P ISSN : 0261-2490 | E ISSN : 2775-9989
POPULIKA VOL. 13, No. 1, Juli Tahun 2025
Hal. 110-130
DOI: 10.37631/populika.v13i2.1657

SATRIYA Government Culture, Achievement Motivation, and Its Impact on the Performance of Civil Servants in Kulon Progo Regency Government

Antonia Eka Sari Widyastuti(1)*

Department of Public Administration, Yogyakarta State University (1)
Jl. Colombo Yogyakarta, Karang Malang, Caturtunggal, Depok, Sleman 5528, Indonesia(1)

Email: antoniaekasariwidyastuti@uny.ac.id*

Submitted: November 11, 2024, Revised: July 16, 2025, Accepted: July 30, 2025,
Available: July 31, 2025

ABSTRACT:

This study analyzes the relation of implementing SATRIYA as an organizational culture and achievement motivation on the performance of civil servants in Kulon Progo Regency government. The results of this study are expected to provide recommendations for the government regarding follow-up actions on the implementation of organization culture policies. The results of this study can serve as a reference for other regional governments to improve public service quality and bureaucratic performance through the implementation of work culture based on local wisdom. Using a quantitative method and statistical analysis, data collection was carried out by questionnaire instrument with the results showing that all statement items were valid and had a very high level of reliability. The research sample was selected using a saturated sampling technique consisting of civil servants in Kulon Progo Regency, including the Department of Culture, the Library and Archives Department, the Regional Disaster Management Agency, the Investment and Integrated Services Agency, the Regional Financial and Asset Agency, and the Population and Civil Registry Office, with a total of 150 respondents. The research findings indicate that the SATRIYA Government Culture and achievement motivation partially have a positive and significant impact on the performance of civil servants within the Kulon Progo Regency government. Simultaneously, the SATRIYA Government Culture and achievement motivation variables contribute 71.2% to the improvement of civil servant performance, while the remaining 28.8% is influenced by other variables not examined in this study.

Keywords:
Achievement Motivation; Organizational Culture; Performance; SATRIYA.

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POPULIKA VOL. 13, No. 1, Juli Tahun 2025
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Introduction

Previous research has examined various aspects of the SATRIYA Government Culture. Mulyono's (2016) qualitative descriptive study analyzed the implementation of SATRIYA Government Culture within the Yogyakarta Special Region (DIY) Tourism Office, guided by Governor Regulation No. 72 of 2008. The study identified three primary implementation mechanisms: (1) the establishment of a dedicated organizational structure (Government Culture Group), (2) the formulation of issue-based action plans, and (3) the internalization of values through training initiatives and symbolic representations (notably the use of identification pins). However, the research uncovered significant implementation challenges, including bureaucratic resistance to behavioral modification, the lack of a well-defined incentive system, and insufficient commitment from executive leadership. These findings provide valuable preliminary insights into the operational complexities associated with institutionalizing SATRIYA core values within bureaucratic operations.

Saputra's (2017) descriptive qualitative study examined the implementation of SATRIYA Government Culture within the Regional Civil Service Agency of Yogyakarta Special Region (DIY), in accordance with Governor Regulation No. 72 of 2008. The research delineated four strategic phases in the implementation process: (1) action plan formulation, (2) task force establishment, (3) socialization execution, and (4) monitoring mechanisms. However, the study revealed suboptimal implementation outcomes due to several constraining factors: (1) incomplete comprehension of local wisdom values among employees, (2) ineffective coordination between leadership and change agents, (3) limitations in the socialization process, and (4) the absence of a well-defined reward and punishment system. These findings underscore a discernible policy-practice gap in field implementation.

Aisyah's (2018) descriptive qualitative study investigated the implementation of Governor Regulation No. 72 of 2008 within the DIY Cooperation and Investment Agency. While the findings indicated a moderately successful implementation level, the study identified two significant challenges: (1) insufficient commitment and participation among implementing actors, and (2) the need for more rigorous execution given the organizational culture's critical role as the identity of DIY's civil servants. These findings suggest the necessity of strengthening stakeholder engagement in the internalization process of SATRIYA values.

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Mursito's (2018) study employed a qualitative-survey approach to evaluate the implementation of SATRIYA governance culture within the Yogyakarta Special Region Social Service Agency (Dinas Sosial DIY) and its Technical Implementation Units (UPTD). The research developed public service performance indicators as measurement tools, revealing that five of the six SATRIYA components - Harmony (Selaras), Noble Wisdom (Akal budi luhur), Exemplary Behavior (Teladan), Willingness to Serve (Rela melayani), and Professional Competence (Ahli profesional) - achieved "Good" implementation levels, scoring between 85-88%. However, the Innovation component exhibited significantly lower performance at 35.88%, exposing specific deficiencies in cultivating an innovation culture within the bureaucratic environment. These findings provide a unique quantitative perspective for assessing the effectiveness of SATRIYA value implementation, while simultaneously highlighting particular challenges in bureaucratic innovation adoption.

