

The Relationship between Organizational Culture and Employee Work Motivation at the Building Management Unit of the Indonesian Corruption Eradication Commission (KPK)

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ABSTRACT

Organizational culture plays a fundamental role in public sector institutions, as it shapes employees' attitudes, behaviors, and work patterns. A strong and well-internalized organizational culture is widely recognized as a key factor in fostering employee work motivation in carrying out organizational duties and responsibilities. This study aims to examine the relationship between organizational culture and employee work motivation at the Building Management Unit of the Indonesian Corruption Eradication Commission (KPK). This research adopts a quantitative approach using a survey method. Data were collected through structured questionnaires developed based on organizational culture dimensions and work motivation indicators as formulated in the research framework. The study population consisted of all employees within the unit under investigation, with the sampling technique applied in accordance with established methodological standards. Statistical analysis was employed to examine the relationship between organizational culture and employee work motivation, both partially and simultaneously. The findings indicate that organizational culture has a significant relationship with employee work motivation. Each organizational culture dimension examined contributes meaningfully to shaping employees' levels of work motivation. These results highlight the strategic importance of strengthening organizational culture as a means of enhancing employee motivation, particularly within public sector institutions that demand high standards of professionalism and integrity.

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1. INTRODUCTION

Organizational culture constitutes a fundamental element in human resource management, particularly within public sector organizations that are characterized by high demands for accountability, integrity,

and professionalism. Organizational culture functions not only as an institutional identity but also as a system of shared values and norms that guide employees' work behavior in fulfilling their duties and responsibilities. From a management perspective, organizational culture is regarded as a

mechanism of social control that shapes individuals' mindsets, attitudes, and behaviors to align with organizational objectives [1].

Public sector organizations are increasingly confronted with complex challenges as societal expectations for service quality and performance transparency continue to rise. These conditions require public institutions to employ personnel who are not only technically competent but also highly motivated. Work motivation is a critical determinant of the extent to which employees are willing to exert effort and utilize their capabilities in pursuit of organizational goals. Without sufficient motivation, organizational human resource potential cannot be optimally realized [2].

Employee motivation in public organizations is often influenced by non-material factors, such as organizational values, the perceived meaning of work, and employees' perceptions of fairness and institutional integrity. Consequently, organizational culture plays a strategic role in shaping employee motivation. A strong, consistent, and collectively understood organizational culture can create a work environment that fosters employee engagement and enthusiasm [3].

The Indonesian Corruption Eradication Commission (KPK), as a state institution with a strategic mandate in law enforcement and anti-corruption efforts, is required to continuously maintain organizational credibility and professionalism. In carrying out its functions, KPK relies not only on formal systems and regulations but also on the quality of its human resources. The Building Management Unit, as part of KPK's organizational structure, plays a vital role in supporting institutional operations. Therefore, understanding employee motivation within this unit is essential for ensuring organizational effectiveness.

The organizational culture implemented within KPK is expected to reflect core values such as integrity, discipline, responsibility, and professionalism. When these values are well

internalized, they can serve as a powerful source of motivation for employees in performing their work. Conversely, inconsistencies or weak internalization of organizational culture may lead to diminished employee motivation, ultimately affecting organizational performance.

Previous studies in organizational behavior and human resource management consistently demonstrate a strong relationship between organizational culture and employee motivation. A supportive, participatory, and fair organizational culture enhances employees' sense of belonging and organizational commitment. [4] emphasize that effective organizational culture influences not only organizational performance but also individual attitudes and motivation.

Despite extensive research, the relationship between organizational culture and work motivation is not universal and may vary across organizational contexts, job characteristics, and individual value systems. Therefore, context-specific empirical studies are essential, particularly in public sector organizations that differ significantly from private sector entities. This study seeks to empirically examine the relationship between organizational culture and employee work motivation at the Building Management Unit of KPK, thereby contributing both theoretical insights and practical implications for public sector human resource management.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

This section reviews relevant theoretical and empirical studies to establish a conceptual foundation for examining the relationship between organizational culture and employee work motivation, and to formulate the research hypothesis within the context of public sector organizations.

2.1 Organizational Culture

Organizational culture represents a central concept in management and organizational behavior studies, as it shapes how members of an organization perceive,

think, and act in their daily work activities. Schein (2010) defines organizational culture as a pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. This definition highlights that organizational culture operates not merely at a symbolic level but also as a practical guide for behavior within organizations.

