

Research Article

The Influence of Organizational Culture, Motivation, and Job Satisfaction on ASN Performance

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Abstract: This study explores the impact of organizational culture, motivation, and job satisfaction on the performance of Civil Servants (ASN) at the Karawang Regency Environmental Service. The study involved 95 ASN participants, with data collected through a quantitative census method. Multiple linear regression analysis was conducted using SPSS 25 to evaluate the data obtained from questionnaires. The results indicate that organizational culture and motivation have a significant positive impact on civil servant performance, suggesting that as organizational culture and work motivation improve, so does the performance of civil servants. However, job satisfaction was found to have no significant effect on performance. This implies that while job satisfaction may play a role, it is less influential on civil servant performance compared to work culture and intrinsic motivation. The study also reveals that 62.3% of civil servant performance is influenced by organizational culture, motivation, and job satisfaction, while 37.7% is driven by other unassessed factors. These findings highlight the importance of fostering a positive work culture and enhancing employee motivation as key strategies for improving performance in government agencies. The study underscores the need for public sector organizations to focus on these internal factors to achieve higher performance levels.

Keywords: Job Satisfaction; Motivation; Organizational Culture; Performance; Public Sector

1. Introduction

One Human resources are important because their primary task is to achieve organizational goals, but also because an uncomfortable, less conducive work environment and low employee interaction can reduce enthusiasm and performance, resulting in low capability, quality, and quantity of work. Leaders must prioritize employee needs and job satisfaction for optimal performance. Every leader wants their employees to produce high-quality and high quantity work. 2021 (Indrawanto)

Performance is the behavior of each employee that demonstrates their work efficacy and meets organizational requirements. The workplace environment is crucial to employee success (Basirun et al., 2022). Iskamto (2023) defines performance as the capacity of an individual or group to deliver good departmental results. Performance is crucial for all management, both small and large. Work results make an organization or personnel accountable to the community. Performance is always linked to employee job satisfaction, imbalance, and individual talents, abilities, and attributes (Novita et al., 2022). Organizational culture is a set of ideas and values fostered within an organization, guiding its members. When organizational culture complements strategy, it can provide a competitive advantage (Andika, R et al., 2021). Employee character and behavior are shaped by organizational culture. Cultural identity shapes how an organization solves problems, makes choices, and interacts with its internal and external environments. A strong culture aligns with individual and organizational goals, thereby enhancing performance (Dewi et al., 2022).

Internal and external motivation motivate individuals to achieve existing goals (Lubis et al., 2020). Work motivation is the passion or excitement that drives an employee to work hard and effectively to achieve organizational goals. Work motivation stems from internal and external factors, such as effort, intensity, and perseverance (Nur Adinda et al., 2023).

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Motivation is the desire or reason that drives a person to act. A strong desire or drive to work is motivation. Current methods include motivation theory (Hajjali et al., 2022).

Aritonang & Febrian et al. (2023) define job satisfaction as the emotional state of an employee or group in enjoying their work. According to Kuruway et al. (2021), job satisfaction is a positive employee attitude. It can be expressed as happiness or employee attitude, which is vital for employees. Job satisfaction reduces absenteeism, improves performance, and retains employees (Steven et al., 2020).

Several authors have studied corporate culture, motivation, job satisfaction, and employee performance. Research on organizational culture is still lacking (Marlius and Vebrian, 2020). Organizational culture improves employee performance. A positive corporate culture improves civil servant performance. According to Kiswandha Islamy Akbar et al. (2024), organizational culture has a negative impact on employee performance but is not significant. 2020 (Hidayah, Utari, Mardi) Organizational culture does not strongly influence employee performance. Motivation Variable: Work motivation has a positive or significant effect on employee performance with a t-value (Tarmizi and Hutasuhut, 2021). Work motivation has a positive or significant effect on employee performance (Nora Yolinda et al., 2023). T-test research (Kurniawan et al., 2021) found no effect of motivation on employee performance. Work motivation has no impact on ASN performance (Fenny et al., 2024). Job satisfaction (Pambayun PA, 2024). Job satisfaction has both positive and negative substantial effects on civil servant performance. Fenny et al. (2024) found no correlation between job satisfaction and performance.

