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ADVANCES IN SOCIAL HUMANITIES RESEARCH

The Influence of Organizational Culture, Organizational Support, and Motivation on the Performance of Civil Servants at Adhyaksa General Hospital

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Abstract

Employee performance reflects the extent to which individuals effectively apply their knowledge, skills, and competencies to accomplish assigned responsibilities and achieve organizational objectives. Organizational culture, organizational support, and work motivation are among the key factors associated with employee performance. In early 2024, the management of Adhyaksa General Hospital was transferred from the Provincial Government of the Special Capital Region of Jakarta (DKI Jakarta) to the Attorney General's Office of the Republic of Indonesia, introducing organizational changes that potentially affected the performance of civil servants. This study aimed to examine the relationships between organizational culture, organizational support, work motivation, and civil servant performance at Adhyaksa General Hospital. An analytical observational study with a cross-sectional design was conducted from May to July 2024, involving 105 civil servants (Aparatur Sipil Negara, ASN). The findings indicated that organizational culture, organizational support, and work motivation were generally rated as less favorable. Bivariate analysis revealed statistically significant associations between each independent variable and civil servant performance, while multivariate analysis identified work motivation as the strongest predictor of performance among the variables examined. The study concluded that organizational culture, organizational support, and work motivation were significantly associated with civil servant performance, with motivation emerging as the most influential factor in the multivariate model. These findings highlight the importance of strengthening organizational values, leadership effectiveness, internal communication, employee welfare, and professional development opportunities. Accordingly, the study recommended implementing organizational culture-based training, conducting regular performance evaluations, improving workplace facilities, establishing equitable reward systems, fostering an inclusive work environment, and supporting structured career development to enhance civil servant performance at Adhyaksa General Hospital.

INTRODUCTION

The Attorney General's Office of the Republic of Indonesia is a government institution responsible for exercising prosecutorial authority within the integrated criminal justice system (Afandi, 2025). This system encompasses criminal investigation, prosecution, adjudication, and the execution of judicial decisions, involving law enforcement institutions such as the police, the Attorney General's Office, the judiciary, and correctional institutions (Nursyamsudin & Samud, 2022; Undang-Undang Nomor 11 Tahun 2021, 2021). Within this framework, the Attorney General's Office is required to exercise its prosecutorial functions independently and free from improper external interference, including political influence from the executive branch. Prosecutors play a central role in determining whether criminal cases proceed to trial and in exercising legally prescribed prosecutorial powers, including decisions concerning prosecution and detention within the limits of their statutory authority (Mufrohim & Herawati, 2020). Although institutionally situated within the executive branch, maintaining prosecutorial independence remains a significant challenge in ensuring the integrity and impartiality of criminal justice administration.

To support its institutional responsibilities, the Attorney General's Office requires healthcare services capable of addressing the medical needs associated with law enforcement and judicial proceedings. These services include assessing the health conditions of suspects, defendants, and convicted individuals; maintaining the health and occupational well-being of prosecutors and supporting personnel; and facilitating the implementation of legally authorized medical interventions, including rehabilitation and other court-ordered measures. These functions form part of the broader concept of judicial health services, as recognized within the institutional responsibilities of the Attorney General's Office under Law No. 16 of 2004, as amended by Law No. 11 of 2021 concerning the Attorney General's Office of the Republic of Indonesia (Undang-Undang Nomor 11 Tahun 2021, 2021).

Adhyaksa General Hospital was established as the first hospital owned by the Attorney General's Office and was inaugurated on September 12, 2014, by President Susilo Bambang Yudhoyono, Jakarta Governor Joko Widodo, and Attorney General Basrief Arief. Its administration was initially governed by several regulations issued by the Governor of Jakarta (Peraturan Gubernur DKI Jakarta Nomor 61 Tahun 2018, 2018; Peraturan Gubernur DKI Jakarta Nomor 54 Tahun 2019, 2019) and the Attorney General's Office (Peraturan Jaksa Agung Nomor PER-030/A/JA/10/2014, 2014), with subsequent regulatory adjustments introduced between 2017 and 2019. These regulatory arrangements established the administrative framework governing the hospital's operations and institutional management.