This study makes contributions through its substantive novelty in both research objectives and methodological approach by analyzes the impact of implementing SATRIYA Government Culture and achievement motivation on the performance of civil servants in the Kulon Progo Regency Government. Departing from previous investigations (Mulyono, 2016; Saputra, 2017; Aisyah, 2018) that were limited to qualitative explorations of SATRIYA implementation in single institutions, and Mursito's (2018) externally-focused performance indicator evaluation, the current research achieves three critical advancements: (1) examination of causal relationships between SATRIYA implementation, achievement motivation, and civil servant performance; (2) employment of quantitative methodology utilizing standardized questionnaires with inferential statistical analysis; and (3) expansion of research scope through multi-agency sampling across Kulon Progo Regency, yielding more comprehensive and generalizable findings. This multidimensional approach not only addresses methodological gaps in existing literature but also provides empirical evidence regarding the operational mechanisms of key variables in local wisdom-based bureaucratic reform.

Originating from the high number of public complaints received by the Indonesian Ombudsman regarding allegations of maladministration in public services, the Regional Government of Yogyakarta Special Region successfully became the region with the best LHESAKIP in Indonesia (yogyakarta.bpk.go.id). This improvement in SAKIP scores was also followed by an increase in the scores of Kulon Progo Regency Government (menpan.go.id).

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However, behind this success, there are six agencies in Kulon Progo Regency that still received poor performance evaluations a while ago. These six agencies with the lowest performance ratings are the Department of Culture, the Library and Archives Department, the Tourism Office, the Regional Disaster Management Agency, Wates District, and Nyi Ageng Serang Regional Hospital. On the other hand, the agencies that received the best performance ratings are the Investment and Integrated Services Agency, the Population and Civil Registry Office, and the Regional Financial and Asset Agency (jogja.tribunnews.com).

The fact that civil servants performance at the regional government level is still not optimal demands improvements through bureaucratic reform. To accelerate changes in the mindset and work culture of civil servants, a shared value that is believed to be true and beneficial is needed. This value will serve as a guideline for how people should think, act, and behave. Organizational culture will function as a trusted system through values developed by the organization, which will guide the behavior of its members (Wood et al., 2001).

Badeni (2013) said that organizational culture is a values, assumptions, and behavioral standards that develop and believed by members of the organization. This culture can also serve as a reference in addressing or solving various organizational problems, both internally and externally. Mallack et al. (2003), in Oluwafemi Emmanuel (2017), argue that organizational culture influences actions or decisions made within an organization, which ultimately affects organizational performance.

Organizational culture in a region is undoubtedly influenced by local wisdom. This is because the local culture that develops within the community can serve as a potential energy source to drive the achievement of more effective bureaucratic reform (Yulianto, 2018). Norton (1994), in Bayo et al. (2018), also said that local regulations or policies are usually influenced by the prevailing norms in the area. This causes the values to grow together and mutually influence each other until they form a certain character. Vijay Sathe (1985), in Pabundu Tika (2010), also notes that the strength of culture can affect the intensity of an individual's behavior. This is because the values contained within the culture have been recognized as a way of life, a guide to behavior, and habits considered good and right. Thus, adopting local cultural values in bureaucratic reform can support changes in mindset and performance improvement.

However, this contrasts with the findings of Novziransyah (2017), where it was found that out of a total of 10 organizational culture variables studied, only two varables that had a significant

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effect on individual performance. The ten variables studied were individual initiative, reward systems, direction, control, integration, managerial support, identity, tolerance for conflict, tolerance for risk-taking, and communication patterns. The variables that influenced employee performance were reward systems and communication patterns. These findings indicate that not all aspects of organizational culture influence individual performance. This presents an interesting phenomenon.

