The Influence of Communication and Work Culture on Work Motivation and Its Impact on Work Performance at the Public Works Department of Bengkalis Regency

Pengaruh Komunikasi dan Budaya Kerja terhadap Motivasi Kerja serta Dampaknya terhadap Prestasi Kerja di Dinas Pekerjaan Umum Kabupaten Bengkalis

Richa Afriana Munthe[1]*, Imran Al Ucok[2], Didik Siswanto[3]
Universitas Lancang Kuning[1,2,3]
richa@unilak.ac.id[1]

ABSTRACT

The purpose of this study is to examine the influence of communication and work culture on work motivation and its impact on work performance at the Public Works Department of Bengkalis Regency. This research employs a descriptive quantitative approach and was conducted from October 2017 to December 2017. The study sample consists of 97 employees from the Public Works Department of Bengkalis Regency who participated in interviews. The data analysis methods used in this study include path analysis, normality test, linearity test, goodness-of-fit test, and hypothesis testing. The findings reveal that communication and work culture have a significant effect on employees' work motivation at the Public Works Department of Bengkalis Regency. Additionally, communication and work motivation significantly influence employees' work performance. However, work culture does not directly affect employees' work performance. Furthermore, the study confirms that communication and work culture have a significant effect on work performance through work motivation.
Keywords : Communication, Work Culture , Motivation , Achievement

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengkaji pengaruh komunikasi dan budaya kerja terhadap motivasi kerja serta dampaknya terhadap kinerja pegawai di Dinas Pekerjaan Umum Kabupaten Bengkalis. Penelitian ini menggunakan pendekatan kuantitatif deskriptif dan dilakukan pada Oktober 2017 hingga Desember 2017. Sampel penelitian ini terdiri dari 97 pegawai Dinas Pekerjaan Umum Kabupaten Bengkalis yang berpartisipasi dalam wawancara. Metode analisis data yang digunakan meliputi analisis jalur (path analysis), uji normalitas, uji linearitas, uji goodness-of-fit, dan uji hipotesis. Hasil penelitian menunjukkan bahwa komunikasi dan budaya kerja berpengaruh signifikan terhadap motivasi kerja pegawai di Dinas Pekerjaan Umum Kabupaten Bengkalis. Selain itu, komunikasi dan motivasi kerja berpengaruh signifikan terhadap kinerja pegawai. Namun, budaya kerja tidak berpengaruh langsung terhadap kinerja pegawai. Lebih lanjut, penelitian ini menegaskan bahwa komunikasi dan budaya kerja berpengaruh signifikan terhadap kinerja pegawai melalui motivasi kerja.
Kata Kunci: Komunikasi, Budaya Kerja, Motivasi, Kinerja

1. Introduction

In today's fast-paced business environment, the flow of information has become increasingly rapid. Communication plays a crucial role in organizations as it serves as a medium for channeling social input into the social system, modifying behavior, influencing change, producing information, and achieving organizational goals (Gagné & Deci, 2005; Podsakoff et al., 2000). However, the challenge lies in balancing the amount of information available. Insufficient information in a fast-moving production line can lead to production losses, while excessive information can result in information overload, causing inefficiencies in decision-making

(Hackman & Oldham, 1976; Locke & Latham, 2002). Therefore, it is essential to identify the type of information required by managers to make effective decisions.

Work performance is a critical factor in determining an organization's success. According to Meyer and Allen (1991), organizational commitment significantly influences work performance, which in turn is shaped by the prevailing work culture. A well-understood and implemented work culture fosters higher employee motivation and performance, ultimately leading to optimal organizational outcomes (Judge & Bono, 2001; Schein, 1990). However, in the era of globalization, where economic competition is increasingly intense, organizations must continuously evolve and develop their internal potential to remain competitive (Kotter & Heskett, 1992).

Organizational culture encompasses the shared values, beliefs, and behaviors that shape employee attitudes and work ethics (Cameron & Quinn, 2011). A strong organizational culture enhances consistency in behavior, fosters motivation, and drives employees toward higher performance (Denison, 1996; Herzberg, 1966). Conversely, a weak culture can lead to low employee engagement, poor job satisfaction, and decreased productivity (O'Reilly et al., 1991; Robbins & Judge, 2013). The fundamental challenge for organizations is to transform a weak culture into a strong one that positively impacts employee performance and aligns with corporate objectives (Hofstede, 1984; Bandura, 1997).

