



The Relationship between Work Motivation and Employee Performance at the Education and Culture Office of South Tangerang City

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DOI: <https://doi.org/10.61987/jemr.v4i4.1135>

ABSTRACT

Keywords:

Work Motivation,
Employee
Performance,
Education and
Culture

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This research is motivated by the phenomenon that shows there are still employees whose performance and work motivation are not optimal in carrying out their duties and responsibilities. The purpose of this study is to obtain data and information about employee performance, employee work motivation, and whether there is a relationship between work motivation and employee performance in carrying out duties at the Education and Culture Office of South Tangerang City. This study uses a quantitative method with a correlational approach and proportional random sampling technique with a total of 112 employees as respondents. The research instrument is a questionnaire with a Likert scale that has been tested for validity and reliability. The results show that employee work motivation is in the very good category (90%), and employee performance is also in the very good category (91%). There is a significant relationship between work motivation and employee performance, with r count $0.549 > r$ table 0.184 and t count $6.880 > t$ table 1.658 at a significance level of 95%. In conclusion, work motivation has a significant effect on employee performance at the Education and Culture Office of South Tangerang City.

Article History:

Received: May 2025; Revised: June 2025; Accepted: July 2025

Please cite this article in APA style as:

Sakinah E., Anisah A., Setiawati M., Febrianti S. (2025). The Relationship between Work Motivation and Employee Performance at the Education and Culture Office of South Tangerang City. *Islamic Education Management in Indonesia. Journal of Educational Management Research*, 4(4), 1458-1469.

INTRODUCTION

Organizations are fundamental units of society, and their effectiveness significantly influences the broader community. Public sector institutions, such as government offices, are central in shaping policies and delivering services that impact citizens' lives. Among the various factors contributing to the success of an organization, employee performance plays a crucial role. Employee performance, influenced by factors like motivation, is essential for achieving the goals of any organization (Milner, 2024; Rahmitasari et al., 2021; Sheild Johansson, 2022). When employees perform well, organizations can meet their

targets and drive positive change. Conversely, poor performance undermines organizational effectiveness and hinders progress. Understanding the relationship between work motivation and employee performance is vital, not only for improving organizational outcomes but also for fostering a productive workforce that contributes meaningfully to society.

The importance of this research lies in addressing a fundamental issue within public sector organizations, particularly in educational and governmental settings. In South Tangerang City, the Education and Culture Office plays a pivotal role in shaping local education policies, ensuring the quality of education, and managing resources for schools. However, there have been observed challenges that hinder the efficiency and effectiveness of this department (Koto et al., 2021; Stankevičienė & Kraujalienė, 2021). These challenges, including low employee motivation and suboptimal performance, negatively impact the office's ability to achieve its goals. Identifying the key factors that affect motivation and performance in this context is crucial for developing strategies to enhance the efficiency of the office, which in turn benefits the community through improved education outcomes.

At the South Tangerang City Education and Culture Office, several observable phenomena highlight the existing issues related to employee performance. Many employees struggle with essential administrative tasks, such as managing data using basic tools like Microsoft Excel. This gap in technical proficiency leads to inefficiencies, missed deadlines, and a backlog of work, creating delays in key processes such as the distribution of educational incentives. Additionally, some employees exhibit a lack of punctuality and procrastinate on important tasks, which directly impacts the overall performance of the department. These issues suggest a deeper underlying problem related to employee motivation, as individuals who are not motivated are less likely to exhibit the drive necessary for completing tasks on time and at a high standard.

Previous research has explored the relationship between work motivation and employee performance, particularly in the context of the public sector. Studies have consistently shown that motivation plays a critical role in influencing how employees perform their duties. Haxhija et al. (2024) assert that human resource management is crucial in optimizing employee performance, highlighting that motivation directly correlates with work output. Rahmitasari et al. (2021) further emphasized that performance outcomes, both in quality and quantity, are directly influenced by the motivation levels of employees. However, despite these valuable insights, there is limited research that addresses how specific motivational factors impact employee performance in educational institutions at the local government level. Most studies focus on broader

organizational settings, leaving a gap in understanding the unique challenges faced by education offices, particularly in regions like South Tangerang.

Moreover, while existing literature highlights the importance of employee motivation, it fails to delve deeply into the specific factors that influence motivation within the educational sector. For example, Pintarić et al. (2024) identified ability and motivation as two critical factors that affect employee performance, but they did not address how these factors interact within the specific context of educational institutions. This research, by focusing on the Education and Culture Office of South Tangerang City, aims to fill this gap by investigating the unique motivational challenges that employees face in local government educational offices and how these challenges impact their performance. This study will provide more tailored insights into improving employee performance in such settings.