In 2021, Law No. 11 of 2021 expanded the statutory responsibilities of the Attorney General's Office to include functions related to criminal statistics and judicial health services, including the establishment and management of healthcare facilities (Undang-Undang Nomor 11 Tahun 2021, 2021). This legislative development

strengthened the institutional basis for the Attorney General's Office to administer healthcare services supporting its law enforcement responsibilities.

The cooperation agreement between the Attorney General's Office and the Jakarta Provincial Government concluded in late 2023, and responsibility for managing Adhyaksa General Hospital was transferred to the Attorney General's Office on January 2, 2024. This administrative transition was subsequently supported by Jakarta Governor Regulation No. 22 of 2024, which revoked previous regulations governing the hospital's management (Peraturan Gubernur DKI Jakarta Nomor 22 Tahun 2024, 2024). The transfer introduced substantial organizational adjustments involving human resource administration, organizational culture, institutional support, and employee motivation. These changes potentially affected the performance of state civil apparatus personnel at Adhyaksa General Hospital.

Under Law No. 20 of 2023 concerning the State Civil Apparatus, Indonesia's state civil apparatus (Aparatur Sipil Negara, ASN) comprises civil servants (Pegawai Negeri Sipil, PNS) and government employees with employment agreements (Pegawai Pemerintah dengan Perjanjian Kerja, PPPK) (Undang-Undang Nomor 20 Tahun 2023, 2023). As a healthcare institution, Adhyaksa General Hospital depends on qualified and competent personnel to maintain operational effectiveness, ensure continuity of medical services, and deliver high-quality patient care (Hidayati, 2022).

Following the transfer of management from the Jakarta Provincial Government to the Attorney General's Office, Adhyaksa General Hospital experienced substantial changes in its human resource structure. Personnel arrangements included PNS and PPPK employees previously associated with the Regional Public Service Agency (Badan Layanan Umum Daerah, BLUD), while certain non-ASN personnel previously employed under the Individual Service Provider (Penyedia Jasa Lainnya Perorangan, PJLP) arrangement were subject to revised employment classifications, including non-civil servant government employees (Pegawai Pemerintah Non-Pegawai Negeri, PPNPN). Employment arrangements for physicians previously working on a part-time basis were also adjusted. These organizational changes required both management and employees to adapt to revised administrative procedures, employment conditions, and compensation structures. In particular, differences in salary and performance allowance standards between the Attorney General's Office and the Jakarta Provincial Government created potential concerns regarding employee motivation and job performance. Consequently, examining the relationships among organizational changes, institutional support, and employee performance became essential to maintaining healthcare service quality during the administrative transition.

Maintaining consistent healthcare service quality and organizational effectiveness requires particular attention to organizational culture, perceived organizational support, and employee motivation. These factors are closely associated with employee attitudes, workplace behavior, and the achievement of institutional objectives. Within hospital settings, their interaction may influence both individual performance and the overall quality of healthcare services delivered to patients.

Wahyuni et al. (2021) emphasized that organizations depend on coordinated human resources, clearly defined responsibilities, and structured operational functions to achieve shared objectives. Human resources therefore constitute a fundamental component of organizational performance, particularly in healthcare institutions where service quality depends on professional competence, effective coordination, and employee commitment. In hospitals, the ability to organize and support healthcare personnel contributes substantially to operational effectiveness and patient satisfaction.

Increasing competition within the healthcare sector and the broader effects of globalization have intensified expectations regarding service quality, institutional responsiveness, and organizational efficiency, as highlighted by Fauzi and Nugroho (2020). Under these conditions, employee performance represents a critical determinant of healthcare service delivery (Dafriani et al., 2022; Linanjung, 2019). For Adhyaksa General Hospital, maintaining employee performance during organizational restructuring was particularly important because administrative changes could influence workforce stability, professional commitment, and the continuity of patient care.