Despite the recognized importance of work culture, several organizations, including public sector institutions, continue to struggle with suboptimal employee performance. For instance, an analysis of the Public Works Department of Bengkalis Regency reveals persistent issues such as unprofessional conduct, lack of loyalty toward leadership, unsatisfactory work outcomes, low initiative, and a lack of responsibility among employees. These challenges indicate an underlying issue with the existing work culture, which fails to promote innovation, observation, and analytical thinking (Vroom, 1964). Additionally, ineffective communication within the organization has further exacerbated these performance challenges (Gagné & Bhave, 2011).

Another crucial factor affecting work performance is employee motivation. Research indicates that motivation significantly influences job performance, commitment, and employee retention (Schein, 1990; Podsakoff et al., 2000). However, in many organizations, low motivation levels remain a major concern, resulting in a lack of enthusiasm for achievement, weak collaboration between superiors and subordinates, and limited cooperation among employees. Moreover, leadership styles that fail to address employee aspirations contribute to the overall decline in motivation and performance (Hackman & Oldham, 1976).

While previous studies have extensively examined the relationship between work culture and employee performance, gaps remain in understanding how specific cultural factors influence employee motivation and productivity within public sector organizations, particularly in regional government offices (Meyer & Allen, 1991; Cameron & Quinn, 2011). This study aims to bridge this gap by analyzing the role of work culture, communication, and motivation in shaping employee performance in the Public Works Department of Bengkalis Regency. Unlike prior research that primarily focused on private sector enterprises (Kotter & Heskett, 1992; Herzberg, 1966), this study offers a novel perspective by exploring how public sector organizations can cultivate a strong culture to enhance work performance.

This study aims to examine the influence of work culture on employee performance in the Public Works Department of Bengkalis Regency, identify the role of communication in shaping work culture and enhancing productivity, assess the impact of employee motivation on work performance and organizational outcomes, and provide recommendations for fostering a strong work culture to improve performance within public sector organizations. By addressing these objectives, this study contributes to the growing body of knowledge on organizational culture and performance management, offering practical insights for improving employee efficiency and organizational success.

2. Research Methods

This research employs a descriptive research type with a quantitative approach to analyze the subject matter systematically. The study was conducted at the Public Works Department of Bengkalis Regency, focusing on employees within the department. The research period spanned from October 2017 to December 2017. The populationin this study consists of all 97 employees working in the Public Works Department of Bengkalis. Given that the total population is only 97 people, the study adopted a census sampling method, meaning the entire population was used as the research sample.

To collect the necessary data, the study utilized several data collection methods, including interviews, questionnaire distribution, and documentation review. The data analysis techniques implemented in this research include descriptive statistical analysis, which helps summarize and interpret the collected data meaningfully. Furthermore, the study conducted a validity test to ensure the accuracy of the questionnaire items and a reliability test to assess the consistency of the measurement instruments. Advanced analytical methods were also employed, including path analysis, which examines the direct and indirect relationships between variables, as well as normality and linearity tests to ensure that the data met statistical assumptions. Additionally, the study applied a model feasibility test to verify the suitability of the research model and a hypothesis test to determine the significance of the proposed relationships between variables.

3. Results and Discussion

Structural Normality Test 1

This normality test aims to determine whether the data used is normally distributed. The results of the normality test in this study used the non-parametric statistical test *Kolmogorov-Smirnov Test* by making a hypothesis:

H_0 :Data is normally distributed.

H_1 :The data is not normally distributed.

H_0 accepted if the significance value is greater than 0.05, while H_0 rejected if the significance value is less than 0.05.

Table 1. Normality Test Substructure 1

One-Sample Kolmogorov-Smirnov Test

		Communication	Work Culture	Work motivation
N		97	97	97
Normal Parameters [a,b]	Mean	3.3288	2.4618	3.2887
	Std. Deviation	.54722	.48229	.54554
Most Extreme Differences	Absolute	.097	.101	.098
	Positive	.085	.101	.098
	Negative	-.097	-.074	-.071
Kolmogorov-Smirnov Z		.957	.997	.968
Asymp. Sig. (2-tailed)		.319	.273	.306

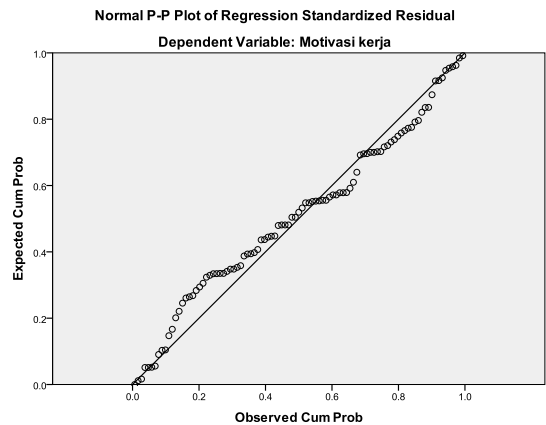a. Test distribution is Normal.

b. Calculated from data.

