

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND SELF-EFFICACY ON THE MOTIVATION OF CIVIL SERVANTS AT THE UPTD PUSKESMAS SUNGAI AMBAWANG



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Abstract

This study aims to analyze the influence of Organizational Culture and Self-Efficacy on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang. This study employed a quantitative approach with an associative method. The research sample consisted of 50 respondents selected using a saturated sampling technique. Data were collected through interviews, questionnaires, and documentation. Data analysis was conducted using multiple linear regression with the assistance of SPSS through validity tests, reliability tests, classical assumption tests, and hypothesis testing using the t-test and F-test. The results show that all research instruments were valid and reliable, and the data met the assumptions of normality, linearity, and the absence of multicollinearity. Partially, Organizational Culture has a positive and significant effect on Motivation, with a t-count value of 3.078 and a significance value of 0.003. Self-Efficacy also has a positive and significant effect on Motivation, with a t-count value of 2.300 and a significance value of 0.026. Simultaneously, Organizational Culture and Self-Efficacy have a significant effect on Motivation, with an F-count value of 31.506 and a significance value of 0.001. The correlation coefficient (R) value of 0.757 indicates a strong relationship, while the coefficient of determination (R^2) value of 0.573 shows that 57.3% of Motivation can be explained by Organizational Culture and Self-Efficacy, while the remaining portion is influenced by other variables outside this study.

Keywords: Organizational Culture, Self-Efficacy, Motivation, Civil Servants, Public Health Center

INTRODUCTION

Human resources are a determining factor in achieving organizational goals through the implementation of work functions and responsibilities. According to Busro (2018), human resources are a strategic factor in all organizational activities because they play a role in supporting the effectiveness of institutional goal achievement. In public service organizations, organizational culture and self-efficacy are factors related to employee work behavior. Kangas et al. (2017) state that an ethical organizational culture is associated with increased employee well-being and reduced work absenteeism. Self-efficacy has a positive relationship with employee motivation through the enhancement of individual confidence in carrying out work tasks (Li, 2023).

This phenomenon is also evident in health service organizations, particularly at the UPTD Puskesmas Sungai Ambawang as a first-level health service facility in Kubu Raya Regency. Based on outpatient visit data from 2022 to 2024, the number of visits increased from 16,543 visits in 2022 to 18,492 visits in 2023, then decreased to 18,345 visits in 2024. In inpatient services, the number of services increased from 207 services in 2022 to 334 services in 2023, then decreased to 240 services in 2024. These data indicate fluctuations in health services during the research period. According to Rahman (2024), organizational culture has a positive relationship with employee motivation, which affects the implementation of public service performance. The study by Abun et al. (2021) also shows that self-efficacy is related to the implementation of employees' task and contextual performance in service organizations.

The empirical problem in this study can be seen from the absenteeism data of Civil Servants at the UPTD Puskesmas Sungai Ambawang, which fluctuated during 2022–2024. The absenteeism rate was recorded at 1.09% in 2022, increased to 1.27% in 2023, and decreased to 0.60% in 2024. In addition, disciplinary sanction data show an increase in verbal warning cases from two cases in 2022 to three cases in 2023. Based on interviews with the Head of Administration, the violations included late attendance, leaving during working hours with permission, lack of responsiveness toward patients, and leaving before working hours ended. Lin et al. (2024) show that low self-efficacy and social support are related to employee absenteeism. Malik et al. (2024) also state that organizational culture is associated with improved work discipline and organizational outcomes.

The relevance of this study is related to the condition of public service organizations that involve direct interaction between employees and the community through health services. The Community Satisfaction Index (IKM) data at the UPTD Puskesmas Sungai Ambawang show a score of 87.41 in 2022, 87.32 in 2023, and 87.47 in 2024, all of which fall into the "Good" service category. The fluctuation in IKM scores indicates changes in service achievements during the research period. Sadowska et al. (2023) state that social support from the work environment is related to public service motivation and employee job satisfaction. Zulfiqar et al. (2024) show that self-efficacy, work discipline, and motivation have a direct relationship with employee performance in organizations.