Table 1. Research Gap

NO	Relationship between variables	Influential	No effect
1	The influence of organizational culture on employee performance	(Marlius & Vebrian, 2020),	(Kiswandha Islamy Akbar <i>et al.</i> , 2024) (Hidayah, Utari & Mardi, 2020)
2	The influence of motivation on employee performance	(Tarmizi & Hutasuhut, 2021) (Nora Yolinda et al, 2023)	(Kurniawan R, et al 2021), (Fenny et al, 2024)
3	Job satisfaction with employee performance	(Pambayun P. A, 2024)	(Fenny et al, 2024)

This study uses all ASN employees in the environmental service in Karawang district, which can create its own advantages compared to previous research that has been applied to research gap research and there is a data collection method in the form of unstructured interviews to add advantages in conducting this research.

The Environmental Agency, Jl. By Pass Tanjungpura No. 1, Tanjungmekar, West Karawang District, Karawang, West Java 41316, Indonesia (Kabupaten Karawang, 15129), conducted this investigation. A Head of Service who reports and advises the Regent through the Regional Secretary leads the Environmental Agency, which carries out government activities in the Environmental and Forestry Sector. The main task of the Environmental Agency is to assist the Regent regarding government affairs that are the authority of the region in the environmental and forestry sector, and assistance tasks are assigned to the Region in accordance with Karawang Regent Regulation Number 62 of 2021.

Civil Servants (ASN) provide public services to benefit the community. Law No. 5 of 2014 emphasizes that to meet national demands and global challenges related to Civil Servants as part of bureaucratic reform, the Government must establish it as a profession that must manage, develop, and account for performance in addition to implementing merit in ASN Management. Employee performance is assessed based on quality and quantity against company work standards. "Performance is the attitude and drive of employees towards work."

The Environmental Agency has a significant responsibility in managing various fields and sub-sections that handle various environmental aspects. In general, there are three main areas: Environmental Management, Pollution Control and Biodiversity, and Cleanliness and Waste Management. In carrying out their duties, employees in this agency need to have high employee performance to be able to work optimally and provide the best service to the community. Therefore, this research at the Karawang Regency Environmental Agency aims to understand the influence of organizational culture, motivation, and job satisfaction on ASN performance. The selection of this location is also based on the importance of understanding

the context and characteristics until the research results have relevant information, so that the research results are more appropriate and can be used as material for internal evaluation.

The following are the results of a pre-survey of research on 37 ASN at the Karawang Regency Environmental Service to describe the phenomena found regarding ASN performance, ASN performance can be measured based on the following indicators:

Table 2. Survey Results for ASN

Organizational culture variable (X1)					
No	Statement	Yes	%	No	%
1.	I always try to exceed expectations in my work.	15	40.5%	22	59.5%
2.	I often propose new ideas to solve problems at work.	28	75.7%	9	24.3%
3.	I aim to have a pro-ecological image in the environmental service.	34	91.9%	3	8.1%
4.	I feel happy with my daily work routine	35	94.6%	2	5.4%
5.	I work to ensure that the results achieved support the goals of the organization.	36	97.3%	1	2.7%
Motivation Variable (X2)		Yes	%	No	%
1.	I was given the opportunity to earn a good salary	36	97.3%	1	2.7%
2.	I am very enthusiastic in doing this job assignment	36	97.3%	1	2.7%
3.	I feel happy when working in a safe environment	36	97.3%	1	2.7%
4.	I feel happy when I work in adequate health conditions.	37	100%	0	-
5.	I was given the opportunity to use my skills in work.	36	97.3%	1	2.7%
Job Satisfaction Variable (X3)		Yes	%	No	%
1.	I feel happy when I am treated fairly	37	100%	0	-
2.	I am happy with the policies and regulations in the environmental service.	26	70.3%	11	29.7%
3.	I am happy to get a promotion or a promotion	35	94.6%	2	5.4%
4.	I am very satisfied with this job assignment	36	97.3%	1	2.7%
5.	I am very comfortable with the conditions and environment at work.	35	94.6%	2	5.4%
ASN Performance Variable (Y)		Yes	%	No	%
1.	I am able to complete the tasks I do	12	32.4%	25	67.6%
2.	I am able to complete work with high accuracy	7	18.9%	30	81.1%
3.	I am able to take responsibility for the results of the tasks I complete.	11	29.7%	26	70.3%
4.	I am quick to act or make decisions	10	27%	27	73%
5.	I never procrastinate in completing assignments	7	18.9%	30	81.1%