Figure 1. Normal PP Plot

The results of the normality test using the normal probability plot show that the points are spread out and narrow (stack) around the diagonal line and the points follow the direction of the diagonal line so that the data in the regression model is normally distributed.

Structural Normality Test 2

Table 2. One-Sample Kolmogorov-Smirnov Test

		Communication	Work Culture	Work motivation	Work performance
N		97	97	97	97
Normal Parameters a,b	Mean	3.3288	2.4618	3.2887	2.7060
	Std. Deviation	.54722	.48229	.54554	.58763
Most Extreme Differences	Absolute	.097	.101	.098	.098
	Positive	.085	.101	.098	.090
	Negative	-.097	-.074	-.071	-.098
Kolmogorov-Smirnov Z		.957	.997	.968	.961
Asymp. Sig. (2-tailed)		.319	.273	.306	.314

a. Test distribution is Normal.
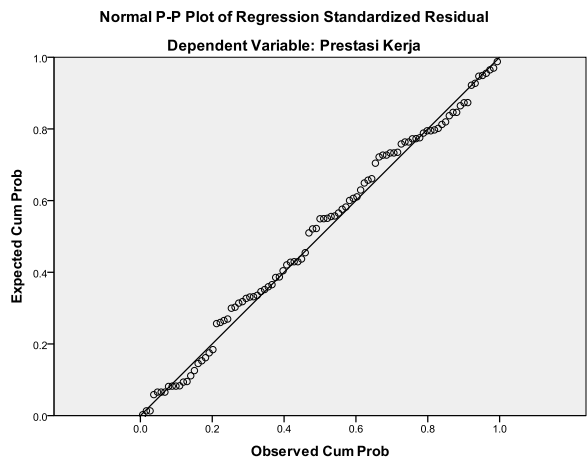b. Calculated from data.

Figure 2. Normal PP Plot

The results of the normality test using the normal probability plot show that the points are spread out and narrow (stack) around the diagonal line and the points follow the direction of the diagonal line so that the data in the regression model is normally distributed.

Linearity Test

      output calculation results communication to work motivation obtained a significance value of 0.50, which is greater than 0.05, which means that there is a significant linear relationship between communication and work motivation . Then on the output of work culture on motivation, a significance value of 0.02 is obtained, which is smaller than 0.05, which means that there is no significant linear relationship between work culture and motivation. While on work motivation on work performance, a significance value of 0.000 is obtained, which is smaller than 0.05, which means that there is no significant linear relationship between work motivation and work performance. The output of communication on work performance obtained a significance value of 0.174, which is greater than 0.05, which means that there is a significant linear relationship between communication and work performance. Finally, the output of work culture on work performance obtained a significance value of 0.00, which is less than 0.05, which means that there is no significant linear relationship between work culture and work performance.

Partial Test (t-Test)

      Testing hypothesis is done by comparing between mark t_{hitung} with the value t_{tabel} with the decision criteria is if $t_{hitung} < t_{tabel}$ H_o accepted or H_1 rejected, and if $t_{hitung} > t_{tabel}$ H_o rejected or H_1 accepted . In the partial test of substructure 1, it was found that results namely mark $t_{hitung} > t_{tabel}$ from the communication variable, namely 7,674 > 1.66 and the significant value for the communication variable is 0.00 < *alpha* 0.05, so that communication variables have an influence positive and significant to work motivation , thus so hypothesis H_1 accepted . While the n value $t_{hitung} > t_{tabel}$ from the communication variable, namely 7,797 > 1.66 and the value significant for the communication variable of 0.00 < *alpha* 0.05, so that communication variables have an influence positive and significant to work motivation , thus so hypothesis H_1 accepted .