Previous studies show that organizational culture and self-efficacy are related to employee work motivation. Demidova (2021) states that organizational culture plays a role in shaping individual motivational systems through organizational values and goals, while Kusumasari (2022) shows that motivation is related to career development and employee welfare. Aronsson et al. (2021) also explain that job demands can influence employee attendance behavior and organizational occupational health practices. In the context of health

services, Arfiono et al. (2022) and Firanti et al. (2021) examined the influence of organizational culture on work motivation, while Nita and Agustika (2023) as well as Ianaturodiah and Wahjudi (2020) examined the influence of self-efficacy on employee motivation in organizations. In addition, Kusasi (2012) examined the influence of organizational culture and self-efficacy on work motivation in the public service sector. However, studies on the influence of organizational culture and self-efficacy on the motivation of Civil Servants in regional public health center environments remain relatively limited, particularly in the context of the implementation of the BerAKHLAK work culture at the UPTD Puskesmas Sungai Ambawang. Therefore, this study was conducted to expand empirical research on the influence of organizational culture and self-efficacy on the motivation of Civil Servants in regional health service environments.

Based on the empirical phenomena, organizational data, and previous research findings, this study aims to analyze the influence of Organizational Culture and Self-Efficacy on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang. The focus of this study is directed toward examining the influence of Organizational Culture on Motivation, the influence of Self-Efficacy on Motivation, and the simultaneous influence of Organizational Culture and Self-Efficacy on the Motivation of Civil Servants.

REVIEW OF LITERATURE

Organizational Culture

Organizational culture is a pattern of shared assumptions learned by a group in solving problems of external adaptation and internal integration, which subsequently becomes a guideline for organizational members in perceiving, thinking, and behaving. This perspective is consistent with Schein's Organizational Culture Theory, which defines organizational culture as a pattern of shared basic assumptions developed through organizational experiences in addressing external adaptation and internal integration and transmitted to new members as the appropriate way to understand and respond to organizational challenges (Hameli, 2024). Furthermore, Schein conceptualizes organizational culture as a multilayered phenomenon consisting of observable artifacts, espoused values and beliefs, and underlying basic assumptions that unconsciously guide members' behavior (Westover, 2024).

Similarly, Colquitt, LePine, and Wesson in Busro (2018) define organizational culture as social knowledge encompassing organizational rules, norms, and values that shape employees' behavior, while Susanto in Edison et al. (2017) argues that organizational culture reflects shared patterns of beliefs, assumptions, values, and behaviors that influence how organizational members work and interact. The indicators of organizational culture in this study refer to Edison et al. (2017), consisting of self-awareness, aggressiveness, personality, performance, and team orientation. From a theoretical perspective, organizational culture provides a social environment that influences employees' attitudes and behaviors by reinforcing shared values and organizational identity. Consequently, a strong organizational culture can enhance employees' intrinsic motivation by creating a sense of purpose, belonging, and commitment toward organizational goals. Organizations that foster flexibility, collaboration, and innovation are more likely to strengthen intrinsic motivational dimensions, including autonomy, purpose, and mastery, thereby encouraging employees to demonstrate higher engagement and commitment (Bekmanova, 2026). Empirical evidence also supports this theoretical proposition. Espinoza-Cjumo (2023) found that organizational

culture has a positive and significant effect on employee motivation across different organizational settings. Furthermore, the study reported that organizational culture explained approximately 38.3% of the variance in overall employee motivation and positively influenced achievement, power, and affiliation motivation. Supporting these findings, Demidova (2021) states that organizational culture serves as the foundation of an individual motivational system through shared values and goals that shape employees' identification with the organization. Rahman (2024) also found that organizational culture has a positive effect on employee motivation and performance, while Malik et al. (2024) demonstrated that organizational culture contributes to organizational effectiveness by strengthening work discipline and improving employee performance.

H1: Organizational Culture has a significant effect on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang.

Self-Efficacy

Self-efficacy is an individual's belief in their ability to perform a task and achieve certain outcomes. Robbins and Judge (2023) define self-efficacy as an individual's belief that they are capable of performing a particular task. Aziz and Rachman (2023) state that self-efficacy is related to an individual's assessment of their ability to complete job demands. Busro (2018) explains that self-confidence is a positive perspective on one's own abilities, enabling individuals to accept both their strengths and weaknesses. The indicators of self-efficacy in this study refer to Bandura (1998) in Cahyadi (2021), consisting of level, strength, and generality. Although self-efficacy is generally considered a positive predictor of motivation and performance, previous empirical findings have not been entirely consistent. Vancouver et al. (2006) found that, at the within-person level, self-efficacy was negatively associated with motivation and examination performance, although positive relationships were observed across individuals. This finding suggests that the influence of self-efficacy may vary depending on the level of analysis and organizational context.