Based on the table above regarding the pre-survey results on the Organizational Culture variable, it is quite good, from 97.3% of respondents who stated that working to support organizational goals, then 94.6% felt happy with their daily work routine, and 91.9% aimed to build a pro-ecological image in their work. In the Motivation aspect, employee respondents were very positive, with 100% feeling happy working in adequate health conditions, and 97.3% admitting to being given the opportunity to earn a decent salary and feeling enthusiastic in carrying out their duties. Likewise with Job Satisfaction, where 100% felt happy if treated fairly, 97.3% they felt satisfied with the tasks given, and 94.6% they felt comfortable with the conditions and environment of the workplace. However, the results on ASN Performance showed conditions that need to be improved because they showed significant areas of weakness, first, as many as 70.3% of ASN felt unable to take full responsibility for the results of the work carried out, which could reflect a weak sense of ownership of the task or lack of supervision in the workplace. Second, 73% of employees reported slow action or decision-making, which could be due to a lack of confidence, limited authority, or minimal training in critical thinking and problem solving. Third, 81.1% of employees felt they were unable to complete their work with high accuracy, indicating a problem with the quality of their work, possibly due to a lack of focus, training, or work pressure.

It can be concluded that respondents generally showed a high level of agreement with the variables of organizational culture, motivation, and job satisfaction. This is reflected in the majority of respondents who answered "yes" with a percentage above 90%, especially for the aspects of motivation and job satisfaction which reached a figure of up to 100%. However, different results were seen in the employee performance variable, where the majority of employees actually answered "No" to statements measuring individual performance, such as punctuality, responsibility, and work accuracy. This shows that organizational culture, motivation, and job satisfaction are strong, but work implementation issues need to be

addressed to improve work effectiveness and productivity. Lack of supervision is likely a major cause of poor performance, so further research is needed to identify other reasons and develop ways to increase employee accountability.

Based on the research gap and the results of the pre-survey, this prompted the author to examine the factors that could influence ASN performance and whether research on this topic was still feasible. Therefore, the author attempted to address this issue in this study, entitled "The Influence of Organizational Culture, Motivation, and Job Satisfaction on ASN Employee Performance at the Karawang Regency Environmental Service."

2. Literature Review

Employee Performance

Performance is the quality and quantity of work produced by employees in fulfilling their responsibilities and is a company assessment of their performance (Aditya et al., 2023). Employee performance indicators from Riyanto et al. (2021): 1) Accountability, 2) Arriving on time, 3) Working attentively, 4) Completing work early.

Organizational culture

Organizational culture refers to the rules and values that govern member behavior. Each member adheres to this culture to fit in. Organizational culture can address external and internal challenges and is continually implemented and passed on by a group to new members, providing a way to understand, think, and feel about relevant issues. (Jufrizen et al, 2020). The following are indicators of organizational culture from (Radiva Dianda Zahra Putri et al, 2024). 1). Focus on innovation and risk; 2). Achieving the right results; 3). Respecting the opinions of others; 4). Detailedness in carrying out tasks.

Motivation

Motivation convinces people to do what we want. Often, motivation drives behavior. Every human behavior has a reason. Improving employee performance requires motivation. Motivating people increases their ability and willingness to work efficiently and successfully. Motivating employees can improve morale and productivity. The (Kusmiati et al., 2022) following are indicators of motivation according to (Riyanto, Endri and Herlisha, 2021). 1). Praise 2). Tasks according to ability 3). Bonuses for high performance 4). Getting along with coworkers.