In Special Region of Yogyakarta, an organizational culture based on local wisdom, known as the SATRIYA Government Culture, has been implemented. Its underlying philosophy originates from the Ngayogyakarta Hadiningrat Palace, encapsulated in the concept of **Hamemayu Hayuning Bawana**. SATRIYA carries two meanings. First, it represents the noble character of a knight who upholds the moral teachings of **sawiji, greget, sangguh, ora mingkuh** (focus, enthusiasm, self-confidence with humility, and responsibility). The spirit referred to is **golong gilig**, symbolizing unity and harmony between humans, God, and fellow beings. SATRIYA is also an acronym for **Selaras (Harmony), Akal budi luhur (Noble Wisdom), Teladan (Role Model), Rela Melayani (Willing to Serve), Inovatif (Innovative), Yakin dan percaya diri (Confident and Self-Assured), and Ahli professional (Professional Expertise)**. With the implementation of this governmental culture, it is expected that civil servants within regional government of Yogyakarta can improve their work quality aligned with the principles of organizational culture rooted in local wisdom. In Kulon Progo Regency, this policy was formalized through **Regent Regulation Number 32 of 2018**, which serves as a guideline for implementing the SATRIYA Government Culture in Kulon Progo Regency.

Considering expert opinions on the importance of organizational culture and achievement motivation in relation to performance, yet recognizing that some studies yield differing results, this research becomes an intriguing endeavor. The findings of this study are expected to provide valuable input for government institutions in evaluating the implementation of this organizational culture. Furthermore, the results may serve as a consideration for other regional governments in their efforts to improve public service quality and bureaucratic performance, especially through the adoption of government organizational cultures rooted in the values of local wisdom.

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Method

This research used quantitative correlational research method. The population of this research comprises all civil servants in Kulon Progo Regency, including the Department of Culture, the Department of Libraries and Archives, the Regional Disaster Management Agency, the Investment and Integrated Services Agency, the Finance and Regional Assets Agency, and the Department of Population and Civil Registration, totaling 237 civil servants. Sampling was conducted using a saturated sampling technique, meaning all members of the population were used as the sample. However, of all the distributed questionnaires, only 150 were returned, resulting in a sample size of 150 civil servants.

This study includes two independent variables and one dependent variable. The SATRIYA Government Culture is the first independent variable (X1), achievement motivation is the second independent variable (X2), and civil servant performance is the dependent variable (Y). The indicators used to measure the SATRIYA Government Culture are based on Kulon Progo Regent Regulation Number 32 of 2018. Indicators for achievement motivation were derived from the aspects of high achievement motivation as defined by McClelland. Meanwhile, the performance indicators were based on performance evaluation variables within an organization according to Moeheriono (2014).

Instrument of the research was a closed-ended questionnaire using Likert scale. Before collecting data, the questionnaire as the research instrument was tested to determine the validity and reliability. Validity and reliability tests were conducted at the Tourism Office of Kulon Progo Regency. Validity testing used the Pearson Product Moment correlation formula, with results showing that all items were valid. Reliability was tested using Cronbach's Alpha and the results indicated that the questionnaire had very high reliability.

Descriptive data analysis was used to describe the data obtained through the instrument to measure the influence of implementing the SATRIYA Government Culture and achievement motivation on the performance of civil servants in the government environment of Kulon Progo Regency. Data tabulation for each variable was performed using SPSS software, which provided mode, range, mean, maximum value, minimum value, and frequency distribution for each research variable. Before conducting multiple linear regression analysis, several assumptions or requirements of the regression model had to be met, which were tested through classical assumption tests. These included multicollinearity tests, heteroscedasticity tests, normality tests, and linearity tests.

To test the hypotheses, multiple regression analysis was used, which is an extension of simple regression and explains the relation between the dependent variable and more than one independent variable (Freund et al., 2006). Partial t-tests and simultaneous F-tests were conducted. The t-test assessed the influence of individual independent variables in explaining the dependent variable, while the F-test examined the collective influence of independent variables on the dependent variable.

The next step involved the determination coefficient test to assess the contribution of the independent variables (X) to the dependent variable (Y). The determination coefficient (R^2) helps predict and evaluate the collective impact of variables X on variable Y. For the determination coefficient value to be valid, the F-test in multiple regression analysis must yield significant results, indicating a collective influence of independent variables (X) on the dependent variable (Y). If the F-test result is not significant, the determination coefficient value cannot be used to assess the influence of independent variables (X) on the dependent variable (Y). The smaller the determination coefficient (R^2) value, the lower the influence of independent variables (X) on the dependent variable (Y), and vice versa.

Result and Discussion

Despite the Kulon Progo Regency Government's success in improving its Government Agency Performance Accountability System (SAKIP) scores, an internal evaluation revealed six underperforming agencies during the second quarter of 2019. The comprehensive assessment conducted by the Kulon Progo Regency Government covered four key performance indicators: organizational performance, physical target achievement, financial management, and reporting compliance. The six lowest-performing regional apparatus organizations (OPDs) were identified as: the Culture Office, Library and Archives Office, Tourism Office, Regional Disaster Management Agency, Wates District, and Nyi Ageng Serang Regional Hospital. Conversely, the top-performing agencies included the Investment and One-Stop Service Office, Population and Civil Registration Office, and Regional Financial and Asset Management Agency (jogja.tribunnews.com).