Moeheriono (2012), as cited in Agustina (2019), identified six dimensions commonly used to assess organizational performance: effectiveness, efficiency, quality, timeliness, productivity, and safety. These dimensions provide a comprehensive basis for evaluating the extent to which organizational objectives are achieved, resources are utilized efficiently, services meet established quality standards, activities are completed within appropriate time frames, outputs are produced effectively, and workplace safety is maintained. In healthcare organizations, these performance dimensions are particularly relevant because institutional effectiveness depends on both administrative efficiency and the quality and safety of patient care.

According to Robbins and Judge (2017), organizational culture represents an important factor associated with employee performance because shared values, beliefs, and behavioral expectations influence how employees respond to internal organizational demands and external challenges. Organizational support also contributes to employee performance through managerial assistance, adequate resource allocation, professional development opportunities, and supportive employment conditions (Eisenberger et al., 2002). These factors are particularly relevant during institutional transitions, when employees must adapt to revised organizational structures and operational expectations.

Organizational culture encompasses shared values, beliefs, and behavioral practices that guide employees in pursuing institutional objectives. Robbins and Judge (2017) identified several organizational culture dimensions, including innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. These dimensions reflect how organizations establish behavioral expectations, coordinate activities, and promote consistency in workplace practices.

Priansa (2018), as cited in Hidayati (2022), identified organizational leadership, employee characteristics, external environmental conditions, and institutional history as important factors shaping organizational culture. Additional characteristics include

individual initiative, openness to innovation, communication patterns, organizational integration, managerial support, institutional identity, reward systems, and tolerance for differing opinions (Robbins & Judge, 2017). Together, these characteristics influence employees' perceptions of their work environment and their willingness to participate in organizational development.

Other perspectives have emphasized self-awareness, aggressiveness, personality, performance orientation, and team orientation as dimensions of organizational culture (Edison et al., 2016). Schein (2010) conceptualized organizational culture through three interconnected levels: artifacts, espoused beliefs and values, and basic underlying assumptions. Artifacts include observable organizational practices, symbols, and communication patterns, whereas espoused beliefs and values reflect formally articulated principles and priorities. Basic underlying assumptions represent deeply embedded beliefs that shape organizational behavior and decision-making. This framework provides a useful perspective for understanding cultural adaptation during institutional restructuring.

Organizational culture contributes to employee behavior by strengthening organizational identity, promoting collective commitment, and establishing behavioral consistency and social stability (Robbins & Coulter, 2017). Previous theoretical discussions by Robbins and Judge (2017), Edison et al. (2016), and Priansa (2018), as cited in Hidayati (2022), have emphasized the importance of organizational culture in shaping workplace attitudes and performance. A supportive and coherent organizational culture may therefore contribute to improved employee performance by establishing shared expectations, facilitating cooperation, and creating a conducive working environment (Robbins & Judge, 2017).

Employee motivation constitutes another important determinant of performance at Adhyaksa General Hospital. Maslow's hierarchy of needs, introduced by Maslow (1943), provides a theoretical perspective on how individual needs influence work-related behavior and motivation. Within organizational settings, motivation may be associated with financial security, recognition, professional achievement, interpersonal relationships, and opportunities for personal development, as discussed by Maslow (1943, 1970) and cited in Riyadi (2022). Vroom's expectancy theory, introduced by Vroom (1964), further explains motivation through employees' expectations that effort will lead to performance, performance will produce valued outcomes, and those outcomes will satisfy individual preferences.

McClelland (1987) identified three motivational needs that influence workplace behavior: achievement, power, and affiliation. The need for achievement reflects an individual's desire to accomplish challenging objectives and demonstrate competence, while the need for power concerns the desire to influence organizational decisions and interpersonal relationships. The need for affiliation involves establishing and maintaining positive social relationships. These motivational dimensions may influence employees' career aspirations, leadership behavior, workplace engagement, and commitment to organizational objectives. Within healthcare institutions, understanding these needs may

assist management in developing motivational strategies aligned with employees' professional responsibilities and expectations.