Job Satisfaction

Bunawan et al. (2021) define job satisfaction as the emotional state of an employee or group who enjoys their work. Furthermore, Christian et al. (2022) define job satisfaction as a positive employee attitude. Employee sentiment and attitudes are crucial for workers. Riyanto et al. (2021) include the following indicators: 1). Promotion 2). Communication with coworkers 3). Salary 4). Coworkers a.

Hypothesis

The Influence of Organizational Culture on Employee Performance

Leadership According to Dewi S et al. (2021), a strong corporate culture can foster employee connectedness and togetherness. This helps achieve work goals. Previous research (Wahjoedi, 2021) found that organizational culture, which is a shared goal for both individuals and organizations, improves performance. Organizational culture significantly influences performance (Iskamto, 2023). The aforementioned results support this research hypothesis: H1: Organizational culture has a positive and significant influence on employee performance.

The Influence of Motivation on Employee Performance

Motivation significantly influences employee performance. According to Farisi, Irnawati, and Fahmi (2020), motivation partially improves employee performance. This study concluded that motivation can encourage employee enthusiasm to improve work quality and utilize all talents and skills to achieve organizational goals. Ulum & Wasman et al. (2023) showed that motivation factors partially and significantly influence employee performance, with a strong relationship with individual goal achievement. Motivation is a key factor in work performance. Motivation increases joy, accountability, and creativity in completing work. Widiana et al. (2023) explained that work motivation slightly improves employee performance, so this hypothesis shows:

H2: Motivation has a positive and significant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction stems from liking a job, not from how hard or well one works. Job satisfaction depends on one's perception of the job, compensation, advancement prospects, supervision, coworkers, etc. (Nabawi et al., 2019). Yerita et al. (2022) found that job

satisfaction improves performance. According to Muslimin et al. (2020), job satisfaction improves employee performance. Employee satisfaction with the work environment, remuneration, and superiors influences performance. Thus, job satisfaction improves employee performance. Therefore, this theory states that:
 H3: Job satisfaction has a positive and significant effect on employee performance.

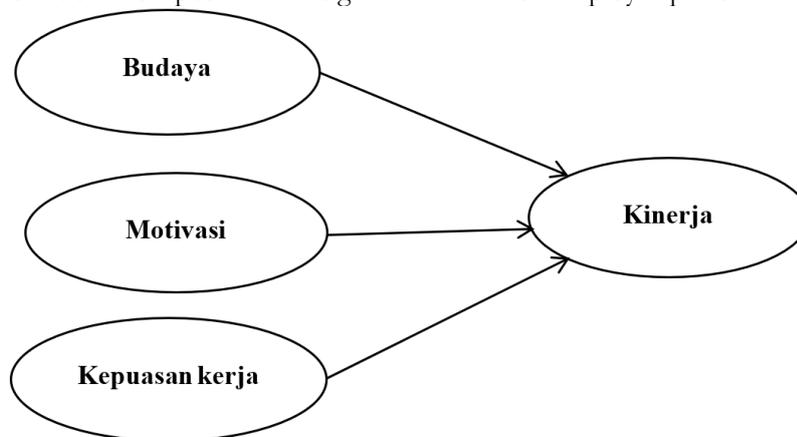


Figure 1. Conceptual Framework

3. Research Method

This The study used quantitative analysis and a census to determine the sample size, drawing samples from the entire population. Therefore, this study involved all 95 civil servants at the Karawang Regency Environmental Service.

The data for this study were collected through a questionnaire. SPSS Statistics 25 was used for data quality assessment, classical assumption testing, multiple linear regression analysis, and hypothesis testing.