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The Special Region of Yogyakarta (DIY) Provincial Government has implemented an organizational culture framework known as the SATRIYA Government Culture, formally established through Governor Regulation No. 72 of 2008 concerning Government Culture in the Special Region of Yogyakarta. This cultural transformation initiative represents a conscious effort to drive bureaucratic reform grounded in local wisdom, aiming to establish clean, transparent, and accountable governance. In Kulon Progo Regency, this governance culture was institutionalized through Regent Regulation No. 32 of 2018 concerning Guidelines for Implementing SATRIYA Government Culture in Kulon Progo Regency.

The organizational culture that develops within a region is fundamentally inseparable from its local cultural context. This is because the local culture of a society essentially serves as potential energy that can drive more effective bureaucratic reform (Yulianto, 2018:64). Norton (1994) in Bayo et al. (2018) posits that institutional arrangements at the local level are typically influenced by prevailing regional norms, including the socio-cultural values of the community. Consequently, these elements grow symbiotically and mutually influence one another, ultimately shaping distinct organizational characteristics.

This perspective is reinforced by Vijay Sathe's (1985) assertion in Pabundu Tika (2010) that cultural strength significantly impacts behavioral intensity. This occurs because cultural values become internalized as: (1) a worldview, (2) behavioral guidelines, and (3) socially validated norms of conduct. Therefore, incorporating local cultural values into bureaucratic reform initiatives is empirically demonstrated to facilitate cognitive transformation and enhance civil servants' performance.

The successful implementation of organizational culture values enables organizations to achieve sustainable growth and development. Effective organizational culture management can serve as a source of competitive advantage (Lako, 2004). Kotter & Haskett in Sudarmanto (2014) propose three fundamental mechanisms through which culture relates to performance: (1) strong cultures facilitate goal alignment, (2) robust cultures enhance performance by generating exceptional motivation levels, and (3) well-developed cultures improve performance by providing necessary structure and control mechanisms without suppressing motivation and innovation.

The significant role of organizational cultural values in employee performance manifests particularly through motivation enhancement. The optimal relationship between performance and organizational culture mediated by motivation is empirically evident in organizations possessing strong value systems, both internally and externally derived (Sagita et al.). Furthermore, Yulianto (2018:53) establishes that organizational culture improves employee performance by creating extraordinary motivation for employees to maximize their capabilities in utilizing organizational opportunities. These shared values cultivate a comfortable work environment, foster commitment and loyalty, and drive employees to exert greater effort, consequently enhancing both performance and job satisfaction.

This study investigates three variables, the SATRIYA Government Culture as first independent variable (X1), achievement motivation as second independent variable (X2), and the civil servant performance as dependent variable (Y). Data collection was carried out by distributing three questionnaires to respondents from the Department of Culture, the Department of Libraries and Archives, the Regional Disaster Management Agency, the Investment and Integrated Services Agency, the Finance and Regional Assets Agency, and the Department of Population and Civil Registration in Kulon Progo Regency.

The first questionnaire measured the SATRIYA Government Culture, the second assessed achievement motivation, and the third evaluated civil servant performance. Out of the 203 distributed questionnaires, only 150 were returned. The majority of respondents are male civil servants, totaling 78 individuals (52%). Regarding educational background, most respondents hold a bachelor's degree (S1), with 80 individuals (53.33%). In terms of work experience, the respondents are predominantly civil servants with over 21 years of service, amounting to 66 individuals (44%).

Respondents' assessments of the SATRIYA Government Culture variable show that 31 respondents (20.67%) categorized as high category, 89 respondents (59.33%) categorized as medium category, and 30 respondents (20%) categorized as low category. Most of the responses are within the interval of $95.619 \leq X < 116.481$, amounting to 59.33%. This indicates that the majority of the total scores from the 150 respondents' evaluations included to the medium category.

Regarding the achievement motivation variable, 34 respondents (22.67%) are categorized as high categroy, 97 respondents (64.67%) as medium category, and 19 respondents (12.67%) as low category. Most of the responses are within the interval of $26.592 \leq X < 33.668$, amounting to 64.67%. This indicates that the majority of the total scores from the 150 respondents' evaluations also categorized as medium category.

