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The Influence of Motivation and Organizational Culture on the Performance of Employees at the Department of Fisheries and Food in Pasaman Regency

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ABSTRACT

Considering the critical importance of human resources in the attainment of organizational objectives, it is imperative to scrutinize the factors that impact employee effectiveness. Following preliminary assessments and discussions, issues pertaining to motivation and the prevailing organizational climate have surfaced as prominent matters within the Department of Fisheries and Food. These elements are believed to have a significant influence on the levels of employee productivity. Consequently, this research investigates on how motivation and organizational culture affect employee performance at Pasaman Regency's Department of Fisheries and Food. Using total sampling, all 33 departmental employees comprised both the population and sample. Data collection employed a quantitative associative method, with multiple linear regression for analysis. Findings revealed motivation significantly impacts employee performance individually ($p = 0.000 < 0.05$). Organizational culture also demonstrates significant individual effects on performance ($p = 0.000 < 0.05$). Combined, both factors significantly influence employee performance ($p = 0.000 < 0.05$). The R^2 value of 0.781 shows that motivation and organizational culture account for 78.1% of performance variation among employees at the Department of Fisheries and Food in Pasaman Regency.

Keywords: Employee Performance, Organizational Culture, Pasaman Regency, Public Sector, Work Motivation

1. Introduction

In an organization, human resources play a crucial role in achieving optimal performance. According to Dessler (2017) in the book "Human Resource Management", human resources consist of individuals who are prepared, able, and eager to engage in and offer their labor, talents, and innovative ideas to help meet the objectives of an organization. Workers are viewed as the primary resource of a governmental entity since, in their absence, the entity would be unable to carry out its operations. Workers are actively involved in creating strategies, procedures, and objectives to strive for. Human resources are a form of capital that must be maintained and nurtured by the organization, as they continue to develop and increase in value.

High-performing employees are the expectation of every institution, as they help in achieving organizational goals (Nurhayati et al., 2024). To realize these goals, employee motivation is essential to ensure good service and smooth organizational operations. One of the key factors that influence the progress of an institution is its human resources. Employees are a valuable asset that must be well-managed to provide optimal contributions. One form of investment in human resource development is through

improving their quality by providing motivation. Motivation serves to align the interests of the institution with the needs of the employees, creating harmonious and mutually beneficial cooperation. To influence employee attitudes and behaviors in the desired direction, human resource managers must understand the nature and motives that drive individuals to work in government institutions. Generally, people are driven to work by the desire to fulfill their physical and psychological needs. Human resource management must follow motivational approaches, such as fair wages, chances for promotion, acknowledgement of individual efforts, job stability, pleasant work conditions, inclusion in groups, impartial treatment, and appreciation of successes, to inspire employees (Rivai & Sagala, 2004).

Motivation plays a vital role in every individual's activities (Hidayati & Ermiyanto, 2017). Motivated employees work diligently and with discipline, which is directly related to their work motivation. Motivation is an internal condition within an individual that drives or moves them to engage in specific activities to achieve goals. Government operations require leaders who can inspire their subordinates to carry out their duties and responsibilities and actively participate in government activities. While superiors demand results, employees prefer to perform their duties without coercion.

In general, each employee is already aware of their responsibilities. However, in practice, many subordinates still wait for instructions from their superiors for various reasons. Currently, organizational culture plays an increasingly important role in influencing employee behavior in the workplace. A strong culture ensures that all employees are moving in the same direction and enhances the consistency of employee behavior (Robbins, 2006). Based on interviews with several employees of the Department of Fisheries and Food in Pasaman Regency, it was found that some employees arrive late or leave during working hours. Observations also showed a lack of discipline in adhering to end-of-day schedules, with some employees leaving early or being absent without notice. These conditions indicate that the organizational culture is lacking.

Organizational culture gradually develops from established habits and does not change quickly (Fidyah & Setiawati, 2020; Korda & Rachmawati, 2022). Long-standing habits become norms that employees tend to follow. Organizational culture can influence the development of employees and shape their behavioral patterns, as it forms the basis for organizational thinking and action. If employees perceive the organizational culture positively, they are likely to be satisfied with their jobs. Conversely, if they perceive the culture negatively, they tend to be dissatisfied with their jobs (P et al., 2019).