      In the partial test of substructure 2, it was found that results namely mark $t_{hitung} > t_{tabel}$ from the communication variable, namely 4,297 > 1.66 and the significant value for the communication variable is 0.00 < *alpha* 0.05, so that communication variables have an influence positive and significant to job performance , thus so hypothesis H_1 accepted . The value $t_{hitung} > t_{tabel}$ of the communication variable is 3,592 > 1.66 and the significant value for the communication variable is 0.01 < *alpha* 0.05, so that communication variables have an influence positive and significant to job performance , thus so hypothesis H_1 accepted . The value $t_{hitung} > t_{tabel}$ of the communication variable is 5.192 > 1.66 and the significant value for the communication variable is 0.00 < *alpha* 0.05, so that communication variables have an influence positive and significant to job performance , thus so hypothesis H_1 accepted .

Simultaneous Test (F Test)

      To test This hypothesis uses F statistics with the selection criteria decision If mark F_{hitung} greater than F_{tabel}, then H_o it is rejected and H_1 accepted . On track substructure 1 is known that mark F $_{count}$ amounting to 1793,961 with a rate of significantly 0.000 smaller from alpha 0.05 (5%). F_{hitung} which is produced in substructure 1 is 1793.961 which is greater than that F_{tabel} of 3.09. Thus, simultaneously in substructure 1, the communication and work culture variables have a positive and significant effect. to work motivation .

      While on the path substructure 2 is known that mark F_{hitung} substructure 2 is 1696.016 with a significance level of 0.000 which is smaller than alpha 0.05 (5%). F_{hitung} The result in substructure 1 is 1696.016 larger than that F_{tabel} is 2.70. Thus simultaneously in the substructure of 2 communication variables, work culture and work motivation have a positive and significant effect on work performance.

Analysis Results Verification (Influence Test)

Influence Direct

The direct influence that will be explained is the influence of Communication on motivation and the influence of Work Culture on motivation for sub-structure 1, then the Influence of Communication, Work Culture, and Work Motivation on Work Performance for Sub-structure 2. The results of the calculation of the path coefficient for sub-structure 1 are as follows:
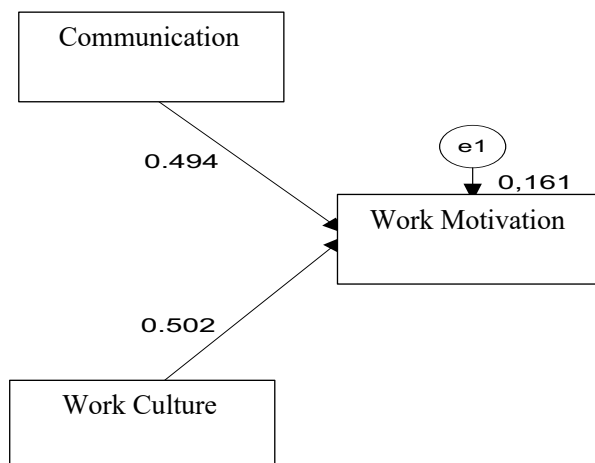
Figure 3. Substructure Path Coefficient 1

Table 3. Sub-structure path coefficient values 1

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987 [a]	.974	.974	.08809

a. Predictors: (Constant), Work Culture, Communication

b. Dependent Variable: Work motivation

Source : Appendix 4 : 1 46)

Based on tables and figures on describe results calculation path , where the variable X1 is the coefficient the path the biggest namely 0.494, the coefficient of the variable X2 the path lowest First which is 0.502. Then the results of the calculation of the sub-structure path coefficient 2 are as follows:
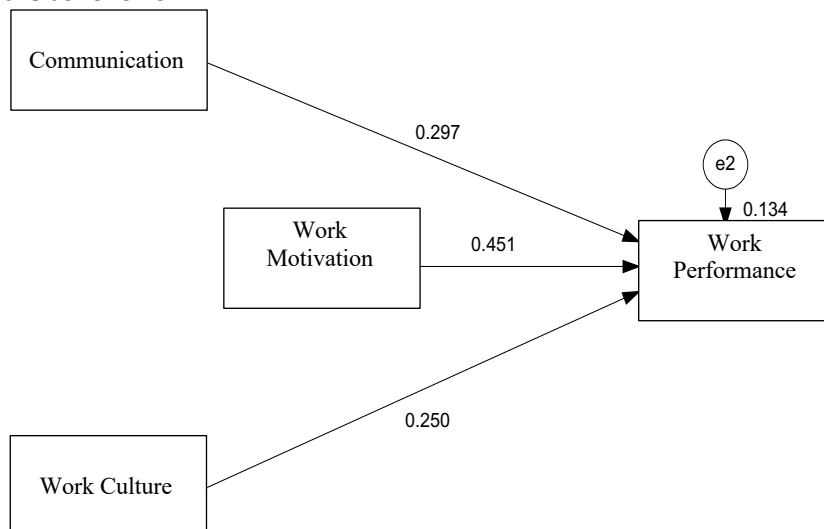