The transition of Adhyaksa General Hospital's management to the Attorney General's Office provided an important context for examining organizational culture, organizational support, and employee motivation in relation to performance. Changes in administrative authority, organizational procedures, compensation arrangements, and managerial expectations created conditions that potentially influenced employees' adaptation and workplace behavior. Investigating these relationships was therefore expected to generate evidence that could support management in addressing organizational transition challenges while maintaining workforce effectiveness and healthcare service quality.

This study aimed to examine the relationships between organizational culture, organizational support, work motivation, and the performance of ASN personnel at Adhyaksa General Hospital. Previous studies by Tajuddin et al. (2020), Juliansya et al. (2023), Agustina (2019), and Permana et al. (2019) reported positive relationships between organizational culture and employee performance. However, findings presented by Deliana (2020) suggested that these relationships may vary depending on organizational conditions and contextual factors. Such inconsistencies indicated the need for further investigation into how organizational culture was associated with employee performance during the hospital's administrative transition.

Organizational support has also been identified as an important factor associated with employee performance. Studies by Abdi Mujibburrahman et al. (2020), Marbun et al. (2023), Fairuzakiyah et al. (2019), and Laia et al. (2020) reported positive relationships between organizational support and employee performance. These findings suggest that managerial assistance, resource availability, recognition, and professional development opportunities may contribute to improved employee outcomes. Nevertheless, the extent to which organizational support was associated with ASN performance at Adhyaksa General Hospital following its management transition required further empirical examination.

Work motivation has similarly been associated with employee performance across different organizational settings. Previous research by Septiani et al. (2023), Fajriani S et al. (2022), Fairuzakiyah et al. (2019), Tajuddin et al. (2020), and Irianti and Bernarto (2021) demonstrated positive associations between motivation and employee performance. These findings highlight the potential importance of intrinsic and extrinsic motivational factors in shaping employees' commitment, productivity, and work-related behavior. However, the relative contribution of motivation compared with organizational culture and organizational support within the specific context of Adhyaksa General Hospital remained insufficiently established.

Organizational management transitions may generate substantial changes in workplace culture, institutional support, and employee motivation. At Adhyaksa General Hospital, the transfer of management from the Jakarta Provincial Government to the Attorney General's Office introduced three important organizational considerations.

First, differences between the administrative culture of a law enforcement institution and that of a provincial government could influence employee adaptation and performance. Second, differences in institutional experience, resource allocation, and healthcare management practices could affect employees' perceptions of organizational support. Third, changes in compensation arrangements, employment conditions, and career expectations could influence work motivation and subsequent performance. These circumstances highlighted the need for an integrated examination of organizational culture, organizational support, and motivation as factors associated with ASN performance. Accordingly, this study sought to determine the relationships between these three organizational variables and employee performance, identify the strongest associated factor, and provide evidence-based recommendations for strengthening human resource management and maintaining healthcare service quality during the hospital's organizational transition.

METHOD

This study employed a quantitative analytical approach with a cross-sectional design to examine the associations between organizational culture, organizational support, work motivation, and civil servant performance at Adhyaksa General Hospital. The study involved 105 respondents selected from a population of 353 employees, with the sample size determined using Slovin's formula. Data were collected through structured questionnaires and processed through editing, coding, data entry, and cleaning procedures. Instrument validity and reliability were assessed using IBM SPSS Statistics version 25, with internal consistency evaluated using Cronbach's alpha coefficient. Data analysis comprised three stages: univariate analysis to describe respondent characteristics and study variables, bivariate analysis using the chi-square test and odds ratios (Ors) to examine associations between variables, and multivariate analysis using multiple logistic regression to identify factors independently associated with employee performance. The study was conducted from May to July 2024 at Adhyaksa General Hospital, Cipayung, East Jakarta, Indonesia (Sugiyono, 2019).

RESULTS AND DISCUSSION

Univariate Analysis Result

The research findings indicate that the majority of Civil Servants at Adhyaksa General Hospital fall into the category of poor performance, with 54 individuals (51.4%) classified in this category. Organizational support is also rated poorly by 57 individuals (54.3%). Most Civil Servants motivation is at a low level, with 68 individuals (64.8%) falling into this category. Additionally, organizational culture is predominantly assessed as poor, with 70 respondents (66.7%) indicating this.