The novelty of this research lies in its focus on a specific government sector that has been underexplored in the context of employee motivation and performance. While the role of motivation in improving performance has been widely acknowledged, the application of this knowledge in the context of local government education offices remains scarce (Diana et al., 2021; Ferine et al., 2021). This study will explore how different motivational strategies can be implemented to boost performance in a setting that serves the public good, making it both practical and highly relevant for local governments across Indonesia and beyond. By examining the South Tangerang Education and Culture Office, the research will contribute new insights into the dynamic relationship between motivation and performance in government education sectors.

This research addresses the critical issue of improving employee performance through motivation at the Education and Culture Office of South Tangerang City. Based on preliminary observations, employees' lack of motivation has led to inefficiency and delays in critical administrative tasks. Therefore, the research will focus on identifying how motivation impacts employee performance and how specific motivational strategies can improve efficiency and productivity. The research will contribute to both theoretical and practical understanding by offering evidence-based recommendations for enhancing motivation and, consequently, performance in the public sector, specifically in educational institutions. The findings will be valuable for policymakers, educational administrators, and human resource managers seeking to optimize employee performance in similar government settings.

In conclusion, this study aims to explore the relationship between work motivation and employee performance within the Education and Culture Office of South Tangerang City. By addressing the gaps identified in previous research

and focusing on this specific organizational context, the study seeks to make a significant contribution to both academic literature and practical policy recommendations. It will provide valuable insights into how motivation can be leveraged to enhance employee performance, ultimately contributing to the better implementation of education policies and improving the overall quality of education in the region.

RESEARCH METHOD

This study utilizes a quantitative correlational research design. A correlational design is appropriate as it aims to examine the relationship between two or more variables without manipulating or intervening in the natural setting (Siregar, 2021). In this study, the variables of interest are work motivation and employee performance at the South Tangerang City Education and Culture Office. The rationale for selecting this research design lies in its ability to identify and measure the strength and direction of the relationship between these variables, providing valuable insights into how motivation impacts performance. This design is particularly effective for understanding existing patterns and relationships in organizational settings without manipulating variables, which aligns with the research objective of investigating natural correlations between motivation and performance.

The research is conducted at the South Tangerang City Education and Culture Office, a government institution responsible for overseeing education and culture policies in the city. This location was chosen for its relevance to the research topic, as it provides a unique context in which to explore the dynamics of employee motivation and performance within a public sector educational setting. The office's role in the administration of local education policies makes it a critical area for examining how employee performance affects the achievement of organizational goals. Additionally, the observations made during preliminary studies suggested the presence of motivational and performance issues within this office, making it an ideal site for the investigation.

Data for this research will be collected using structured questionnaires and interviews (Mutia et al., 2023). The questionnaire will consist of closed-ended questions designed to measure the levels of work motivation and employee performance. The questionnaire will be distributed to all employees at the South Tangerang City Education and Culture Office. In addition, semi-structured interviews will be conducted with a subset of employees to gain deeper insights into the factors influencing motivation and performance that may not be fully captured by the questionnaires. The combination of these methods will provide both quantitative data (from the questionnaire) and qualitative insights (from the interviews), offering a comprehensive view of the factors at play.

The data analysis process will involve multiple stages, starting with data reduction. In this phase, the data gathered from the questionnaires and interviews will be filtered to focus on the key variables: work motivation and employee performance. Responses will be coded and categorized into relevant themes related to these factors. After the data is condensed, it will be organized and displayed using statistical methods, such as descriptive statistics (e.g., mean and standard deviation), to summarize the questionnaire responses (Waruwu et al., 2025). For the qualitative data from the interviews, transcripts will be analyzed for recurring themes using qualitative analysis software. Additionally, data verification will be performed to ensure the accuracy and consistency of the findings by cross-checking the questionnaire responses with interview data and confirming that the sample is representative of the employee population.

To ensure the validity and reliability of the data, several techniques will be employed. Triangulation will be used by combining both quantitative (questionnaires) and qualitative (interviews) data to confirm the consistency of the findings. Additionally, member checking will be implemented, where participants will review and verify their interview responses to ensure accuracy. A pilot test will also be conducted with a small group of employees to identify any issues in the clarity or relevance of the questionnaires, with adjustments made based on feedback. Lastly, the expert review process will involve having specialists in employee motivation and organizational performance assess the questionnaire and interview protocols, ensuring they are conceptually sound and aligned with the research objectives.