**Figure 4. Path Coefficient of substructure 1**

Table 4. Sub-structure path coefficient values 2

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 [a]	.982	.981	.07999

a. Predictors: (Constant), Work motivation, Communication, Work culture
b. Dependent Variable: Work Performance

Based on table 4.19 and figure 4.2 on describe results calculation path , where the variable X1 is the coefficient the path the biggest namely 0.679, the coefficient of the variable X2 the path lowest First which is 0.100.

Direct, Indirect and Total Influence
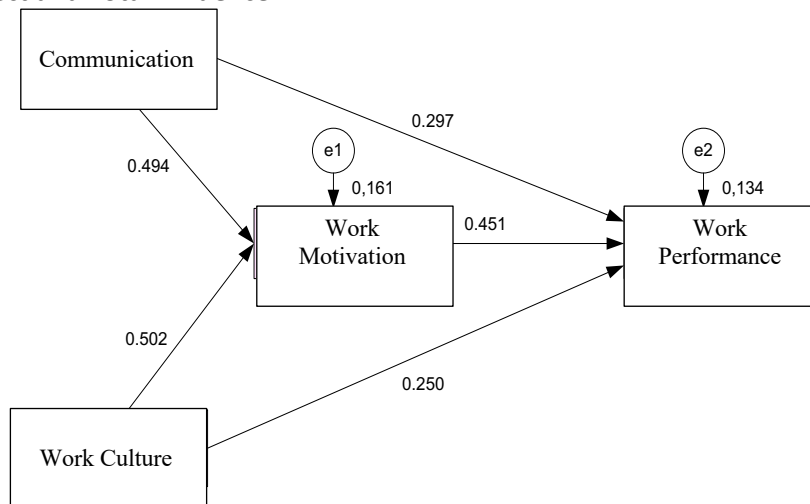
Figure 5. Overall Path Coefficient

Table 5. Influence Direct , Indirect and Total Influence

Path Analysis	Influence direct	Indirect influence	Total influence
Communication → Work motivation	0.494	-	-
Work Culture → Work motivation	0.502	-	-
Communication → Work performance	0.297	-	-
Work Culture → Work performance	0.250	-	-
Work motivation → Work performance	0.451	-	-
Communication →Motivation→ Work performance	-	0.2227	0.5197
Motivational Work Culture→ → Work performance	-	0.1112	0.3612

Based on the analysis, the results indicate that both communication and work culture have significant direct and indirect influences on work motivation and work performance among employees of the Public Works Department (DPU) of Bengkalis. The direct influence of

communication on work motivation is 0.494, while the direct influence of work culture on work motivation is 0.502. This implies that effective communication and a strong work culture contribute positively to enhancing employees' motivation. Similarly, the direct influence of work motivation on work performance is 0.451, signifying that higher motivation leads to better performance. Additionally, communication directly influences work performance by 0.297, whereas work culture has a direct influence of 0.250 on work performance.

Apart from these direct effects, the study also examined indirect influences through work motivation. The indirect effect of communication on work performance through work motivation is 0.2227, while the indirect effect of work culture on work performance through work motivation is 0.1112. This suggests that work motivation serves as a mediating factor in the relationship between communication, work culture, and work performance. When considering both direct and indirect effects, the total influence of communication on work performance through work motivation amounts to 0.5197, while the total influence of work culture on work performance through work motivation is 0.3612. These findings highlight that work motivation strengthens the relationship between communication, work culture, and work performance.

In terms of hypothesis testing, the study confirms the significance of these relationships. The first hypothesis (H1) states that communication significantly influences work motivation, with a path coefficient of 0.494 and a t-value of 7.674, which is greater than the critical t-table value of 1.660. Since H0 is rejected, it confirms that better communication leads to higher work motivation. The second hypothesis (H2) tests the impact of work culture on work motivation, with a path coefficient of 0.502 and a t-value of 7.797, which also exceeds the t-table value, confirming a positive influence of work culture on motivation.