Bivariate Analysis Result

Based on the bivariate analysis results using Chi-Square and Odds Ratio, the following findings were obtained:

Table 1. The Influence of Organizational Culture on Performance

Organizational Culture	Performance – Poor (n)	Performance – Poor (%)	Performance – Good (n)	Performance – Good (%)	N	%	P-value	OR (CI 95%)
Poor	42	60	28	40	70	100		
Good	12	34,3	23	65,7	35	100	0,023	2,875 (1,234–6,700)
Total	54	51,4	51	48,6	105	100		

Table 2. The Influence of Organizational Support on Performance

Organizational Support	Performance Poor (n)	Performance Poor (%)	Performance Good (n)	Performance Good (%)	N	%	P-value	OR (95% CI)
Poor	36	63,2	21	36,8	57	100	0,015	2,857 (1,291–6,323)
Good	18	37,5	30	62,5	48	100		
Total	54	51,4	51	48,6	105	100		

Table 3. The Influence of Motivation on Performance

Motivation	Poor (n)	Poor (%)	Good (n)	Good (%)	N	%	P value	OR CI 95%
Poor	44	64,7	24	35,3	68	100	0,000	4,95 (2,054–11,930)
Good	10	27	27	73	37	100		
Total	54	51,4	51	48,6	105	100		

Based on the three tables above, the bivariate analysis results indicate a significant influence of organizational culture, organizational support, and motivation on Civil Servants performance at Adhyaksa General Hospital. The Chi-Square test results show a p-value of 0.023 for organizational culture, 0.015 for organizational support, and 0.000 for motivation, all of which reject the null hypothesis (H0). The Odds Ratio (OR) values reveal that respondents who rated organizational culture and organizational support as poor have twice the likelihood of performing poorly, while respondents with low motivation have four times the likelihood of performing poorly.

Multivariate Analysis Result

Based on the results of the multivariate analysis using multiple logistic regression, the following findings were obtained:

Table 4. Candidate Variables for Modeling Organizational Culture, Organizational Support, and Motivation

No	Variable	P value	Keterangan
1.	Organizational Culture	0,023	Candidate
2.	Organizational Support	0,015	Candidate
3.	Motivation	0,000	Candidate

Table 5. Results of Logistic Analysis on Organizational Culture, Organizational Support, and Motivation on Performance

Variabel	B	P-Value	Exp (B)/OR
Organizational Culture	0,498	0,306	1,645
Organizational Support	0,480	0,025	1,617
Motivation	1,217	0,016	3,377

Table 6. Results of Logistic Analysis on Organizational Support and Motivation on Performance

Variabel	B	P-Value	Exp (B)/OR
Organizational Support	0,532	0,024	1,703
Motivation	1,372	0,005	3,945

Based on the three tables above, the results of the multivariate analysis show that the most dominant variable affecting ASN performance at Adhyaksa General Hospital is work motivation, with a p-value of 0.005 and an Odds Ratio (OR) of 3. This means that respondents with low motivation are three times more likely to perform poorly compared to those with high motivation.

The study also found that the "Need for Achievement" indicator, according to McClelland's motivation theory25, shows the poorest results.

Organizational support is the second most influential variable, with a p-value of 0.024 and an OR of 2. This indicates that low organizational support doubles the likelihood of poor performance.

From these results, it can be concluded that work motivation is the most dominant factor influencing ASN performance.

The frequency distribution regarding organizational culture at Adhyaksa General Hospital indicates that 66.7% of respondents view the organizational culture as relatively poor. This reflects significant issues in the implementation and effectiveness of the culture. Contributing factors include management's insufficient encouragement for innovation, unclear communication from leadership about job responsibilities, and low levels of coordination and collaboration among staff. Employees tend to work individually without motivation to collaborate or strive for higher goals. Additionally, unclear career planning and minimal efforts to guide employees to better positions exacerbate problems within the organizational culture.