In contrast, Putry et al. (2020) found that self-efficacy has a positive effect on motivation. Likewise, Li (2023) reported that employee self-efficacy enhances motivation by strengthening confidence in carrying out tasks and achieving work goals, while Zulfiqar et al. (2024) found that self-efficacy has a direct positive effect on work motivation and employee performance. These differing findings indicate that the relationship between self-efficacy and motivation remains open to further investigation, particularly in public-sector organizations such as public health centers.

H2: Self-Efficacy has a significant effect on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang.

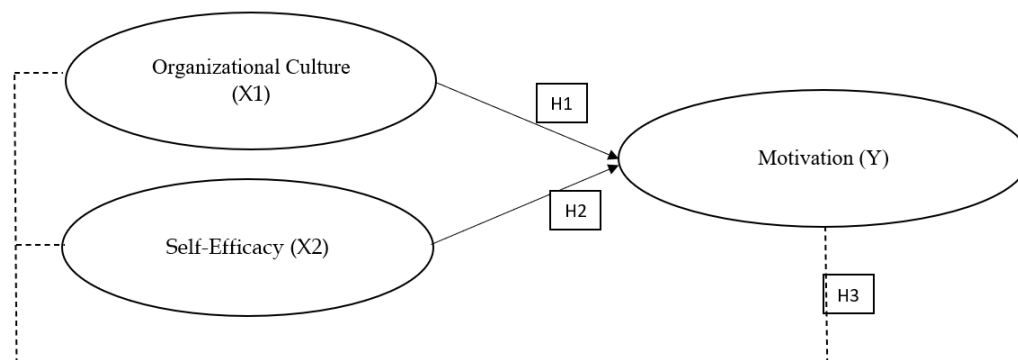
Motivation

Motivation is a drive that influences the intensity, direction, and persistence of individuals in achieving organizational goals. Robbins and Judge in Busro (2018) define motivation as a process that explains the intensity, direction, and persistence of individuals in achieving goals. Robbins and Coulter in Priansa (2018) state that motivation is an individual's willingness to exert high effort in achieving organizational goals. Wardan (2020) explains that motivation is related to efforts to increase employees' enthusiasm and work spirit, while Mohtar (2019) describes motivation as a work drive that influences individual behavior in achieving certain goals. The indicators of motivation in this study refer to

Maslow's hierarchy of needs in Priansa (2018), consisting of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. While Maslow's theory explains motivation based on the fulfillment of hierarchical human needs, more recent perspectives emphasize the quality of motivation rather than merely its intensity. In this regard, Self-Determination Theory (SDT) proposed by Ryan and Deci (2000) explains that motivation is shaped by social contexts through the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. SDT distinguishes between autonomous motivation, controlled motivation, and amotivation, suggesting that employees are more likely to demonstrate sustained motivation and higher levels of engagement when these psychological needs are fulfilled. Therefore, in the context of public health organizations, organizational practices that support employees' competence, autonomy, and interpersonal relationships are expected to strengthen work motivation and improve organizational performance.

H3: Organizational Culture (X1) and Self-Efficacy (X2) simultaneously have a significant effect on the Motivation (Y) of Civil Servants at the UPTD Puskesmas Sungai Ambawang.

Figure 1. Conceptual Framework



RESEARCH METHOD

This study uses an associative method with a quantitative approach to analyze the influence of Organizational Culture and Self-Efficacy on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang. The research data consist of primary data collected through questionnaires supported by interviews, and secondary data in the form of employee data, absenteeism records, disciplinary violations, service data, and the Community Satisfaction Index. The research population consisted of 50 Civil Servants excluding the head of the public health center, and a saturated sampling technique was used so that the entire population was used as the sample (Sugiyono, 2019). The research variables consist of Organizational Culture (X1), Self-Efficacy (X2), and Motivation (Y), measured using a Likert scale.