As for the performance variable, 30 respondents (20%) are categorized as high, 103 respondents (68.67%) as medium, and 17 respondents (11.33%) as low. Most of the responses are within the interval of $48.55 \leq X < 61.71$, amounting to 68.67%. This indicates that the majority of the total scores from the 150 respondents' evaluations are also categorized in medium category.

Classical Assumption Test

Subsequently, a classical assumption test was conducted. Research that is free from multicollinearity will be proven by a correlation coefficient of 1.000 and a VIF value below 10. The results of the study indicate that for the independent variables, the tolerance value is 0.452 > 0.10 and the VIF value is 2.213 < 10. This signifies no multicollinearity, and it can be concluded that the multicollinearity test is satisfied. The results of the multicollinearity test in this study are as follows.

Table 1. Results of the Multicollinearity Test

Variable	***Collinearity Statistics***		**Description**
	Tolerance	**VIF**	
SATRIYA Government Culture (X1)	0,452	2,213	No multicollinearity detected
Achievement motivation (X2)	0,452	2,213	No multicollinearity detected

Source: Primary data processed using IBM SPSS Statistics

Heteroscedasticity testing is conducted to examine whether there is a variance inequality in residuals from one observation to another in the regression model. This study employs the Glejser test for the analysis. The significance values (Sig.) obtained for the SATRIYA governance culture variable (X1) and achievement motivation (X2) are 0.232 and 0.333, respectively, which are greater than 0.05. Hence, it is concluded that there is no heteroscedasticity symptom in the regression model, and the respondents are categorized as homogeneous. A regression model is considered good if it exhibits homoscedasticity or no heteroscedasticity. The results of the heteroscedasticity test are presented as follows:

P ISSN : 0261-2490 | E ISSN : 2775-9989
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Table 2. Results of the Heteroscedasticity Test

Variable	α	Sig.	Description
SATRIYA Government Culture (X1)	0,05	0,232	No heteroscedasticity detected
Achievement motivation (X2)	0,05	0,333	No heteroscedasticity detected

Source: Primary data processed using IBM SPSS Statistics

The normality test aims to evaluate whether the data from each research variable follows a normal distribution. In this case, the Kolmogorov-Smirnov normality test was conducted on the unstandardized residuals (RES_1) for the regression equation analyzing the influence of the SATRIYA governance culture and achievement motivation on the performance of civil servants. Based on the research data, the obtained significance value is 0.200, which is greater than 0.05. Thus, it can be concluded that the data is normally distributed, and the normality assumption or requirement in the regression model has been met. The results of this test are as follows.

Figure 1. Normality Test Results (IBM SPSS Statistics)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		150
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	3,53241714
Most Extreme Differences	Absolute	,065
	Positive	,051
	Negative	-,065
Test Statistic		,065
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

To test linearity, the F-test technique is used. The purpose of the linearity test is to determine whether there is a linear relation between variable X and variable Y. The significance value of the linearity test for the governance culture of SATRIYA (X1) and performance (Y1) variables is 0.000, which is less than 0.05. Furthermore, the deviation from linearity value is 0.581, which is greater than 0.05. Thus, it can be concluded that there is a positive and significant relation between the governance culture of SATRIYA (X1) and performance (Y1).

For the achievement motivation (X2) and performance (Y1) variables, the significance

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value of the linearity test is 0.000, which is also less than 0.05. The deviation from linearity value is 0.685, which is greater than 0.05. Therefore, it can be concluded that there is a positive and significant relation between achievement motivation (X2) and performance (Y1). Additionally, another way to detect the presence of a linear relation between independent and dependent variables is by using a scatter plot. Based on the scatter plot, the data points form a straight line pattern from the bottom left upward to the top right. This indicates that there is a linear and positive relation between the governance culture of SATRIYA (X1) and performance (Y1), as well as between achievement motivation (X2) and performance (Y1).

Below is the scatter plot for the relation between the governance culture of SATRIYA (X1) and performance (Y1), as well as between achievement motivation (X2) and performance (Y1).

Figure 2. Scatter Plot of Governance Culture of SATRIYA (X1) and Performance (Y1) (Source: IBM SPSS Statistics)