Furthermore, organizational support is also rated poorly by 54.3% of respondents. This includes a lack of welfare programs, limited opportunities for career development, and insufficient recognition of employee achievements. Employees feel inadequately involved in decision-making processes and receive minimal guidance and training relevant to their skill development. Consequently, work motivation at Adhyaksa General Hospital has declined, with 64.8% of respondents indicating low employee motivation. Employees feel that their needs for achievement, power, and affiliation are not being fully met, which affects their work enthusiasm.

The frequency distribution of Civil Servants performance at Adhyaksa General Hospital shows that 51.4% of respondents rate their performance as subpar. Performance issues include some employees' inability to complete tasks satisfactorily, low accuracy and attention to detail in their work, and a lack of awareness of the importance of timeliness in patient care. This low performance reflects the impact of the aforementioned issues, such as inadequate support, motivation, and ineffective organizational culture, which are interrelated and affect the quality of services provided by Adhyaksa General Hospital.

Organizational Support and Performance

This study found a significant impact of organizational culture on the performance of Civil Servants at Adhyaksa General Hospital, consistent with previous research by Tajuddin et al.26 and Agustina14, which asserts that a strong organizational culture can enhance employee performance. Organizational culture plays a crucial role by providing rules and norms that bind employees, ensuring they act in accordance with agreed-upon values.

The transition of Adhyaksa General Hospital's management from the Government of DKI Jakarta to the Attorney General's Office introduced significant changes in organizational culture. The Government of DKI Jakarta was known for its more bureaucratic and administrative culture, while the Attorney General's Office adopts a culture that is more disciplined, hierarchical, and law-oriented. Civil Servants at Adhyaksa General Hospital must adapt to new norms, rules, and expectations, which differ from those they were accustomed to. This adaptation could affect their performance, as uncertainty arising from this transition might reduce motivation and productivity.

The study results indicate a significant impact of organizational culture on Civil Servants performance ($p = 0.023$). Civil Servants who successfully adapt to the new culture tend to perform better, whereas those struggling to adjust may experience a decline in performance. The difference in values and norms upheld by the Attorney General's Office, such as an emphasis on discipline and legal compliance, requires adjustments from Civil Servants who previously worked in a more bureaucratic environment.

Moreover, the implementation of new procedures in line with the Attorney General's Office culture also forces Civil Servants to adjust their work methods, which can disrupt performance during the transition period. Differences in leadership and management styles could also affect Civil Servants motivation, communication, and work relationships, ultimately impacting their performance in this new work environment.

Organizational Support and Performance

Organizational support has also been shown to have a significant impact on the performance of Civil Servants. This finding is consistent with the research by Irianti and Bernarto (2021) and Laia et al. (2020), which indicates that organizational support influences employees' perceptions of appreciation and well-being, ultimately affecting their performance.

The study results demonstrate that organizational support has a significant influence on Civil Servants performance at Adhyaksa General Hospital (p = 0.015). The shift in management from the DKI Jakarta Provincial Government to the Attorney General's Office has brought fundamental differences in the form and focus of the organizational support received by Civil Servants. The Attorney General's Office, as a law enforcement agency, tends to provide support that emphasizes legal compliance, discipline, and integrity. This is different from the support previously provided by the DKI Jakarta Provincial Government, which focused more on operational and managerial aspects relevant to healthcare services, including specialized training, adequate resource allocation, and systems designed to enhance the efficiency of healthcare services.

Civil Servants at Adhyaksa General Hospital must face the challenge of adjusting to this shift in the focus of support. Adapting to the new systems and procedures introduced by the Attorney General's Office does not always proceed smoothly and often requires additional time, resources, and more intensive support. The inability of Civil Servants to quickly and effectively adapt to these changes can lead to a decline in performance, productivity, and work motivation. The absence of proper training and clear guidance from management can exacerbate this situation, creating confusion among Civil Servants, which can ultimately lower the quality of service at Adhyaksa General Hospital.