Instrument testing was conducted through validity testing using Product Moment and reliability testing using Cronbach's Alpha with the assistance of SPSS. This study also used classical assumption tests, including the Kolmogorov-Smirnov normality test (Purnomo, 2016), the Test for Linearity, and the multicollinearity test by examining Tolerance and VIF values (Ghozali, 2018). Data analysis used multiple linear regression to determine the influence of Organizational Culture and Self-Efficacy on Motivation (Purnomo, 2016). In

addition, the Pearson Product Moment correlation coefficient and coefficient of determination were used to measure the strength of the relationship and the contribution of independent variables to the dependent variable (Siregar, 2018). Hypothesis testing was conducted through simultaneous testing (F-test) and partial testing (t-test) to determine the influence of the variables collectively and individually on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang.

Since the study relied primarily on self-reported questionnaire data collected from the same respondents, procedural measures were implemented to minimize the potential risk of common method bias (CMB). Respondents were informed that their participation was voluntary, their responses would remain anonymous and confidential, and the collected data would be used solely for academic purposes. In addition, the questionnaire included clear instructions, standardized measurement items adapted from established scales, and emphasized that there were no right or wrong answers, thereby encouraging respondents to provide honest and unbiased responses. These procedural remedies are recommended to reduce respondents' evaluation apprehension and the likelihood of common method variance in survey-based research.

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test was conducted by calculating the correlation between each question item and the total score. This study used a significance level of 5% with $df = 48$, resulting in an r -table value of 0.279. An item is declared valid if the r -count is greater than the r -table, and invalid if the r -count is less than or equal to the r -table. The validity test results are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Organizational Culture (X1)	X1.1	0.611	0.279	Valid
	X1.2	0.480		
	X1.3	0.723		
	X1.4	0.462		
	X1.5	0.524		
	X1.6	0.677		
	X1.7	0.490		
	X1.8	0.524		
	X1.9	0.637		
	X1.10	0.499		
	X1.11	0.543		
	X1.12	0.700		
Self-Efficacy (X2)	X2.1	0.725	0.279	Valid
	X2.2	0.449		
	X2.3	0.599		
	X2.4	0.632		
	X2.5	0.805		
	X2.6	0.607		

	X2.7	0.694		
	Y.1	0.684		
	Y.2	0.570		
	Y.3	0.651		
	Y.4	0.531		
	Y.5	0.808		
	Y.6	0.590		
Motivation (Y)	Y.7	0.633	0.279	Valid
	Y.8	0.718		
	Y.9	0.608		
	Y.10	0.590		
	Y.11	0.642		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all statement items for the variables Organizational Culture (X1), Self-Efficacy (X2), and Motivation (Y) show r-count values greater than the r-table value. Therefore, all statement items are declared valid and feasible to be used as instruments in this study.

b. Reliability Test

The reliability test in this study was conducted to determine the consistency level of the research instrument in measuring the variables studied. Reliability testing used the Cronbach's Alpha method, in which a variable is declared reliable if it has a Cronbach's Alpha value greater than 0.60. The reliability test results are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Organizational Culture (X1)	.792	12		
Self-Efficacy (X2)	.746	7	0.60	Reliable
Motivation (Y)	.850	11		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, the variables Organizational Culture (X1), Self-Efficacy (X2), and Motivation (Y) obtained Cronbach's Alpha values of 0.792, 0.746, and 0.850, respectively. All values exceed the minimum threshold of 0.60; therefore, all statement items for each variable are declared reliable and appropriate for use in the study.

Classical Assumption Test

a. Normality Test

The normality test in this study was conducted to examine whether the research data were normally distributed. The test was conducted using the Kolmogorov-Smirnov method with the assistance of SPSS. The normality test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	50
Test Statistic	.058
Asymp.Sig.(2-tailed)	.070

Source: Processed Data, 2026

Based on the normality test results, the Asymp. Sig. (2-tailed) value was 0.070, which is greater than 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

b. Linearity Test

The linearity test in this study was conducted to determine whether there was a linear relationship between the independent variables and the dependent variable. The test was conducted using the Test for Linearity method, with the criterion that a Deviation from Linearity significance value greater than 0.05 indicates a linear relationship between variables. The linearity test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity
Motivation (Y) * Organizational Culture (X1)	<.001	.061
Motivation (Y) * Self-Efficacy (X2)	<.001	.056