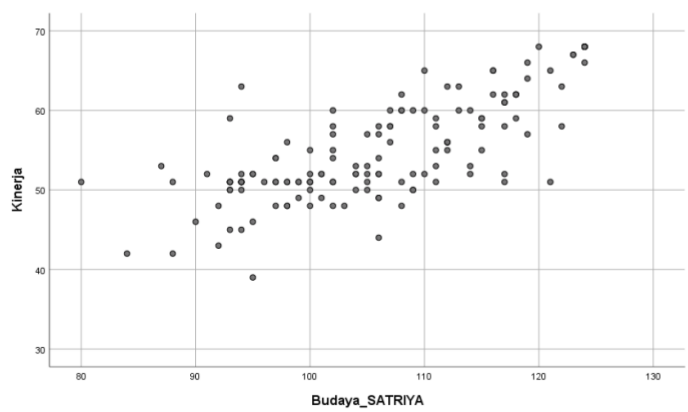
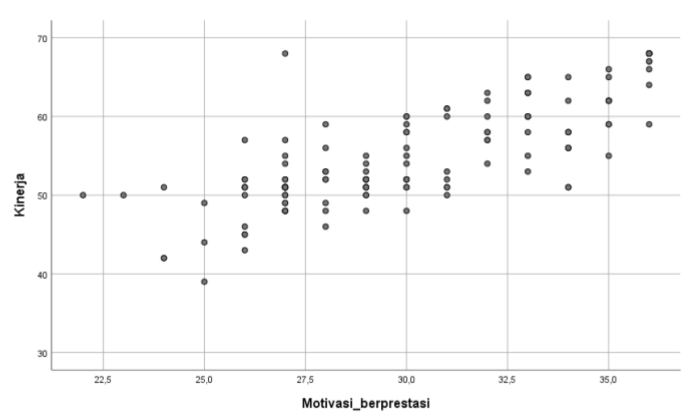


Figure 3. Scatter Plot of Achievement Motivation (X2) and Performance (Y1)



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Source: IBM SPSS Statistics

The positive influences signifies that if the implementation of the SATRIYA government culture and achievement motivation improves, the performance of civil servants will also improve. This aligns with the primary goal of implementing the SATRIYA Government Culture, a bureaucratic reform effort aimed at improving the mindset and behavior of bureaucrats, expected to create a clean, transparent, and accountable government system.

Hypothesis Test

Hypothesis testing was conducted to examine the proposed hypotheses. The hypotheses in this study are related to the variables SATRIYA government culture (X1), achievement motivation (X2), and civil servant performance (Y1). For the SATRIYA government culture variable (X1), the significance (Sig.) value obtained is 0.000, which is smaller than 0.05. Furthermore, the calculated t-value is 5.756, which is greater than the t-table value of 1.960 (0.025; 147). This means that Ha is accepted, and H0 is rejected. Thus, there is a partial influence of the SATRIYA government culture variable (X1) on the performance variable (Y1).

For the achievement motivation variable (X2), the significance value (Sig.) obtained is 0.000, which is smaller than 0.05. Additionally, the calculated t-value is 7.950, which is greater than the t-table value of 1.960 (0.025; 147). This also means that Ha is accepted and H0 is rejected. Thus, there is a partial influence of the achievement motivation variable (X2) on the performance variable (Y1).

Based on the F test, the significance value (Sig.) obtained is 0.000, which is smaller than 0.05. Additionally, the calculated F-value is 181.539, which is greater than the F-table value of 2.67 (2; 148). Thus, Ha is accepted, and H0 is rejected, indicating that the SATRIYA government culture variable (X1) and achievement motivation (X2) simultaneously influence the performance variable (Y1).

The coefficient of determination (R2) obtained is 0.712 or 71.2%. This figure indicates that the SATRIYA government culture variable (X1) and achievement motivation (X2) simultaneously influence the performance variable (Y1) by 71.2%. The remaining 28.8% is influenced by other variables outside the scope of this study.

Discussion

Abraham Maslow (Rogers & Dignam, 2013) developed a theory of human needs in the

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form of a pyramid. This theory is known as Maslow's Hierarchy of Needs, with basic human needs located at the base of the pyramid and higher-level needs at the top of the pyramid. In Maslow's theory, it is stated that individuals are more motivated to achieve higher goals when their basic needs have been met. One type of human need in Maslow's pyramid is Esteem Needs, which refers to the need for recognition and achievement. Recognition and acknowledgment play an important role in motivating individuals to excel. Achievement motivation increases when individuals feel appreciated by others. The pinnacle of achievement motivation is self-actualization, where individuals not only strive to achieve external goals such as recognition or awards but also focus on self-development and reaching their optimal potential.

McClelland (as cited in Hasibuan, 2019) in his Achievement Motivation Theory states that employees possess reserves of potential energy. How this energy is released and utilized depends on the strength of one's motivational drive, the situation, and the opportunities available. This energy is utilized by employees, driven by 1) the strength of their motives and basic needs, 2) their expectations of success, and 3) the incentive value. **Achievement motivation** is closely related to individual performance. Boocock, as cited in Jacob Anaktototy (in Syaripuddin, 2011), asserts that achievement motivation is the tendency of an individual to respond to situations to accomplish achievements, demonstrated through behavior. Achievement motivation serves as a driving force that compels individuals to compete with both others' excellence and their own. Research conducted by Syaripuddin (2011) and Obiero (2018) also highlights the influence of achievement motivation on performance.