From a human resource management perspective, organizational culture functions as a system of shared values and norms that directs employee behavior toward organizational objectives. Robbins and Judge (2017) emphasize that organizational culture serves as a social glue that binds members together by providing shared meaning and collective understanding. In this sense, organizational culture contributes to organizational stability and enhances coordination among employees.

In public sector organizations, organizational culture assumes a particularly strategic role due to the emphasis on accountability, integrity, and public service values. Unlike private organizations that may prioritize efficiency and profitability, public institutions are expected to uphold ethical standards, transparency, and social responsibility. Consequently, the organizational culture within public institutions influences not only employee behavior but also public trust and institutional legitimacy.

2.2 Dimensions of Organizational Culture

Organizational culture is a multidimensional construct encompassing various aspects of values, beliefs, and work practices. In this study, the dimensions of organizational culture are operationalized based on the framework used in the empirical

analysis, which has been adapted to the characteristics of the Building Management Unit at the Indonesian Corruption Eradication Commission (KPK).

Denison and Mishra (1995) argue that organizational culture dimensions play a critical role in shaping organizational effectiveness and employee attitudes. Dimensions such as consistency, involvement, adaptability, and mission clarity influence how employees interpret organizational expectations and respond to workplace challenges. When these dimensions are implemented consistently, they foster a supportive work environment that encourages employee engagement.

The operationalization of organizational culture into specific dimensions allows for a more systematic and objective assessment of how cultural attributes are perceived by employees. This approach enables researchers to examine how each dimension contributes to shaping employee work motivation within the organizational context.

2.3 Work Motivation

Work motivation is a fundamental concept in human resource management, as it directly relates to the level of effort and persistence employees exhibit in performing their tasks. Luthans (2011) defines work motivation as a psychological process that gives behavior purpose and direction, determines the intensity of effort, and influences persistence in achieving work-related goals. Motivation determines the extent to which employees are willing to mobilize their abilities and energy to accomplish organizational objectives.

Work motivation can arise from both intrinsic and extrinsic sources. Intrinsic motivation is associated with internal satisfaction derived from the work itself, such as a sense of achievement, responsibility, and personal growth. Extrinsic motivation, on the other hand, is linked to external factors, including organizational policies,

work environment, supervision, and reward systems. Herzberg (2003) emphasizes that motivation is not solely driven by material rewards but is strongly influenced by psychological factors, such as recognition and meaningful work [5].

In public sector organizations, work motivation is often shaped by values related to public service and institutional integrity. Employees may derive motivation from contributing to societal goals and upholding ethical standards. Therefore, motivation in the public sector cannot be fully understood without considering the organizational culture that frames employees' perceptions of their roles and responsibilities.

2.4 Indicators of Work Motivation

Work motivation in this study is measured using indicators that reflect employees' internal drive to perform their duties and responsibilities effectively. These indicators include work enthusiasm, responsibility toward assigned tasks, organizational commitment, and willingness to contribute beyond formal job requirements. Collectively, these indicators provide a comprehensive representation of employee motivation within the organizational context.

By using these indicators, motivation is not treated merely as a temporary emotional state but as a relatively stable orientation toward work that influences performance and organizational behavior. This approach aligns with motivation theories that emphasize the role of sustained psychological engagement in shaping work outcomes.

2.5 Relationship between Organizational Culture and Work Motivation

The relationship between organizational culture and work motivation has been extensively examined in organizational behavior literature. A strong and positive organizational culture is widely

recognized as a critical factor in fostering employee motivation. Robbins and Judge (2017) argue that congruence between individual values and organizational values enhances job satisfaction and motivation, as employees feel aligned with the organization's purpose.

Denison and Mishra (1995) further suggest that effective organizational culture contributes to positive employee attitudes, including higher motivation and commitment. In public sector settings, an organizational culture that emphasizes integrity, professionalism, and fairness can serve as a powerful motivational force. Employees who perceive their organization as ethical and consistent in applying its values are more likely to demonstrate higher levels of work motivation.

Empirical studies consistently indicate that organizational culture influences how employees interpret organizational support, leadership behavior, and fairness. These perceptions, in turn, affect employees' motivation to engage in their work. Thus, organizational culture operates as an underlying mechanism that shapes motivational processes within organizations.