Source: Processed Data, 2026

Based on the linearity test results, the Organizational Culture (X1) and Motivation (Y) variables obtained a Deviation from Linearity significance value of 0.061, while the Self-Efficacy (X2) and Motivation (Y) variables obtained a value of 0.056. Both values are greater than 0.05; therefore, it can be concluded that there is a linear relationship between each independent variable and Motivation (Y).

c. Multicollinearity Test

The multicollinearity test in this study was conducted to determine whether there was a high correlation among the independent variables in the regression model. The test was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values, where the regression model is declared free from multicollinearity symptoms if the Tolerance value is greater than 0.10 and the VIF value is less than 10. The multicollinearity test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Culture (X1)	.407	2.455
Self-Efficacy (X2)	.407	2.455

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, Organizational Culture (X1) has a Tolerance value of 0.407 (> 0.10) and a VIF value of 2.455 (< 10). Self-Efficacy (X2) also has a Tolerance value of 0.407 (> 0.10) and a VIF value of 2.455 (< 10). Therefore, it can be concluded that the regression model in this study does not experience multicollinearity symptoms.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was used to measure the influence of two or more independent variables on one dependent variable, both simultaneously and partially, as well as to form a predictive model of the relationship between variables. The results of the multiple linear regression analysis are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.158	.469		2.468	.017
	Organizational Culture	.460	.149	.460	3.078	.003
	Self-Efficacy	.308	.134	.344	2.300	.026
a. Dependent Variable: Motivation						

Source: Processed Data, 2026

Based on Table 6, the multiple linear regression equation is obtained and can be interpreted as follows:

$$Y = 1.158 + 0.460 X_1 + 0.308 X_2$$

- 1) The constant value of 1.158 indicates that if Organizational Culture (X1) and Self-Efficacy (X2) are equal to 0, then Motivation (Y) has a value of 1.158.
- 2) The regression coefficient of Organizational Culture (b1) of 0.460 indicates that every one-unit increase in the Organizational Culture score will increase the Motivation score by 0.460 units.
- 3) The regression coefficient of Self-Efficacy (b2) of 0.308 indicates that every one-unit increase in X2 will increase Motivation (Y) by 0.308 units.

b. Correlation Coefficient Analysis (R)

The correlation coefficient in this study was used to measure the level and direction of the relationship between two or more variables using the Product Moment method. The results of the correlation coefficient calculation are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.555	.14820
Predictors: (Constant), Self-Efficacy, Organizational Culture				

Source: Processed Data, 2026

Based on the results of the correlation coefficient calculation in Table 7, the correlation coefficient (R) value is 0.757, indicating that Organizational Culture (X1) and Self-Efficacy (X2) have a strong relationship with Motivation (Y) among Civil Servants at the UPTD Puskesmas Sungai Ambawang.

c. Determination Coefficient (R²)

The coefficient of determination (R²) in this study can be seen in Table 7, where the R-Square value is 0.573. This means that Organizational Culture and Self-Efficacy influence Motivation by 57.3%, while the remaining 42.7% is influenced by other variables not included in this study.

d. Simultaneous Test (F Test)

The simultaneous test (F-test) in this study was conducted to determine whether Organizational Culture and Self-Efficacy jointly have a significant effect on Motivation. The simultaneous test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.384	.692	31.506	<.001 ^b
Residual	1.032	.022		

Dependent Variable: Motivation
Predictors: (Constant), Self-Efficacy, Organizational Culture

Source: Processed Data, 2026

Based on the simultaneous test (F-test) results in Table 8, the F-count value is 31.506, which is greater than the F-table value of 3.20, with a significance value of $0.001 < 0.05$. This indicates that H3 is accepted, meaning that Organizational Culture (X1) and Self-Efficacy (X2) simultaneously have a significant effect on Motivation (Y) among Civil Servants at the UPTD Puskesmas Sungai Ambawang.

e. Partial Test (t Test)

The partial test (t-test) in this study was conducted to determine the effect of each independent variable on the dependent variable partially. The t-test results are presented in Table 9.