Operational Definition of Variables

Table 2. Operational Definitions

Variables	Definition	Indicator
Organizational Culture (X1)	Organizational culture refers to the standards and values that people hold to fit into their environment. Organizational culture can address both internal and external issues.(Jufrizen and Rahmadhani, 2020)	1. Focus on innovation and risk; 2. Achieving the right results; 3. Respect other people's opinions; 4. detail in carrying out tasks; (Radiva Dianda Zahra Putri et al, 2024)
Motivation (X2)	Motivation is convincing people to do what we want. A person's behavior is usually driven by motivation. (Kusmiati et al., 2022)	1. praise 2. Tasks according to ability 3. Bonus for high performance 4. Get along with coworkers. (Riyanto, Endri and Herlisha, 2021)
Job Satisfaction (X3)	Job satisfaction is the emotional state of employees or groups in enjoying their work.(Bunawan et al, 2021)	1. promotion 2. Communication 3. Work colleague 4. Wages (Riyanto et al, 2021)
Performance (ASN) (Y)	Employee performance is the quality and quantity of work completed (Aditya et al, 2023)	1. Responsibility 2. Arrive on time at work 3. Work carefully 4. Completion of work on time (Riyanto et al, 2021)

4. Results and Discussion

Results

Respondent Characteristics

Based on descriptive statistics, the survey involved 95 respondents, consisting of 55.8% men and 44.2% women. Most respondents (34.7%) were aged 36-40. The most common length of service was 5-10 years, at 66.3%, indicating that most participants were experienced and productive.

Validity Test

Based All validation test statement items have an R value > R Table (0.202). Valid statements for Organizational Culture, Motivation, Job Satisfaction and ASN Performance can be analyzed. This test uses a significance of 0.05. The research instrument is considered "Valid" if the estimated r value > r table or the significance value <0.05, otherwise it is considered "Invalid". The formula related to the r table value (df = N-2). The significance distribution value of the r table of 5% with 95 respondents is 0.202 (Df = n-2). The table below shows that each questionnaire statement item is valid because the estimated r value > R table (0.202) or sig < 0.05.

Table 3. Validity Test Results

Variables	R count	Information
Organizational culture		
X1	0.751	
X2	0.719	
X3	0.739	
X4	0.707	
Motivation		
X1	0.799	
X2	0.850	
X3	0.735	
X4	0.739	
Job satisfaction		Valid
X1	0.719	
X2	0.748	
X3	0.760	
X4	0.756	
ASN Performance		
Y1	0.709	
Y2	0.817	
Y3	0.858	
Y4	0.767	

Source: Data Processing, 2025

Reliability Test

From the reliability test, the Cronbach's alpha value for each variable was found to be >0.6, all statements were considered reliable.

Table 4. Reliability Test Results

Variables	Crombach'Alpha	Conclusion
Organizational culture (X1)	0.703	
Motivation (X2)	0.787	
Job Satisfaction (X3)	0.734	Reliable
ASN Performance	0.797	

From: Data Processing, 2025

The results table shows that the Crobanch alpha value for all independent and dependent variables is greater than 0.70. Therefore, the data is considered reliable and should be continued with further testing.

Normality Test

This test uses the Kolmogorov-Smirnov test to ensure that the residual variables are well distributed in the regression model. A significance value of 0.192 > 0.05 indicates that the study results are normally distributed. The Asymp.Sig (2-tailed) value is used to determine whether the data are normally distributed if the significance value is > 0.05.

Table 5. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.17682718
Most Extreme Differences	Absolute	.078
	Positive	.051
	Negative	-.078
Test Statistic		.078
Asymp. Sig. (2-tailed)		.192
Monte Carlo Sig. (2-tailed) Sig		.158
	Lower Bound	.149
	Upper Bound	.168

From: Data Processing, 2025

Multicollinearity

The basis for decision making regarding multicollinearity can be described as follows:

If the Variance Inflation Factor (VIF) value is less than 10 and the Tolerance value is greater than 0.1, the regression model is considered free from multicollinearity, indicating that the independent variables are not strongly correlated with each other. Conversely, if the VIF value exceeds 10 and the Tolerance value is greater than 0.1, it indicates the presence of multicollinearity, suggesting that one or more independent variables are highly correlated, which may distort the regression coefficients and weaken the model's reliability.

In this study, the results show that for both independent variables, the VIF value is less than 10 and the Tolerance value is greater than 0.1. Therefore, it can be concluded that the regression model does not suffer from multicollinearity, and the independent variables used in the analysis meet the assumption of independence, ensuring that the model estimates are valid and can be interpreted accurately.

