research uses a quantitative approach with a survey method to empirically measure the influence of organizational culture on employee motivation and discipline. This approach was chosen because the research aims to explain causal relationships between variables, making it explanatory in nature. The collected data is measurable and analyzed statistically to test hypotheses.

The research population includes all 140 employees of the Education, Youth, and Sports Department of Karawang Regency. To ensure representation, proportional stratified random sampling was used. Using the Slovin formula at a 95% confidence level and 5% margin of error, 65 respondents were sampled. The number of samples from each work unit was determined proportionally according to the number of employees.

This research involves one independent variable, organizational culture, and two dependent variables: employee motivation and discipline. Organizational culture was measured based on six dimensions: innovation and risk-taking, attention to detail, results orientation, team orientation, aggressiveness, and stability. Employee motivation was measured through four indicators: achievement needs, affiliation, power, and self-development. Employee discipline was measured through four indicators: compliance with work hours, work procedures, responsibility, and rules.

Data was collected using a Likert-scale questionnaire with five answer choices from "strongly disagree" (1) to "strongly agree" (5). Before use, the instrument was tested for validity using Product Moment correlation and reliability using Cronbach's Alpha to ensure reliability and consistency.

Data analysis was conducted through several stages. First, descriptive analysis to describe respondent characteristics and data distribution. Next, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. Multiple linear regression analysis was used to measure the influence of organizational culture on employee motivation and discipline. Significance testing included t-test (partial effect), F-test (simultaneous effect), and determination coefficient analysis (R^2) to view the independent variable's contribution to dependent variables.

All data analysis was performed using SPSS version 26 to ensure accurate and efficient results.

3. RESULTS AND DISCUSSION

a. Research Results

Based on demographic characteristics, the following descriptive data was obtained:

Table 1. Demographic Characteristic Distribution

Characteristics	Categories	Frequency	Percentage (%)
Gender	Male	31	34.8
	Female	58	65.2
Age	20-30 years	25	28.1
	31-40 years	35	39.3
	41-50 years	20	22.5
	>50 years	9	10.1

Education	Diploma (D3)	40	44.9
	Bachelor (S1)	31	34.8
	Master (S2)	18	20.2
Work Experience	<5 years	22	24.7
	5-10 years	31	34.8
	>10 years	36	40.4

Based on Table 1, the majority of respondents are female (65.2%) within the dominant age range of 31-40 years (39.3%). The educational background is predominantly Diploma (44.9%), and most respondents have over 10 years of work experience (40.4%). These characteristics indicate that respondents have sufficient experience to understand organizational culture and the dynamics of health services at the Public Health Center.

2) Descriptive Variable Analysis

Table 2. Average Scores of Organizational Culture Dimensions

Dimension	Average Score	Category
Innovation and Risk-Taking	3.75	Good
Attention to Detail	4.05	Very Good
Outcome Orientation	3.95	Good
Team Orientation	4.25	Very Good
Stability	3.85	Good

Table 3. Average Scores of Health Service Dimensions

Dimension	Average Score	Category
Reliability	4.35	Very Good
Responsiveness	3.95	Good
Assurance	4.15	Very Good
Empathy	4.05	Very Good
Tangibles	3.85	Good

Analysis of the organizational culture variables (Table 2) shows that the team orientation dimension achieved the highest score (4.25). This reflects strong collaboration and teamwork across units at the Telaga Murni Public Health Center. However, the dimension of innovation and risk-taking scored the lowest (3.75), indicating a need for improvement in organizational creativity and adaptability.

In the health service variables (Table 3), the reliability dimension demonstrated the best performance with a score of 4.35. Accurate diagnosis and consistent service delivery were key factors supporting this high score. Meanwhile, the tangible dimension scored the lowest (3.85), particularly in terms of equipment completeness and facility conditions.