Table 9. Partial Test Results (t Test)

Table 3: Partial Test Results (t-Test)						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.158	.469		2.468	.017
	Organizational Culture	.460	.149	.460	3.078	.003
	Self-Efficacy	.308	.134	.344	2.300	.026
a. Dependent Variable: Motivation						

a. Dependent Variable: Motivation

Source: Processed Data, 2026

- Based on the partial test (t-test) results in Table 9, the following results were obtained:
- 1) The Organizational Culture variable (X1) has a t-count value of 3.078, which is greater than the t-table value of 1.678, with a significance value of $0.003 < 0.05$. This indicates that H1 is accepted. Therefore, partially, Organizational Culture has a significant effect on Motivation.
 - 2) The Self-Efficacy variable (X2) has a t-count value of 2.300, which is greater than the t-table value of 1.678, with a significance value of $0.026 < 0.05$. This indicates that H2 is accepted. Therefore, partially, Self-Efficacy has a significant effect on Motivation (Y).

The Influence of Organizational Culture on Motivation

The results of the study show that Organizational Culture has a significant effect on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang. This is evidenced by the t-count value of 3.078, which is greater than the t-table value of 1.678, and the significance value of $0.003 < 0.05$. In addition, the regression coefficient value of 0.460 indicates that the better the organizational culture, the higher the employees' motivation. This finding shows that organizational culture does not merely function as a work norm but also serves as an internal mechanism that shapes employees' drive in carrying out health service duties. In public health centers, a clear, disciplined, communicative, and public service-oriented organizational culture can create a sense of direction for employees. When employees understand the values, rules, and work habits that apply within the organization, they tend to have stronger reasons to work consistently, responsibly, and with a focus on performance achievement.

Employee motivation is not only determined by individual factors but also by the organizational environment in which employees work. An organizational culture that supports teamwork, discipline, concern for patients, and service responsibility can strengthen

employees' motivation to deliver better performance. Conversely, a weak organizational culture may cause employees to work only based on formal obligations, without a strong internal drive to improve service quality. The results of this study are consistent with Arfiono et al. (2022), who stated that organizational culture has a significant effect on the work motivation of public health center employees. Firanti et al. (2021) also showed that organizational culture influences the work motivation of members of Club K at Universitas Negeri Jakarta.

The Influence of Self-Efficacy on Motivation

The results of the study show that Self-Efficacy has a significant effect on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang. This is evidenced by the t-count value of 2.300, which is greater than the t-table value of 1.678, and the significance value of $0.026 < 0.05$. The regression coefficient value of 0.308 indicates that an increase in self-efficacy will increase employee motivation. This finding shows that employees' confidence in their own abilities is an important factor in shaping work motivation. Employees with high self-efficacy tend to be more confident in completing tasks, facing work pressure, and adapting to the demands of health services. In a public health center environment, employees often face workloads, community service needs, limited resources, and administrative demands. These conditions require strong self-confidence so that employees remain motivated to work optimally.

Employees who believe in their abilities are more prepared to take initiative, solve problems, and maintain performance despite facing obstacles. Conversely, employees with low self-efficacy are more likely to feel doubtful, lack confidence, and reduce their effort when dealing with difficult tasks. Therefore, self-efficacy is an important psychological factor in maintaining employee motivation, especially in the public service sector, which requires accuracy, resilience, and work responsibility. The results of this study are consistent with the studies by Nita and Agustika (2023) and Ianaturodiah and Wahjudi (2020), which state that self-efficacy has a positive and significant effect on employee motivation in organizations.

The Influence of Organizational Culture and Self-Efficacy on Motivation

The results of the study show that Organizational Culture and Self-Efficacy simultaneously have a significant effect on the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang. This is evidenced by the F-count value of 31.506, which is greater than the F-table value of 3.20, and the significance value of $0.001 < 0.05$. The correlation coefficient (R) value of 0.757 indicates a strong relationship, while the coefficient of determination (R^2) value of 0.573 shows that Organizational Culture and Self-Efficacy are able to explain 57.3% of the influence on Motivation. This finding indicates that employee motivation is not formed by a single factor but by a combination of organizational and personal factors. Organizational culture provides direction, values, and work behavior standards, while self-efficacy provides internal confidence for employees to perform their work effectively.