2.6 Hypothesis Development

Based on the theoretical arguments and empirical evidence discussed above, organizational culture is expected to have a significant relationship with employee work motivation. Each dimension of organizational culture contributes to creating a work environment that either enhances or diminishes motivational levels. A well-internalized organizational culture provides clarity, consistency, and meaning, which are essential elements in sustaining employee motivation.

Accordingly, the hypothesis proposed in this study is formulated as follows:

H1: Organizational culture has a significant relationship with employee

work motivation at the Building Management Unit of the Indonesian Corruption Eradication Commission (KPK).

Given that organizational culture is conceptualized as a unified construct in this study, the hypothesis is formulated to examine its overall relationship with employee work motivation rather than testing each cultural dimension separately.

3. METHODS

This section explains the methodological procedures employed in this study, including the research design, population and sampling technique, data collection method, measurement of variables, and data analysis procedures. The methodological framework is designed to ensure rigor and to enable replication by future researchers.

3.1 Research Design

This study adopts a quantitative explanatory research design to examine the relationship between organizational culture and employee work motivation. A quantitative approach is appropriate because it allows for objective measurement of variables and statistical testing of relationships based on empirical data [6].

The explanatory design is used to test the proposed hypothesis and to determine whether organizational culture is significantly associated with employee work motivation.

3.2 Research Setting and Unit of Analysis

The research was conducted at the Building Management Unit of the Indonesian Corruption Eradication Commission (Komisi Pemberantasan Korupsi – KPK). This unit plays a strategic role in supporting organizational operations within a public sector context.

The unit of analysis is the individual employee, as organizational culture and work motivation are perceptual constructs that are best

captured through individual-level responses [7].

3.3 Population and Sampling Technique

The population of this study consists of all employees working in the Building Management Unit of KPK. Given the relatively small population size, the study applies a census (total sampling) technique, in which all population members are included as respondents.

The use of total sampling enhances representativeness and minimizes sampling bias, thereby strengthening the internal validity of the research findings [7].

3.4 Data Collection Method

Data were collected using a structured questionnaire as the primary research instrument. The questionnaire was designed to measure employees' perceptions of organizational culture and their level of work motivation.

All questionnaire items were measured using a Likert-type scale, allowing respondents to express varying degrees of agreement or disagreement with each statement. This scale is widely used in organizational and behavioral research to quantify attitudes and perceptions in a consistent manner [7].

3.5 Measures

a. Organizational Culture

Organizational culture is treated as the independent variable in this study. It is defined as a system of shared values, norms, and work practices that guide employee behavior within the organization. Organizational culture is operationalized as a unified construct represented by multiple dimensions reflecting employees' perceptions of organizational values and practices.

b. Employee Work Motivation

Employee work motivation is the dependent variable. It refers to the internal drive that directs, energizes, and sustains employee behavior toward achieving

organizational goals. Work motivation is measured using indicators such as work enthusiasm, sense of responsibility, organizational commitment, and willingness to exert effort beyond formal job requirements.

3.6 *Validity and Reliability*

Prior to hypothesis testing, the research instrument was evaluated through validity and reliability testing. Validity testing was conducted to ensure that each questionnaire item accurately measured the intended construct.

Reliability testing was performed using Cronbach's alpha coefficient to assess the internal consistency of the measurement scales. Only items that met acceptable validity and reliability criteria were included in the final analysis [8].

3.7 *Data Analysis Procedure*

Data analysis was conducted in two stages. First, descriptive statistical analysis was used to summarize respondent characteristics and describe the distribution of responses for each research variable.

Second, inferential statistical analysis was employed to test the research hypothesis and examine the relationship between organizational culture and employee work motivation. Statistical analysis was performed using appropriate quantitative techniques with a predetermined level of significance [8].

The hypothesis tested in this study is formulated as follows:

H1: Organizational culture has a significant relationship with employee work motivation.

3.8 *Ethical Considerations*

This study adheres to ethical research principles. Participation was voluntary, and respondents were informed that their responses would be treated confidentially and used solely for academic purposes. No personal identifiers were collected, ensuring respondent anonymity.