For work performance, the third hypothesis (H3) shows that communication significantly influences work performance, with a path coefficient of 0.297 and a t-value of 4.297, exceeding the t-table value, thereby supporting the hypothesis. The fourth hypothesis (H4) confirms that work culture also affects work performance, with a path coefficient of 0.250 and a t-value of 3.592, proving a significant relationship. The fifth hypothesis (H5) indicates that work motivation significantly influences work performance, with a coefficient of 0.94 and a t-value of 5.192, emphasizing that motivation is a key driver of employee performance.

The study also validates the indirect effects through work motivation. The sixth hypothesis (H6) confirms that communication impacts work performance through work motivation, with a path coefficient of 0.319 and a t-value of 4.297, proving that motivation mediates the relationship. Similarly, the seventh hypothesis (H7) shows that work culture influences work performance through work motivation, with a coefficient of 0.305 and a t-value of 3.592, indicating that work motivation strengthens the effect of work culture on performance.

In conclusion, the research findings highlight that communication and work culture significantly affect work motivation and work performance. Furthermore, work motivation serves as a crucial mediating factor, amplifying the impact of both communication and work culture on employee performance at DPU Bengkalis. This implies that improving communication channels and fostering a strong work culture can lead to higher motivation levels and better overall performance within the organization.

Discussion

The Influence of Communication on Work Motivation
The findings indicate that communication plays a significant role in enhancing employee work motivation within the Bengkalis Regency Public Works Department (DPU). Effective workplace communication fosters clarity, understanding, and alignment of goals, which in turn increases employees' enthusiasm and commitment to their work. When employees receive clear instructions, constructive feedback, and open channels for dialogue, they feel more engaged and motivated. This is consistent with Gagné and Deci (2005), who emphasize that motivation

in the workplace is influenced by the degree of autonomy, competence, and relatedness provided through effective communication. Similarly, Herzberg (1966) highlights the role of communication in fulfilling intrinsic motivational factors such as recognition and personal growth, which contribute to higher job satisfaction.

The Influence of Work Culture on Work Motivation

Work culture is another key factor in shaping employee motivation. A well-established and positive organizational culture creates a sense of belonging, shared values, and mutual support that encourages employees to perform their duties with enthusiasm. The results suggest that the work culture at DPU Bengkalis significantly impacts motivation, reinforcing the idea that a structured and values-driven culture instills discipline, commitment, and a sense of purpose among employees. This aligns with Denison (1996), who argues that organizational culture serves as a foundation for employee engagement and long-term motivation. Furthermore, Cameron and Quinn (2011) state that a strong culture fosters psychological safety and a shared mission, both of which enhance motivation.

The Influence of Communication on Employee Work Performance

The study reveals that workplace communication has a direct influence on employee performance, reinforcing the importance of open and effective communication channels. Good communication between leaders and subordinates, as well as among colleagues, ensures that employees understand their responsibilities, expectations, and performance objectives. This is in line with Podsakoff et al. (2000), who highlight that effective communication enhances organizational citizenship behaviors, which in turn improve overall work performance. Moreover, Hackman and Oldham (1976) argue that work design, which includes clear communication structures, contributes to employee performance by providing meaningful feedback and reducing ambiguity.

The Influence of Work Culture on Employee Work Performance

Contrary to expectations, the study indicates that work culture does not have a direct influence on employee work performance at DPU Bengkalis. This suggests that while a strong work culture is essential, it may not be the sole determinant of performance. Other factors, such as communication, leadership, and employee motivation, may play a more dominant role in driving performance outcomes. Judge and Bono (2001) suggest that personal traits such as self-efficacy, emotional stability, and internal motivation may have a more significant impact on work performance than culture alone. Additionally, Hofstede (1984) argues that the effectiveness of work culture in shaping performance outcomes may vary depending on national and organizational contexts.

The Influence of Work Motivation on Employee Work Performance

The results demonstrate that work motivation has a significant impact on employee work performance. Employees who are motivated tend to be more productive, responsible, and goal-oriented, leading to improved individual and organizational performance. Locke and Latham (2002) emphasize that goal-setting and intrinsic motivation are key drivers of performance, as employees are more likely to achieve higher outcomes when they have clear objectives and a sense of purpose. Additionally, Vroom's Expectancy Theory (1964) supports this finding by suggesting that motivation is driven by the perceived relationship between effort, performance, and rewards, meaning that employees are more likely to perform well when they see a direct link between their work and positive outcomes.