At the UPTD Puskesmas Sungai Ambawang, this finding has important meaning because basic health services require employees who not only comply with the work system but also have strong motivation in facing the dynamics of community service. A good organizational culture can create a more directed work environment, while self-efficacy helps employees remain confident in completing their work. The combination of both can strengthen work motivation, increase employees' seriousness, and support the quality of

public services. The results of this study are consistent with Kusasi (2012), who stated that organizational culture and self-efficacy have a significant effect on employee work motivation in the public service sector.

CONCLUSION

The results of this study indicate that Organizational Culture and Self-Efficacy have a strong relationship with the Motivation of Civil Servants at the UPTD Puskesmas Sungai Ambawang, as indicated by the correlation coefficient (R) value of 0.757. Simultaneously, the two independent variables significantly influence Motivation, explaining 57.3% of its variance, while the remaining 42.7% is attributable to other factors outside the scope of this study. Based on the multiple linear regression analysis, the equation obtained was $Y = 1.158 + 0.460X_1 + 0.308X_2$, indicating that both Organizational Culture and Self-Efficacy positively contribute to employee Motivation. Partially, Organizational Culture had a positive and significant effect on Motivation ($t = 3.078$; $p = 0.003$), while Self-Efficacy also showed a positive and significant effect ($t = 2.300$; $p = 0.026$). These findings suggest that improvements in organizational culture and employees' confidence in their capabilities are associated with higher levels of work motivation among civil servants.

An important finding of this study is that Organizational Culture demonstrates a stronger contribution to employee Motivation than Self-Efficacy, as reflected by its higher standardized regression coefficient ($\beta = 0.460$) compared with Self-Efficacy ($\beta = 0.308$). This finding suggests that, within the context of public health centers, organizational factors exert a greater influence on work motivation than individual psychological factors. One possible explanation is that civil servants perform their duties within a highly structured organizational environment characterized by formal regulations, standardized operating procedures, and the implementation of the BerAKHLAK core values. Such organizational conditions continuously shape employees' attitudes, behaviors, and work expectations through shared norms, leadership practices, and organizational support. Although employees' confidence in their own abilities remains important, its influence on motivation is likely to be strengthened or constrained by the prevailing organizational culture. Therefore, a supportive organizational culture serves as the primary mechanism for fostering employee motivation, while self-efficacy complements this process by enhancing employees' confidence to perform their responsibilities effectively.

Theoretically, this study supports the propositions of Organizational Culture Theory and Social Cognitive Theory by demonstrating that organizational and individual factors jointly contribute to employee motivation in the public health sector. Furthermore, the findings extend previous empirical evidence by confirming these relationships within the context of Indonesian public health centers implementing the BerAKHLAK work culture, thereby enriching the organizational behavior literature in public-sector organizations.

Practically, the findings provide several actionable recommendations for managers of UPTD Puskesmas Sungai Ambawang and similar public health institutions. First, organizational culture should be strengthened by reinforcing shared organizational values through regular internal communication, leadership role modeling, and performance evaluation systems aligned with the BerAKHLAK core values. Particular attention should be given to improving teamwork, open communication, and employee participation in problem-solving to foster a more collaborative work environment. Second, employee self-efficacy can be enhanced through structured competency development programs, including technical and

soft-skill training, mentoring and coaching by senior staff, constructive performance feedback, and the provision of challenging but achievable work assignments that strengthen employees' confidence in their abilities. Third, managers should implement recognition and appreciation mechanisms, such as acknowledging outstanding performance and encouraging peer support, to reinforce employees' intrinsic motivation and commitment to organizational goals. These interventions are expected to improve employee motivation, service quality, and organizational performance in public health service institutions.

This study has several limitations. The research was conducted in a single public health center with a relatively small sample of 50 civil servants, limiting the generalizability of the findings. In addition, the study employed a cross-sectional design and relied on self-reported questionnaire data, which may be susceptible to common method bias. Future research is therefore encouraged to include additional variables such as job satisfaction, organizational commitment, leadership style, workload, or public service motivation, employ mediation or moderation models, utilize more advanced analytical approaches such as Structural Equation Modeling (SEM), and involve multiple public health centers or other public-sector organizations to obtain more comprehensive and generalizable findings.

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