In relation to organizational culture, the success of an organization in implementing its cultural values can enable it to grow and develop sustainably. Therefore, organizational culture is believed to be a primary factor driving organizational performance success. Effective management of organizational culture can be a source of competitive advantage for organizations (Lako, 2004). Kotter & Haskett, as cited in Sudarmanto (2014), emphasize three ways in which culture is connected to performance, 1) strong culture supports goal alignment, 2) strong culture enhances performance by fostering exceptional levels of motivation, and 3) strong culture improves performance by providing the necessary structure and control without suppressing motivation and innovation.

The significant role of organizational cultural values in employee performance lies in enhancing motivation. The optimal connection between performance and organizational culture,

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achieved through motivation, is evident in companies with strong values, both from internal and external environments (Sagita et al., 2018). Moreover, Yulianto (2018) states that organizational culture can improve employee performance by fostering motivation, enabling employees to deliver their best efforts in leveraging the opportunities provided by the organization. These shared values create a comfortable working environment, encourage commitment and loyalty, and drive employees to work harder, thereby improving performance and job satisfaction.

Hillary Odiakaose (2018) defines culture as a way of life for a group of people, relating to how employees perceive the characteristics of their organization and playing a crucial role in motivating employees. Cultural aspects help shape high ethical standards among employees, ultimately leading to improved productivity and organizational performance. A good organizational culture fosters a supportive environment that encourages better employee performance and yields optimal results (Enno Aldea Amanda et al., 2017).

In addition, Dr. Oluwafemi Emmanuel (2017), Kathrin Oberföll et al. (2018), and Mashal Ahmed (2014) discovered in their research that organizational culture significantly impacts organizational performance. Hani Sakina Mohamad Yusof et al. (2016) also highlighted that to improve employee motivation, it is essential to implement an optimal culture within the workplace. This is because employee motivation plays a critical role in the growth and development of an organization. Furthermore, Motilewa B. Deborah et al. (2015) proved that well-implemented organizational cultural values lead to organizational success.

Regarding performance, it is influenced not only by the efforts someone puts in but also by their abilities, including knowledge, job skills, and the way they perceive their role (Luthan in Noor, 2013). Lawyer (in Gareth, 2008) stated that a person's performance is determined by three factors: 1) effort, 2) ability, and 3) role perceptions, which reflect the alignment between the effort exerted and the job requirements. Additionally, Robert L. Mathis and John H. Jackson (in Noor, 2013) argued that individual performance is influenced by five factors: 1) ability, 2) motivation, 3) received support, 4) job availability, and 5) employee and organizational relationships.

Based on Robbins (2017), an individual's performance is strongly influenced by three factors, **ability (A)**, **motivation (M)**, and **opportunity (O)**. Performance is therefore a function of these three components. Opportunity, in particular, represents the potential for high performance levels, which is partly determined by the absence of barriers that inhibit employees'

P ISSN : 0261-2490 | E ISSN : 2775-9989
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actions. If an individual's work motivation is low, their performance will also be low, even if their abilities are excellent and opportunities are available. Conversely, if motivation is high but opportunities to utilize their skills are absent, performance will still be low. Similarly, even with strong motivation and available opportunities, performance remains low if skills and expertise are not developed.

Regarding motivation, Terry Mitchell (in Werner and DeSimone, 2006) defines it as a psychological process that initiates directed and sustained actions toward achieving specific goals. Motivation serves as a driving force that compels members of an organization to willingly and energetically use their skills and time to fulfill responsibilities and obligations for achieving organizational goals (Siagian, 2008 in Tanuwibowo, 2015). Ngalim Purwanto (2006) explains that motivation involves three key components, 1) **Activation** (Generating energy within individuals and guiding them toward specific actions), 2) **Direction** (Steering behavior toward achieving goals), 3) **Sustaining** (Maintaining behavior by reinforcing individual efforts, drives, and strengths).

This research findings indicate that among the independent variables analyzed (SATRIYA Government Culture and achievement motivation), **achievement motivation** has a greater influence on performance. This is evidenced by the regression coefficient values: 0.379 for SATRIYA Government Culture and 0.524 for achievement motivation. These results highlight that intrinsic motivation within individuals has a stronger impact on performance than organizational culture, which is extrinsic. Specifically, in the context of public servants in Kulon Progo regional government, personal motivation plays a more critical role in influencing performance.