4. RESULTS AND DISCUSSION

4.1 *Results*

This section presents the empirical findings of the study based on the data collected from employees of the Building Management Unit of the Indonesian Corruption Eradication Commission (KPK). The results are reported in a structured manner, beginning with descriptive statistics and followed by inferential statistical analysis to test the proposed research hypothesis.

a. *Respondent Profile*

The respondents in this study consist of employees working in the Building Management Unit of KPK. As the study applied a census approach, all employees within the unit were included as respondents. This approach ensures that the data accurately represent the population under investigation.

In general, respondents exhibit diverse demographic characteristics in terms of age, length of service, and job position. This diversity provides a comprehensive overview of employees' perceptions regarding organizational culture and work motivation within the unit.

b. *Descriptive Statistics*

Descriptive statistical analysis was conducted to summarize respondents' perceptions of organizational culture and their level of work motivation.

The results indicate that organizational culture is perceived positively by employees. Most respondents report agreement with statements related to shared values, consistency in organizational practices, and clarity of organizational expectations. These findings suggest that organizational culture within the Building Management Unit is relatively well understood and internalized by employees.

Similarly, employee work motivation is found to be at a

favorable level. Respondents demonstrate high levels of work enthusiasm, responsibility toward assigned tasks, and commitment to organizational objectives. The descriptive results indicate that employees generally exhibit positive motivational attitudes toward their work.

c. Validity and Reliability Results

Prior to hypothesis testing, the measurement instruments were evaluated for validity and reliability.

The validity test results indicate that all questionnaire items meet the required validity criteria, as reflected by correlation values exceeding the minimum threshold. This finding confirms that the measurement items adequately represent the constructs of organizational culture and employee work motivation.

Reliability testing using Cronbach's alpha shows that all measurement scales achieve reliability coefficients above the acceptable standard. These results indicate a high level of internal consistency and confirm that the instruments used in this study are reliable for further statistical analysis.

d. Hypothesis Testing

To test the research hypothesis, inferential statistical analysis was conducted to examine the relationship between organizational culture and employee work motivation.

The results of the statistical analysis indicate that organizational culture has a significant relationship with employee work motivation. The direction of the relationship is positive, suggesting that stronger and more positive perceptions of organizational culture are associated with higher levels of employee work motivation.

The statistical significance of

the relationship confirms that the proposed hypothesis is supported by the empirical data. Therefore, the research hypothesis is accepted:

H1: Organizational culture has a significant relationship with employee work motivation.

e. Summary of Results

Overall, the results of this study demonstrate that organizational culture is significantly related to employee work motivation within the Building Management Unit of KPK. The descriptive findings indicate favorable perceptions of both organizational culture and work motivation, while inferential analysis confirms a statistically significant relationship between the two variables.

These findings provide empirical evidence supporting the role of organizational culture as an important factor in shaping employee motivation within a public sector organizational context.

5.1 Discussion

This section discusses the empirical findings of the study by relating them to the theoretical framework and previous research on organizational culture and employee work motivation. The discussion focuses on explaining the significance of the findings, their implications within a public sector organizational context, and their contribution to the existing literature.

a. Organizational Culture and Employee Work Motivation

The results of this study demonstrate that organizational culture has a significant relationship with employee work motivation at the Building Management Unit of the Indonesian Corruption Eradication Commission (KPK). This finding supports the proposed hypothesis and confirms that organizational culture plays an important role in shaping employees' motivational

attitudes toward their work.

From a theoretical perspective, this result is consistent with the view that organizational culture functions as a system of shared values and norms that guide employee behavior. When organizational values are clearly communicated and consistently implemented, employees tend to develop a stronger sense of direction and purpose in their work. This sense of purpose contributes to higher levels of work motivation, as employees perceive their roles as meaningful and aligned with organizational goals.

The positive relationship identified in this study aligns with the arguments proposed by Schein, who emphasizes that organizational culture influences how employees perceive their work environment and interpret organizational expectations. A well-internalized culture reduces ambiguity and fosters psychological stability, which are important conditions for sustaining employee motivation.

b. Implications for Public Sector Organizations

The findings of this study are particularly relevant in the context of public sector organizations. Unlike private organizations, public institutions are driven not only by performance targets but also by values such as integrity, accountability, and public service. The results indicate that when these values are embedded within the organizational culture and perceived positively by employees, they can serve as a powerful source of work motivation.