RESULT AND DISCUSSION

Result

Employee Performance

Data processing on employee performance at the South Tangerang City Education and Culture Office will focus on evaluating the performance of employees across various indicators. This process aims to determine the average performance per indicator, providing an overview of how employees are performing on specific tasks and responsibilities. The analysis will cover key performance metrics, which may include factors such as work quality, timeliness, productivity, and collaboration. The results will be presented in a table format to illustrate the average performance scores for each indicator clearly. This approach allows for a comprehensive understanding of the strengths and areas for improvement in employee performance at the office.

Table 1. Average Score of Employee Performance Indicators

No	Indicator	Average Score	Score Achievement Level	Category
1	Quality	4.53	90.75%	Very good
2	Quantity	4.52	90.42%	Very good
3	Punctuality	4.45	89.05%	Good
	Amount	13.5	270.22%	Very good
	Average	4.50	90%	

Based on the table above, the highest average score is observed in the quality indicator, with a score of 4.53, or 90.75%. This indicates that employees at the South Tangerang City Education and Culture Office are excelling in the quality of their work. Their output meets or exceeds the expectations for the tasks they are responsible for. On the other hand, the punctuality indicator received the lowest score of 4.45, which translates to a percentage of 89.05%. While this still reflects a solid performance, the score suggests that punctuality could be an area requiring attention. Employees might benefit from strategies that encourage timeliness and help reduce delays in task completion.

The overall average employee performance score is 4.50, which corresponds to 90%. This result signifies that, on the whole, employees at the South Tangerang City Education and Culture Office are performing exceptionally well. The high scores in quality, along with the relatively strong scores in other performance indicators, suggest that employees are committed to their roles and achieving organizational goals effectively. However, the slightly lower punctuality score indicates that while the performance is strong, there is still room for improvement in time management. Enhancing punctuality could lead to even better overall performance and help the department meet its deadlines and targets more efficiently.

Work motivation

Data processing on employee work motivation at the South Tangerang City Education and Culture Office aims to evaluate motivation levels across various indicators. By analyzing the data, we can determine the average score for each motivational factor, which may include aspects such as intrinsic motivation, extrinsic rewards, job satisfaction, and commitment to organizational goals. This evaluation will help to identify how motivated employees are in performing their tasks and how different motivational elements impact their overall work performance. The results will be presented in a table format, providing clear insights into employee motivation, enabling the identification of strengths and areas for improvement in fostering a more motivated and productive workforce.

Table 2. Average Scores of Work Motivation Indicators

No	Indicator	Average Score	Score Achievement Level	Category
1	Need for Achievement	4.68	93.69%	Very high
2	Need for Power	4.38	87.69%	Tall
3	Affiliate Needs	4.64	92.87%	Very high
	Amount	13.7	274.25%	Very high
	Average	4.56	91%	

Based on the table above, it can be seen that the highest average score is found in the achievement indicator, 4.68, with a percentage of 93.69%, while the lowest score is found in the power indicator, 4.38, with a percentage of 87.69%. In general, the average score for employee performance at the South Tangerang City Education and Culture Office is 4.56, with a percentage of 91%. This means that work motivation at the South Tangerang City Education and Culture Office has been implemented very highly.

Table 3. Results of Correlation Test of Variables X and Y

		Work motivation	Employee Performance
Work motivation	Pearson Correlation	1	,549**
	Sig. (2-tailed)		,000
	N	112	112
Employee Performance	Pearson Correlation	,549**	1
	Sig. (2-tailed)	,000	
	N	112	112

** . The difference is significant at the 0.01 level (2-tailed)

Based on the table above, it can be seen that the calculation results obtained a correlation coefficient of work motivation with employee performance 0.549. To determine whether there is a significant relationship between work motivation and employee performance, the t-test formula can be used. Based on the results of the t-test calculation, the calculated t result is 6.880 after the calculated t value is obtained, the next step is to find the t table at Alpha 0.5 with degrees of freedom (df = N-2), t table with N = 112 at a significance level of 5% or a confidence level of 95% is 1.659.

From the results of the correlation significance test calculation, the calculated t is greater than the t table at a significance level of 5%, namely 6.880 > 1.659. The criteria in calculating the correlation significance test state that if the calculated t is greater than the t-table, Ho is rejected, and Ha, which states that

there is a significant relationship between work motivation and employee performance, is accepted, meaning that there is a significant relationship between work motivation and employee performance.