To establish a positive organizational culture in a company, the support and participation of all employees are essential. The professionalism of each employee's work can be determined by the success of the organizational culture. Organizational culture significantly influences each employee personally. For both leaders and employees, a strong organizational culture can drive organizational progress, including maintaining, sustaining, and developing the organization. Essentially, organizational culture is a set of habits that exist within an organization. Whether good or bad, deeply ingrained habits are difficult to change and require adjustments although change is not impossible.

The performance of a worker is determined by the quality and quantity of work they have completed while fulfilling their assigned duties (Mangkunegara, 2014). Every organization expects its employees to work as expected: productively, with discipline, and with innovation, so that organizational goals can be achieved. In the working world, employees play the most significant role in organizational progress. According to Wibowo (2012), performance is a result of work that is closely linked to the strategic objectives, contentment, and financial value of the organization. Performance is the actual behavior demonstrated by employees as their work achievements in accordance with their roles in the organization (Zainal & Mulyadi, 2013).

The Department of Fisheries and Food in Pasaman Regency is responsible for two main areas: marine and fisheries governance and food-related governance. One of the regency's priority programs is "Pasaman Advances the People's Economy," which is implemented through integrated aquaculture areas, increased production and productivity in fisheries, and downstream development of fishery products. Based on interviews with several employees conducted by the researcher at the Department of Fisheries and Food in Pasaman Regency, it was found that declining performance needs greater attention from the department. Some employees lack the ability to complete tasks effectively, while others fail to complete their work on

time. Moreover, inefficient use of resources due to errors in task execution not only affects individual task completion but also contributes to a general decline in overall employee performance.

As human resources play a vital role in the success of an organization, it is important to investigate the elements that impact how well employees perform. Through early assessments and discussions, it is evidenced that motivation and the culture of the organization are significant issues within the Department of Fisheries and Food. These factors are believed to have a strong connection to the differences in how employees carry out their tasks. As a result, this research aims to delve into how motivation, organizational culture, and employee performance are linked issues within the Department of Fisheries and Food in Pasaman Regency.

2. Literature Review

2.1. Conceptual Framework

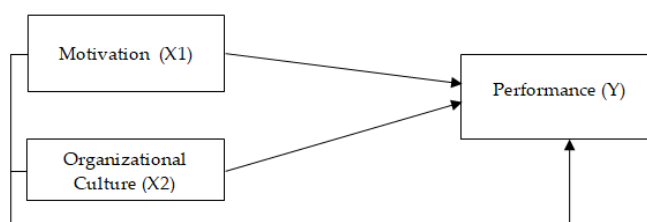


Figure 1. Conceptual Framework

Based on the data shown in Figure 1, several hypotheses have been made to analyze how motivation and organizational culture impact employee performance at the Department of Fisheries and Food in Pasaman Regency, namely:

H1: Motivation has a significant effect on the performance of employees at the Department of Fisheries and Food of Pasaman Regency.

H2: Organizational culture has a significant effect on the performance of employees at the Department of Fisheries and Food of Pasaman Regency.

H3: Motivation and organizational culture together have a significant effect on the performance of employees at the Department of Fisheries and Food of Pasaman Regency.

3. Methodology

3.1. Research Design

This research study utilizes a quantitative methodology with an associational perspective, which aims to determine both the partial and simultaneous effects of motivation and organizational culture on the performance of employees at the Department of Fisheries and Food of Pasaman Regency. The population in this study includes employees of the Department of Fisheries and Food and the Department of Education of Pasaman Regency, consisting of 33 individuals. The study utilizes a method of total sampling. In this research, the analytical approach employed is multiple linear regression analysis.

4. Results and Discussion

4.1. Validity and Reliability Tests

The validity assessment determines if a survey is reliable. A question is deemed reliable if its corrected item-total correlation exceeds 0.30, but not if it falls below that threshold (Sugiyono, 2019). Invalid items will be discarded or excluded from further data processing for the respective variable. In this research, it was

determined that all the questions were considered acceptable as the correlation values of the 35 items were above 0.30.