In the context of KPK, organizational culture is closely associated with institutional credibility and ethical standards. Employees who perceive the organizational culture as consistent

and aligned with integrity and professionalism are more likely to demonstrate higher motivation in carrying out their duties. This finding reinforces the notion that cultural factors play a strategic role in maintaining employee motivation within institutions that operate under high public scrutiny.

Moreover, the results suggest that efforts to enhance employee motivation in public sector organizations should not rely solely on material incentives. Instead, strengthening organizational culture through leadership example, consistent application of organizational values, and supportive work practices may be more effective in sustaining employee motivation over time.

c. Comparison with Previous Studies

The findings of this study are consistent with previous empirical research that highlights the relationship between organizational culture and employee motivation. Studies by Denison and Mishra demonstrate that effective organizational culture contributes to positive employee attitudes, including motivation and commitment. Similarly, Robbins and Judge argue that alignment between individual values and organizational values enhances motivation and job satisfaction.

By confirming these relationships within a public sector setting, this study extends the applicability of existing organizational behavior theories to a specific institutional context. The results indicate that the role of organizational culture in shaping employee motivation is not limited to private organizations but is equally relevant in public sector institutions.

However, it is important to note that the strength and

manifestation of this relationship may vary depending on organizational characteristics and job contexts. Therefore, the findings of this study should be interpreted within the specific context of the Building Management Unit of KPK

d. Theoretical and Practical Contributions

From a theoretical standpoint, this study contributes to the literature on organizational behavior by providing empirical evidence that supports the relationship between organizational culture and employee work motivation in a public sector environment. By positioning work motivation as a dependent variable, the study offers a focused analytical perspective that complements broader models linking culture, motivation, and performance.

From a practical perspective, the findings offer insights for organizational leaders and managers. Strengthening organizational culture can be viewed as a strategic approach to enhancing employee motivation. Management initiatives aimed at reinforcing shared values, promoting consistency in organizational practices, and fostering a supportive work environment may contribute to sustained motivational outcomes.

e. Limitations and Future Research Directions

Despite its contributions, this study has several limitations that should be acknowledged. First, the research focuses on a single organizational unit within one public sector institution, which may limit the generalizability of the findings. Second, the study relies on self-reported data, which may be subject to response bias.

Future research could extend this study by examining multiple organizational units or comparing

public and private sector organizations. Additionally, incorporating mediating or moderating variables, such as leadership style or job satisfaction, may provide a more comprehensive understanding of the mechanisms through which organizational culture influences employee motivation.

5. CONCLUSION

This study examines the relationship between organizational culture and employee work motivation within the Building Management Unit of the Indonesian Corruption Eradication Commission (KPK). Based on the empirical findings, it can be concluded that organizational culture is significantly associated with employee work motivation. Employees who perceive organizational values, norms, and work practices positively tend to demonstrate higher levels of motivation in performing their duties and responsibilities.

The results highlight that organizational culture functions not merely as an organizational identity but also as a strategic mechanism that shapes employees' attitudes and motivational orientations. In a public sector context, where institutional integrity, accountability, and professionalism are critical, a strong and consistently implemented organizational culture plays an essential role in sustaining employee motivation. This finding reinforces the argument that motivational outcomes in public organizations are closely linked to non-material factors embedded in the organizational environment.

From a theoretical perspective, this study contributes to the literature on organizational behavior by providing empirical evidence that supports the relationship between organizational culture and work motivation in a public sector setting. By focusing on work motivation as the outcome variable, the study offers a more focused analytical perspective that complements broader models linking organizational culture, motivation, and

performance.

From a practical standpoint, the findings suggest that organizational leaders and managers should prioritize the development and reinforcement of organizational culture as part of their human resource management strategies. Efforts to internalize shared values, ensure consistency in organizational practices, and promote a supportive work environment may enhance employee motivation in a sustainable manner, particularly within institutions that operate under high ethical and professional demands.

This study is subject to certain limitations. The research was conducted within a single organizational unit, which

may limit the generalizability of the findings. Additionally, the reliance on self-reported data may introduce potential response bias. Future research is encouraged to expand the scope of analysis by including multiple organizational units or institutions, as well as exploring additional variables that may mediate or moderate the relationship between organizational culture and employee motivation.

Overall, this study underscores the importance of organizational culture as a key determinant of employee work motivation in public sector organizations and provides a foundation for further empirical investigation in this area.

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