Table 6. Multicollinearity Results

		Coefficients ^a	
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	.507	1,972
	Motivation	.519	1,926
	Job satisfaction	.828	1,208

Source: Data processed 2025

Heteroscedasticity Test

The Glejser test detects heteroscedasticity. The Glejser test uses absolute residual values with independent variables as regressors. There is no heteroscedasticity in the regression model when the significance value is > 0.05 (5%). A significance value <0.05 (5%) indicates heteroscedasticity in the regression model. The table shows the Sig. values of 0.155, 0.439, and 0.197, all above 0.05. Thus, the regression model does not have heteroscedasticity.

Table 7. Heteroscedasticity Test Results

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.965	.860		2.284	.025
	Organizational culture	-.076	.053	-.203	-1.432	.155
	Motivation	-.037	.048	-.109	-.777	.439
	Job satisfaction	.058	.044	.144	1.300	.197

a. Dependent Variable: ABS RES

Source: Data processed 2025

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Analysis Results

Model		Coefficients ^a	
		B	Std. Error
1	(Constant)	2,901	1,520
	Organizational culture	.543	.094
	Motivation	.303	.084
	Job satisfaction	.023	.078

a. Dependent Variable: ASN Performance

Source: Processed Data 2025

Based on the calculations, presented in the form of a regression equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 2.901 + 0.543X_1 + 0.303X_2 + 0.023X_3 + e$$

The constant value of 2.901 indicates a one way relationship between the independent and dependent variables, suggesting that if all independent variables (X) remain unchanged, the ASN performance score (Y) would be 19.601. The coefficient for organizational culture (X1) is 0.543, meaning that if the organizational culture variable increases by one scale while other factors remain constant, ASN performance (Y) will increase by 0.543. Furthermore, the motivation coefficient (X2) is 0.303, indicating that a one scale increase in the motivation variable, assuming other factors remain constant, will result in a 0.303 increase in ASN performance. Lastly, the coefficient for job satisfaction (X3) is 0.023, implying that if job satisfaction increases by one scale and other variables remain constant, ASN performance (Y) will increase by 0.023.

T-Test

Table 9. T-Test Results

Model		Coefficients ^a	
		B	Std. Error
1	(Constant)	1,908	.060
	Organizational culture	5,800	.000
	Motivation	3,606	.001
	Job satisfaction	.298	.766

a. Dependent Variable: ASN Performance

Source: Data processed 2025

The degree of freedom is calculated, and the two-tailed t-table test value is 1.989, corresponding to a 95% confidence level and an alpha of 0.05. Based on the analysis results, the following findings were obtained. First, Organizational Culture Knowledge (X1) has a substantial positive effect on ASN performance (Y), as indicated by a significance value of 0.000, which is less than 0.05, and a calculated t-value of 5.800, which is greater than the t-table value of 1.986. Therefore, hypothesis H1 is accepted. Second, Motivation (X2) also shows a substantial positive effect on ASN performance (Y), with a significance value of 0.001, which is less than 0.05, and a calculated t-value of 3.606, exceeding the t-table value of 1.986. Thus, hypothesis H2 is accepted. However, Job Satisfaction (X3) shows a significance value of 0.766, which is greater than 0.05, and a calculated t-value of 0.298, which is lower than the t-table value of 1.986, indicating no significant positive impact on ASN performance (Y). Consequently, hypothesis H3 is rejected. Based on these results, it can be concluded that the variables Organizational Culture (X1) and Motivation (X2) have a significant positive impact on ASN Work Performance (Y), while Job Satisfaction (X3) does not significantly influence performance.

F Test

Table 10. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215,565	3	71,855	50,228	.000 ^b
	Residual	130,183	91	1,431		
	Total	345,747	94			

a. Dependent Variable: ASN Performance

b. Predictors: (Constant), Job Satisfaction, Motivation, Organizational Culture

Source: Data processed 2025

The findings of the table with a Sig. value of 0.000 or <0.05 and a calculated F of 50.228 > F table 3.10. Thus, corporate culture (X1), motivation (X2) and job satisfaction (X3) all have a significant effect on employee performance (Y).