The purpose of the reliability test is to assess the instrument's dependability in order to ensure the accuracy of the measurement outcomes. In this research, the reliability test utilized the Cronbach's Alpha technique. Referring to Santoso (2001), an instrument is deemed trustworthy if the Cronbach's Alpha value exceeds 0.60. The analysis was conducted utilizing version 16.0 of the SPSS (Statistical Package for the Social Sciences) software. An assessment tool is considered reliable if it consistently yields the same outcomes when employed multiple times across varying occasions.

Table 1. Reliability Test of Variables

No	Variable	Cronbach's Alpha	Description
1	Performance (Y)	0.928	Reliable
2	Motivation (X1)	0.877	Reliable
3	Organizational Culture (X2)	0.911	Reliable

Source: Processed SPSS Data

According to the data displayed in the chart, the reliability analysis for all variables under study shows Cronbach's Alpha values well above the 0.60 benchmark. The Performance variable achieved the highest reliability score ($\alpha = 0.928$), followed by Organizational Culture ($\alpha = 0.911$) and Motivation ($\alpha = 0.877$). These findings confirm that the measurement instruments used are both valid and consistent in capturing the intended constructs.

4.2. Classical Assumption Test

4.2.1. Normality Test

Ghozali (2014) opined that The purpose of the normality test is to analyze the spread of each research variable's distribution. The One Sample Kolmogorov-Smirnov Test is utilized for conducting the normality test. During this phase of testing, the normality of each research variable is assessed by examining whether the asymp sig (2-tailed) value is 0.05 or higher.

Table 2. Normality Test Results

No	Variable	Asymp Sig (2-Tailed)	Alpha	Conclusion
1	Performance (Y)	0.055	0.05	Normal
2	Motivation (X1)	0.091	0.05	Normal
3	Organizational Culture (X2)	0.085	0.05	Normal

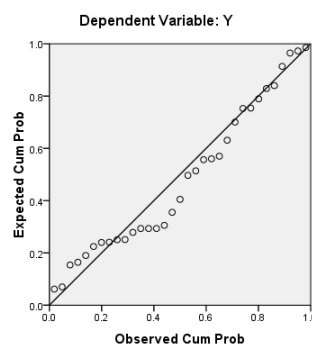
Source: Processed SPSS Data

The data presented in the table shows that the Performance variable (Y) has a significance value of 0.055, the Motivation variable (X1) has a significance value of 0.091, and the Organizational Culture variable (X2) has a significance value of 0.085. Based on this information, it can be inferred that all the variables studied exhibit a normal distribution, given that their asymp sig (2-tailed) values are above 0.05.

4.2.2. Linearity Test

The linearity test is utilized to assess the accuracy of the model specification being used. By observing the distribution of data points on a P-Plot graph, one can determine if the regression function is linear. If the data points align along a straight line, the regression model is deemed linear. This research conducted a linearity test through the use of a P-Plot graph.

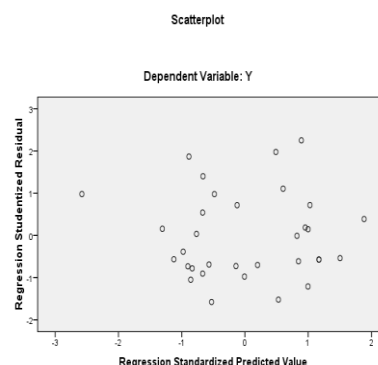
Normal P-P Plot of Regression Standardized Residual

**Figure 2. Linearity Test Results**

According to the figure 2, it is evident that the points follow the trend of the straight line, leading to the conclusion that the regression model being used is linear.

4.2.3. Heteroscedasticity Test

Ghozali (2013) suggests that the heteroscedasticity test is used to determine if there is a difference in variance among the residuals in a regression model. When the variability of residuals varies from one observation to another, it is known as heteroscedasticity. A well-fitting model is achieved when there is no distinct pattern in the scatterplot, such as clustering in the middle, narrowing and then widening, or vice versa.