Differences in leadership styles and managerial systems between the Attorney General's Office and the DKI Jakarta Provincial Government also affect the overall work environment. The more hierarchical and compliance-focused approach of the Attorney General's Office may alter the work dynamics at Adhyaksa General Hospital, where Civil Servants may struggle to adapt to new expectations and norms.

Motivation And Performance

Work motivation is another critical factor influencing performance, as evidenced by the research of Rosyidawati (2020) and Oktavia et al. (2024). Motivation serves as the primary driver that encourages employees to work more effectively and achieve job satisfaction. Hasibuan (2016) further adds that motivation can enhance morale, discipline, and employee creativity.

The transfer of management of Adhyaksa General Hospital from the DKI Jakarta Provincial Government to the Attorney General's Office at the beginning of 2024 represents a significant change that has the potential to affect the work dynamics at Adhyaksa General Hospital. This change may lead to uncertainty regarding the organizational structure, new procedures, and policies, which in turn can impact Civil Servants motivation.

Civil Servants motivation can be influenced by various factors such as changes in leadership, adjustments to new systems, and perceptions of the sustainability and direction of the new management. The research shows a significant relationship between motivation and Civil Servants performance, with a p-value of 0.000, indicating that motivation plays a crucial role in Civil Servants performance. When Civil Servants motivation decreases, their performance tends to decline as well, whereas high motivation can lead to increased effort, efficiency, and productivity.

The uncertainty arising from these changes related to new policies, procedures, and organizational structures can result in decreased motivation if Civil Servants feel uncertain or unprepared to face the changes. The lack of adequate support, such as training for adapting to new systems and procedures, can add stress and reduce Civil Servants motivation, directly impacting their performance.

Additionally, the management shift may bring changes in organizational culture and working methods. Civil Servants who were previously accustomed to the culture and procedures of the DKI Jakarta Provincial Government may struggle to adapt to the new culture and procedures under the Attorney General's Office. These challenges can affect Civil Servants motivation to work effectively, especially if the transition is not accompanied by adequate support strategies.

The final results indicate that motivation is the most dominant variable determining the performance of Civil Servants at Adhyaksa General Hospital, consistent with the findings of Rosyidawati (2020). High employee motivation directly correlates with optimal performance, ultimately supporting the effective and efficient achievement of organizational goals.

The research reveals that motivation has a very significant impact on the performance of Civil Servants at Adhyaksa General Hospital, with a p-value of 0.005 and an Odds Ratio (OR) of 3. This suggests that any increase in motivation can significantly enhance Civil Servants performance. An OR of 3 means that motivated Civil Servants are three times more likely to exhibit good performance compared to those who are less motivated, underscoring the critical role of motivation in achieving optimal work outcomes.

According to McClelland's (1987) motivation theory, the "Need for Achievement" is the drive to set and achieve high standards. However, at Adhyaksa General Hospital, this indicator shows less than satisfactory results, indicating that many Civil Servants feel uninspired or unmotivated to set and achieve high goals in their work. A low Need for Achievement can negatively impact performance, as Civil Servants may lack the drive to set challenging goals or strive beyond minimum standards, leading to performance stagnation and a lack of innovation.

The transfer of Adhyaksa General Hospital management from the DKI Jakarta Provincial Government to the Attorney General's Office in early 2024 may have created uncertainty among Civil Servants regarding goals, expectations, and the new management direction. This uncertainty could diminish Civil Servants sense of achievement, as they may feel unsure about new expectations or how to meet high standards under the new management. If the new management fails to set clear and challenging goals, Civil Servants may feel less motivated to pursue ambitious objectives.

Additionally, the lack of managerial support, constructive feedback, and personal development opportunities can hinder the Need for Achievement. Civil Servants who do not receive training or opportunities to enhance their skills may feel less motivated to pursue higher achievements. Adequate support and opportunities for development are

essential to ensure that Civil Servants feel motivated and capable of reaching challenging goals.