Coefficient of Determination Test (R2)

The coefficient of determination (R2) shows the explanation of the model's variation. R2 shows the extent to which the independent variable influences the dependent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.790 ^a	.623	.611	1.19607

a. Predictors: (Constant), Job Satisfaction, Motivation, Organizational Culture

Source: Data processed 2025

The R2 value in the R square column is 0.623. The results of the study show that organizational culture (X1), motivation (X2), and job satisfaction (X3) influence employee performance commitment (Y) by 62.3%. Discipline, leadership, environment, and 37.7% of supporting factors are uncertain or not included in the study.

Discussion

The Influence of Organizational Culture on ASN Performance

This study found that organizational culture has a positive effect on ASN performance with a coefficient of 0.543. The strong positive influence of corporate culture on ASN performance is indicated by a sig value of 0.000 < 0.05 and Thitung 5.800 > Ttable 1.986. We accept the H1 finding. Organizational culture substantially influences the improvement of ASN performance. This study supports (Marlius & Vebrian et al., 2020) that Organizational Culture improves staff performance, which shows that a good Organizational Culture will improve ASN performance. In addition, Ferine et al. (2021) found that corporate culture improves employee performance. The more positive values, norms, and work practices implemented by a business, the better its ASN performance .

Influence of Motivation on ASN Performance

The study shows a significant positive correlation between motivation (X2) and ASN performance (Y), with a coefficient of 0.303, sig. Knowledge value of 0.001 < 0.05 and Tcount 3.606 > Ttable 1.986. These results support Hypothesis H2. This supports Tarmizi & Hutasuhut et al. (2021) who explained that work motivation has a positive and significant effect on employee performance t value. Nora Yolinsa et al. (2023) found that work motivation improves employee performance. Work motivation has a positive and significant effect on ASN performance, according to Nawawi & Asmara et al. (2023). Motivation improves employee performance.

Influence of Job Satisfaction on ASN Performance

The study shows that Job Satisfaction (X3) does not have a significant effect on ASN performance (Y), with a coefficient of 0.023, a sig. Knowledge value of 0.766 > 0.05, and a Tcount value of 0.298 < 1.986 Ttable. This rejects Hypothesis H3. This shows that job satisfaction does not significantly improve ASN performance. This contradicts the research of Pambayun et al. (2024). Job satisfaction has a substantial positive and negative effect on ASN performance. According to Rachman Al Jufri Salampessy, et al. (2024), ASN performance is more influenced by regulations, discipline, and organizational culture than job satisfaction. ASN must still work according to standards even if they feel satisfied or not. In addition, satisfaction usually has an indirect impact through motivation or commitment, so if tested directly the results tend to be weak or insignificant.

5. Conclusions

Based on the research results, it can be concluded that organizational culture and motivation have a positive and significant influence on the performance of civil servants at the Karawang Regency Environmental Agency. These two factors have been proven to be the dominant variables influencing performance because employees feel expected to work diligently, meet agency goals, and receive support in generating new ideas. In terms of motivation, employees feel more confident when tasks match their abilities, are more enthusiastic when they receive praise or recognition, and work more optimally when the work environment is harmonious and relationships between colleagues are well established. This

shows that government employees perform better with a stronger organizational culture and motivation. To develop a productive work environment and encourage goal achievement, the Environmental Agency must continue to improve organizational culture and employee motivation.

6. Limitations and Suggestions

This research was conducted on civil servants at the Karawang Regency Environmental Agency, so the results cannot be generalized to other agencies. The study used a questionnaire based on respondents' subjective perceptions, and the variables studied were organizational culture, motivation, and job satisfaction.

Based on these limitations, it is recommended that agencies strengthen organizational culture, increase motivation through rewards and training, and address employee job satisfaction. For future research, it is recommended to expand the research object and incorporate more diverse methods to achieve more comprehensive results in efforts to improve civil servant performance

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