**Figure 3. Heteroscedasticity Test Results**

As seen in figure 3, the heteroscedasticity test that reveals scattered points lacking a discernible pattern, spreading both above and below the 0 value on the Y-axis. This suggests that heteroscedasticity is not present in the regression model, making it appropriate for predicting the variable Performance (Y).

4.2.4. Multicollinearity Test

Multicollinearity occurs when there is a high level of correlation between two or more independent variables in a multiple regression model. Citing Santoso (2010), a dependable regression model should not display any correlation among its independent variables. One way to detect multicollinearity in a regression model is by using the VIF (Variance Inflation Factor). If the tolerance value is less than 0.10 or the VIF value exceeds 10, it suggests the existence of multicollinearity.

Table 3. Multicollinearity Test

Independent Variable	Tolerance	VIF
Motivation	0.503	1.987
Organizational Culture	0.503	1.987

Source: Processed SPSS Data

According to the information presented in the table, it is evident that the tolerance levels for the factors of Leadership Style, Communication, and Competence are all greater than 0.10. Additionally, the Variance Inflation Factor (VIF) is below 10, indicating that there is no issue with multicollinearity and these variables can be utilized in the research without any concerns.

4.3. Multiple Regression Analysis

Table 4. Summary of Multiple Regression Analysis Results, F Test, and R²

Variable	B	t	Sig
Constant	0.202	0.066	0.948
Motivation	0.609	6.079	0.000
Organizational Culture	0.422	4.252	0.000
F	90.877		0.000
R ²			0.781

Source: Processed SPSS Data

Based on the research model, referring to the opinion of Suliyanto (2011), the equation formula is $Y = \alpha + b_1X_1 + b_2X_2$. Thus, the obtained regression equation is $Y = 0.202 + 0.609X_1 + 0.422X_2$. In order to assess the impact of individual variables on the outcome variable, significance values can be utilized. The data in the table indicates that the Motivation variable has a significance value of 0.000. When the t-test is performed with a significance level of 0.05, it is evident that the significance value of 0.000 is less than 0.05. Hence, it can be inferred that Motivation significantly influences employee Performance at the Fisheries and Food Service of Pasaman Regency. Hence, Hypothesis 1 is accepted. Motivation greatly influences performance because motivation leads to better performance among employees, which ultimately makes them more productive and prevents frustration. Good performance will encourage employees to work harder and optimally contribute to achieving the organization's goals.

According to the data provided in the table 4, the variable of Organizational Culture has a significance level of 0.000. When conducting the t-test, an error level of 0.05 was utilized. The outcome of the test indicates that the significance level of 0.000 is less than 0.05. Hence, it can be deduced that Organizational Culture significantly influences the Performance of employees at the Fisheries and Food Service of Pasaman Regency. Hence, Hypothesis 2 is accepted. When organizational culture is effectively implemented, employees' productivity will increase. This suggests that the organizational culture at the Fisheries and Food Service of Pasaman Regency is already successful.

Based on the analysis results, the F-statistic equals 90.877 with 0.000 significance. Using an F-test with 0.05 error level, the significance value of $0.000 < 0.05$ confirms that Motivation and Organizational Culture significantly impact employee Performance at Pasaman Regency's Fisheries and Food Service, thus accepting Hypothesis 3. According to Ghozali (2014), the coefficient of determination measures how well independent variables (Motivation and Organizational Culture) explain the dependent variable (Performance). The R² value of 0.781 indicates that Motivation and Organizational Culture explain 78.1% of performance variance among Fisheries and Food Service employees in Pasaman Regency, while the remaining 21.9% stems from variables not examined in this research. RetryClaude can make mistakes. Please double-check responses.

5. Conclusion

Based on data analysis and result interpretation, several conclusions emerge. Motivation significantly affects employee performance at Pasaman Regency's Fisheries and Food Service ($p = 0.000 < 0.05$), demonstrating motivation's substantial influence on performance outcomes. Organizational Culture similarly shows significant impact on employee performance at the institution ($p = 0.000$), highlighting its critical role in performance development. Additionally, Motivation and Organizational Culture together exhibit simultaneous positive and significant effects on employee performance at Pasaman Regency's Fisheries and Food Service, evidenced by their combined significance value of $0.000 < 0.05$.

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