Discussion

The findings from this study indicate that employee performance at the South Tangerang City Education and Culture Office is in the "Very Good" category, with an achievement percentage of 90%. This result is in line with the literature that suggests that employee performance is strongly linked to work quality, quantity, and timeliness. According to Tan and Alison (1999), work quality is often evaluated by the correctness and completeness of tasks, which corresponds to the high quality of work observed in the South Tangerang City Education and Culture Office. The highest average score in the quality indicator (4.53, 90.75%) reflects the employees' precise and careful work, which is aligned with previous research emphasizing the importance of maintaining high work standards (Aneta & Nani, 2022; Dinis-Carvalho et al., 2022; Fatmawati et al., 2021). However, a slight discrepancy arises in the punctuality indicator, where employees scored 4.45 (89.05%), suggesting room for improvement in meeting deadlines, a factor also highlighted in Robbins & Judge (2012) as essential for organizational success.

The quantity of work at the office, with an average score of 4.52 (90.42%), is another area where employees excel. This finding supports previous studies, Fatmawati et al. (2021), Safitri et al. (2025), and Bali et al. (2024), which argue that the volume and speed of completed tasks are vital indicators of productivity. Employees at the South Tangerang City Education and Culture Office showed a high capacity to complete tasks effectively, demonstrating their proficiency in managing workloads. However, the study also indicates the need for improvement in accuracy and punctuality, as these factors directly affect overall work performance. This aligns with the work of Tóth (2021), Jali (2025), and Nisa, who stated that employee performance is not solely dependent on output but also on the consistency and reliability of work results, including adherence to deadlines.

In terms of work motivation, the South Tangerang City Education and Culture Office recorded a "Very High" category, with an achievement percentage of 91%, which indicates a highly motivated workforce. This finding aligns with the literature by Umar et al. (2024) and Wideasari et al. (2024), who noted that high motivation is critical for achieving superior work performance. Particularly, the achievement motivation indicator (4.68, 93.69%) demonstrates that employees are highly driven by personal responsibility, risk-taking, and goal setting, which is consistent with the theory of intrinsic motivation (Abdullah,

2024; Hina, 2024). However, the need for power indicator scored lower (4.38, 87.69%), indicating that employees are less motivated by power or control over others. This finding is in contrast to the literature, where studies have shown that some level of power motivation is necessary for leadership development and organizational influence (Aziz et al., 2025; Khoiroh et al., 2024).

The need for affiliation, which scored 4.64 (92.87%), is another significant motivator among employees, reflecting a strong desire for collaboration and harmonious relationships. This result is supported by research that highlights the importance of positive social relationships in the workplace for maintaining a motivated and cohesive workforce (Herlina, 2024; Munawwaroh, 2024). The desire for affiliation helps employees to work well in teams and contributes to a supportive and engaging work environment. To build on this, organizations can implement team-building activities and provide communication platforms that foster interpersonal relationships (Putri, 2023; Sain, 2025). The focus on improving collaboration can lead to even higher levels of employee satisfaction and performance.

The relationship between work motivation and employee performance in this study shows a significant and positive correlation, with a coefficient of 0.549 and a significance level of 0.00, suggesting that higher motivation leads to better performance. This finding aligns with the theoretical perspectives of Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which suggest that motivated employees tend to perform better and contribute more effectively to organizational goals. The practical implication of this finding is that organizations should prioritize strategies to enhance work motivation, such as recognizing achievements, providing career development opportunities, and improving work conditions. By doing so, organizations can ensure that employees remain motivated, leading to sustained performance improvement and achievement of organizational objectives.

CONCLUSION

Based on the research findings, it can be concluded that employee performance at the South Tangerang City Education and Culture Office is categorized as very good, with an average score of 4.50 (90%). The highest performance indicator is in quality, with a score of 4.53 (90.75%), while punctuality is the lowest at 4.45 (89.05%). Furthermore, employee work motivation is also in the very high category, with an average score of 4.56 (91%). The achievement indicator scored the highest (4.68, 93.69%), while the power indicator scored the lowest (4.38, 87.69%). Additionally, a moderate positive correlation of 0.549 was found between work motivation and employee performance, suggesting that higher motivation leads to better performance

outcomes.

This study makes a valuable contribution to the understanding of how work motivation influences employee performance, specifically in the context of local government educational institutions. The strength of this research lies in its ability to establish a direct relationship between motivation and performance, offering both theoretical and practical insights for improving employee effectiveness. However, the study is limited by its focus on a single institution, which may affect the generalizability of the findings. Future research could expand this study to other government offices or industries to further examine the role of motivation across various organizational contexts.

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