Coclusion

The hypotheses in this study are related to the variables SATRIYA government culture (X1), achievement motivation (X2), and civil servant performance (Y1). For the SATRIYA government culture variable (X1), the significance (Sig.) value obtained is 0.000, which is smaller than 0.05. Furthermore, the calculated t-value is 5.756, which is greater than the t-table value of 1.960 (0.025; 147). This means that Ha is accepted, and H0 is rejected. Thus, there is a partial influence of the SATRIYA government culture variable (X1) on the performance variable (Y1).

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For the achievement motivation variable (X2), the significance value (Sig.) obtained is 0.000, which is smaller than 0.05. Additionally, the calculated t-value is 7.950, which is greater than the t-table value of 1.960 (0.025; 147). This also means that Ha is accepted and H0 is rejected. Thus, there is a partial influence of the achievement motivation variable (X2) on the performance variable (Y1).

Based on the F test, the significance value (Sig.) obtained is 0.000, which is smaller than 0.05. Additionally, the calculated F-value is 181.539, which is greater than the F-table value of 2.67 (2; 148). Thus, Ha is accepted, and H0 is rejected, indicating that the SATRIYA government culture variable (X1) and achievement motivation (X2) simultaneously influence the performance variable (Y1).

The coefficient of determination (R2) obtained is 0.712 or 71.2%. This figure indicates that the SATRIYA government culture variable (X1) and achievement motivation (X2) simultaneously influence the performance variable (Y1) by 71.2%. The remaining 28.8% is influenced by other variables outside the scope of this study.

Based on the data analysis results, it was found that the SATRIYA Government Culture and achievement motivation simultaneously influence the performance of civil servants in Kulon Progo Regency by 71.2%. Meanwhile, the remaining 28.8% is influenced by other variables not examined in this study. Partially, the SATRIYA Government Culture has a positive and significant effect on the performance of civil servants. This means that improving the implementation of the SATRIYA Government Culture will positively impact and further enhance the performance of the civil servants.

These findings align with Lako (2004), who asserted that organizational culture is considered a primary determinant of an organization's performance success. Mallack et al. (2003), cited in Oluwafemi Emmanuel (2017), also stated that organizational culture influences the actions taken within an organization, which, in turn, impacts organizational performance. Additionally, these results are consistent with Yulianto (2018), who emphasized that individual behavior is shaped by the prevailing organizational culture. Behavior that aligns with the organization's culture positively affects employee performance.

With the understanding that the SATRIYA Government Culture affects the performance of Civil Servants, this finding could serve as valuable input or reference for the government. Enhancing the implementation of the SATRIYA Government Culture within Kulon Progo's Civil

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Service could strengthen it as an organizational culture. This is especially pertinent since the local culture serves as a potential energy source that can effectively drive bureaucratic reforms (Yulianto, 2018).

Achievement motivation also has a partial, positive, and significant effect on the performance of civil servants in Kulon Progo Regency's government. This means that the higher the achievement motivation of the civil Servants, the better their performance. This finding aligns with McClelland's Achievement Motivation Theory. McClelland further argues that the need for achievement is a driving force that motivates an individual's work spirit. This drive pushes individuals to develop creativity and direct all their abilities and energy to achieve optimal performance. Employees will be enthusiastic about achieving high performance, provided they are given the opportunity.

Based on research findings, it is evident that intrinsic factors like achievement motivation have a greater influence on performance. However, this intrinsic motivation must be supported by extrinsic factors. This aligns with Robbins (2017), who states that an individual's performance is significantly influenced by factors such as ability (A), motivation (M), and opportunity (O). Robbins (2017) asserts that if an individual's work motivation is low, their performance will also be low, even if they possess good abilities and opportunities are available. Additionally, if a person's motivation is high but there are no opportunities to utilize their abilities, their performance will remain low. Similarly, if motivation and opportunities are present but skills and expertise are not improved, performance will also remain low. Hence, it is crucial for the government to address these supporting factors to enhance the performance of civil servants.

Based on the conclusions and limitations of the research, several recommendations can be provided. Civil servants should increase their awareness of consistently applying the values of the SATRIYA Governance Culture in every aspect of their work, including providing services to the community. Furthermore, civil servants need to enhance their commitment to their work. This is due to the fact that there are still government agencies within Kulon Progo Regency that have received poor performance evaluations. The Kulon Progo Regency Government should also work to improve factors that can stimulate achievement motivation among civil servants. This can include providing extrinsic motivation, rewards, and other incentives. By doing so, it is expected to boost the intrinsic achievement motivation of the civil servants themselves.

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