The Influence of Communication on Work Performance Through Work Motivation

The study also highlights that communication affects work performance indirectly through work motivation, meaning that communication alone is not sufficient to enhance

performance; rather, it must be accompanied by motivational factors. When employees receive clear, transparent, and supportive communication, they feel more valued and driven to perform at their best. Schein (1990) suggests that communication fosters a shared vision and alignment within an organization, which strengthens motivation and, in turn, enhances performance. Similarly, O'Reilly, Chatman, and Caldwell (1991) argue that strong communication mechanisms build organizational commitment, which directly translates into improved performance outcomes.

The Influence of Work Culture on Work Performance Through Work Motivation

The findings further indicate that work culture can positively impact employee performance when mediated by work motivation. This suggests that while work culture alone may not directly enhance performance, it plays a crucial role in shaping employee attitudes, behaviors, and motivation levels, which subsequently affect performance. Kotter and Heskett (1992) emphasize that a strong organizational culture promotes shared values and a sense of purpose, which drive employee engagement and performance. Furthermore, Gagné and Bhave (2011) argue that autonomy-supportive cultures foster higher intrinsic motivation, leading to better job performance.

4. Conclusion

The findings of this study emphasize that communication and work motivation play a crucial role in enhancing employee performance at the Bengkalis Regency Public Works Department (DPU). Effective workplace communication significantly influences employee motivation, which in turn positively impacts overall work performance. Similarly, a strong and well-directed work culture fosters motivation, although it does not have a direct effect on performance. Instead, work culture influences performance indirectly through work motivation. These results suggest that while organizational culture is important, its impact on performance is mediated by how motivated employees feel in their roles. Therefore, organizations aiming to improve employee productivity should prioritize establishing clear communication channels, fostering a motivational work environment, and reinforcing positive cultural values that encourage commitment and engagement.

Future research could explore broader contexts by examining the impact of communication, work culture, and motivation on employee performance across different sectors or regions, allowing for cross-sector comparisons. A longitudinal approach could provide deeper insights into how communication and work culture evolve over time and their sustained impact on motivation and performance. Additionally, incorporating other factors such as leadership style, job satisfaction, work environment, and emotional intelligence could offer a more holistic understanding of employee performance. Qualitative methods, such as interviews and focus groups, could further enrich insights into employee perceptions, helping to identify specific interventions that enhance workplace effectiveness. Moreover, as digital communication tools become more prevalent, future studies could investigate the role of technology in shaping communication effectiveness and employee motivation. By expanding on these areas, future research can provide more comprehensive strategies for organizations seeking to improve employee performance through better communication, cultural development, and motivation-enhancing practices.

References

Bandura, A. (1997). *Self-efficacy: The exercise of control.* W.H. Freeman and Company.
Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework.* John Wiley & Sons.

Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of Management Review, 21(3)*, 619–654. https://doi.org/10.5465/amr.1996.9702100310

Gagné, M., & Bhave, D. (2011). Autonomy in the workplace: An essential ingredient to employee engagement and well-being in every culture. *Human Autonomy in Cross-Cultural Context*, 163–187. https://doi.org/10.1007/978-90-481-9667-8_8

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior, 26(4)*, 331–362. https://doi.org/10.1002/job.322

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16(2)*, 250–279. https://doi.org/10.1016/0030-5073(76)90016-7

Herzberg, F. (1966). *Work and the nature of man.* World Publishing Company.

Hofstede, G. (1984). *Culture's consequences: International differences in work-related values.* Sage Publications.

Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology, 86(1)*, 80–92. https://doi.org/10.1037/0021-9010.86.1.80

Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance.* Free Press.

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist, 57(9)*, 705–717. https://doi.org/10.1037/0003-066X.57.9.705

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1(1)*, 61–89. https://doi.org/10.1016/1053-4822(91)90011-Z

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal, 34(3)*, 487–516. https://doi.org/10.5465/256404

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26(3)*, 513–563. https://doi.org/10.1177/014920630002600307

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). Pearson Education.

Schein, E. H. (1990). Organizational culture. *American Psychologist, 45(2)*, 109–119. https://doi.org/10.1037/0003-066X.45.2.109

Vroom, V. H. (1964). *Work and motivation.* John Wiley & Sons.