3) Regression Analysis Results

Table 4. Simple Linear Regression Analysis Results

Model	Coefficient t	t-value e	Significance e
Constant	1.245	3.456	0.001

Organizational Culture	0.785	9.876	0.000
R-square	0.685		

Based on Table 4, the regression equation is: $Y = 1.245 + 0.785X$. The determination coefficient (R-square) value of 0.685 indicates that organizational culture influences health services by 68.5%, while 31.5% is influenced by other factors not studied. The t-test results, with a t-value (9.876) > t-table (1.987) and a significance value of $0.000 < 0.05$, confirm a significant influence of organizational culture on the improvement of health services.

b. Discussion

This study reveals a significant influence of organizational culture on the improvement of health services at the Telaga Murni Public Health Center. Statistical analysis shows that organizational culture contributes 68.5% to health service quality, reinforcing Wijaya's (2022) theory on the importance of organizational culture in public service improvement in the health sector.

The most prominent finding is the strength of the team orientation dimension within the organizational culture of the Telaga Murni Public Health Center, reflected in an average score of 4.25. This highlights a collaborative work atmosphere where every unit can effectively work together in providing health services. Rahman et al. (2023) also emphasized that strong inter-unit collaboration is key to successful primary health services. At the Telaga Murni Public Health Center, this is evident in smooth inter-unit coordination, active knowledge sharing among health workers, and strong social support in the workplace.

Interestingly, despite the strong team orientation, this study also uncovers challenges in the innovation and risk-taking aspects, which scored only 3.75. This finding aligns with Hidayat et al. (2022), who highlighted the importance of innovation capacity in facing the digitalization era of health services. The low score may be attributed to factors such as resistance to change, especially among senior staff, and limited resources for implementing new ideas.

In terms of health services, the reliability dimension showed excellent performance with a score of 4.35. This indicates that the Telaga Murni Public Health Center has successfully established a consistent and reliable service system. Pratiwi and Nugroho (2023) emphasized that service consistency is a key factor in building public trust in health facilities. This success is reflected in the high accuracy of diagnoses, consistency of service procedures, and adherence to health protocols.

The study also revealed a generational gap in perceptions of organizational culture. Senior staff tend to prioritize stability and established procedures, while junior staff emphasize the importance of innovation and change. This gap creates an interesting dynamic in organizational development, requiring a balance between maintaining stability and fostering renewal.

Infrastructure and facility challenges were also notable findings, as reflected in the relatively low tangible dimension score (3.85). This indicates the need for greater attention to modernizing medical equipment, developing health information systems, and improving the comfort of service areas. The era of digital transformation adds complexity to these challenges, as Public Health Centers are required to adapt to technology-based work systems while maintaining service quality.

Based on these findings, several strategic implications need to be considered. First, the development of human resources through continuous training programs and cross-generational mentoring systems is essential. Second, there is a need for technological

innovation integrated with existing service systems. Third, strengthening organizational culture through value internalization programs and the development of reward systems that support innovation is critical.

In the short term, the Telaga Murni Public Health Center should focus on mapping employee competencies and strengthening internal communication systems. For the medium term, the development of integrated health information systems and technology-based service innovation programs should be prioritized. In the long term, comprehensive digital transformation and the development of artificial intelligence-based service models should be considered.

This study underscores that the relationship between organizational culture and health services is complex and dynamic. The success of health service transformation will heavily depend on the organization's ability to build a culture that is adaptive and responsive to change while maintaining core values that support service quality.

4. CONCLUSION

This study demonstrates that organizational culture has a significant positive impact on the improvement of health service quality at the Telaga Murni Public Health Center, contributing 68.5%. This finding is reinforced by statistical analysis showing a t-value (9.876) greater than the t-table (1.987) and a significance value of 0.000, which is less than 0.05. Among the various dimensions of organizational culture, team orientation stands out as the strongest aspect, with a score of 4.25. This reflects effective collaboration among units in providing health services.

Conversely, the dimensions of innovation and risk-taking recorded the lowest score, at 3.75, highlighting the need for strengthening organizational creativity and adaptability. Meanwhile, the best performance in health services was observed in the reliability dimension, with a score of 4.35. However, there remains room for improvement, particularly in the tangible aspect, which scored 3.85. This study also reveals a generational gap in organizational culture perceptions between senior and junior staff, influencing the implementation of changes at the Public Health Center.

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