The change in organizational culture due to the management shift may also affect the Need for Achievement. Civil Servants who were previously accustomed to the culture and procedures of the DKI Jakarta Provincial Government may struggle to adapt to the new culture at the Attorney General's Office. This cultural difference could reduce their sense of achievement if Civil Servants feel out of sync with the new working methods and values being implemented.

Overall, the study's findings suggest that motivation is the dominant factor influencing Civil Servants performance at Adhyaksa General Hospital. A low Need for Achievement can negatively impact performance, making it crucial to address the factors that influence Civil Servants motivation and their Need for Achievement.

CONCLUSION

The findings revealed that most respondents perceived organizational culture as unfavorable (70 respondents; 66.7%), followed by work motivation (68 respondents; 64.8%) and organizational support (57 respondents; 54.3%). Additionally, 54 respondents (51.4%) were classified as having unfavorable performance. Bivariate analysis demonstrated statistically significant associations between civil servant performance and organizational culture ($p = 0.023$), organizational support ($p = 0.015$), and work motivation ($p < 0.001$). Multivariate logistic regression analysis further identified work motivation as the strongest predictor of civil servant performance ($p = 0.005$; OR = 3.00), indicating that the odds of the 2005odelled performance outcome were approximately three times higher in one motivation category than in the reference category. These findings suggest that organizational culture, organizational support, and work motivation are important factors associated with civil servant performance at Adhyaksa General Hospital, with motivation demonstrating the strongest association in the multivariate model.

To strengthen organizational culture, organizational support, employee motivation, and overall performance, the management of Adhyaksa General Hospital under the Attorney General's Office should prioritize the alignment of organizational values, leadership development, and employee orientation programs. Organizational support should be enhanced through transparent internal communication, adequate workplace facilities, equitable reward systems, and opportunities for professional development. Under the Public Service Agency (Badan Layanan Umum, BLU) financial management framework, management should consider establishing performance-based incentive programs, subject to applicable financial and employment regulations. These initiatives should be complemented by continuous professional training, structured career development pathways, and employee well-being programs addressing physical health, mental health, and work-life balance. To reinforce a positive organizational culture, management should conduct periodic employee satisfaction and engagement surveys, encourage appropriate autonomy in workplace decision-making, and review

organizational structures to facilitate collaboration and effective communication. Leadership practices should emphasize active listening, constructive feedback, professional guidance, and consistent adherence to organizational values. Furthermore, strengthening interdepartmental cooperation and fostering an inclusive work environment may improve employees' perceptions of organizational support and contribute to better performance. Given that motivation emerged as the strongest predictor of employee performance, management should prioritize the establishment of clear and consistent institutional regulations, including the relevant Attorney General's Office regulations, hospital bylaws, medical staff bylaws, and other implementing provisions. Where comprehensive regulatory revisions require additional time, appropriate interim policies may be introduced in accordance with applicable legal requirements. The hospital should also consider implementing equitable financial and nonfinancial incentives, including performance-based bonuses, recognition programs, and compensation adjustments where legally and financially permissible. These measures, combined with continuous learning opportunities, career advancement support, and comprehensive employee wellness initiatives, may strengthen motivation, enhance job satisfaction, and support sustained improvements in civil servant performance and healthcare service quality at Adhyaksa General Hospital.

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CONFLICT OF INTEREST

The authors declare that they have no personal, commercial, or financial conflicts of interest that could have influenced the conduct or outcomes of this study.

AUTHOR CONTRIBUTIONS

Authors 1, 2, 3, 4, and 5 contributed to the research design, data collection and processing, system development, analysis and interpretation of the results, and preparation of the manuscript.

DECLARATION OF GENERATIVE ARTIFICIAL INTELLIGENCE USE

During the preparation of this manuscript, the authors used generative artificial intelligence (AI) tools to assist with language refinement, manuscript organization, and grammatical corrections. The use of AI was limited and conducted under the authors' supervision. All data, analyses, interpretations, and scientific content presented in this manuscript were carefully reviewed and verified by the authors. The authors assume full responsibility for the accuracy, originality, integrity, and final content of the manuscript.

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