

## **The Influence of Work Motivation, Integrity, and Work Productivity on The Performance of Civil Servants at The Surabaya City Department of Culture, Youth, Sports, and Tourism**

**Muhammad Ibnu Hamdani Sunyoto, Emeraldalda Ayu Kusuma\***

Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Indonesia

Email: emeraldaayukusuma@stiesia.ac.id\*

<b>Keywords</b>	<b>Abstract</b>
Work Motivation; Integrity; Work Productivity; Performance of Civil Servants	The performance of civil servants in the Surabaya City Culture, Youth and Sports, and Tourism Office, which declined during 2023–2024, has become a barrier to the effectiveness of Surabaya's work programs and public services. This study aims to examine the effect of work motivation, integrity, and work productivity on the performance of civil servants at the said department. Furthermore, the research applies a quantitative approach. The population consists of 62 civil servants in the Surabaya City Culture, Youth and Sports, and Tourism Office. Moreover, a questionnaire was used as the instrument in the data collection technique. The data were analyzed using multiple regression. The results show that work motivation, integrity, and work productivity have a positive and significant effect on the performance of civil servants in the Surabaya City Culture, Youth and Sports, and Tourism Office. The findings indicate that the improvement of civil servants' performance can be achieved through work motivation empowerment, integrity strengthening, and work productivity optimization simultaneously.

### **INTRODUCTION**

The tourism sector is one of the important pillars in encouraging national economic growth, both nationally and in the city of Surabaya as the capital of East Java Province (Hakim et al., 2025; Navoleon, 2024; Simorangkir et al., 2024; Suherman et al., 2024; Warsilah & Nurlia, 2026). Based on data from the Central Statistics Agency (BPS) of East Java (2024), the number of trips by tourists visiting the city of Surabaya reached 16.01 million trips throughout 2024, a decrease compared to the previous year, which recorded as many as 19.08 million trips in 2023, and far exceeding the target of more than 3 million tourists. This declining trend emphasizes that internal evaluation by the Surabaya City government, particularly within the Culture, Youth, Sports, and Tourism divisions, is essential, given that the sector not only plays a key role in developing regional and foreign tourism attractions but also contributes significantly to Regional Original Revenue (PAD) and labor absorption in related sectors such as hospitality, culinary arts, the creative economy, and transportation all of which are essential steps toward advancing Surabaya's identity as a more creative and competitive city.

Although, in general, ASN within the Surabaya City Culture, Youth, Sports, and Tourism Office maintain good work standards, duties, and performance achievements, the results of internal observations and reports show that there are still performance problems that are not optimal. Some employees show low levels of work motivation, reflected in a lack of initiative, time discipline, and enthusiasm in completing tasks. In addition, the integrity of some ASN

still needs to be strengthened, especially in terms of responsibility for work, compliance with regulations, and transparency in the implementation of public duties and services.

Work motivation at the Culture, Youth, Sports, and Tourism Office of the City of Surabaya has also faced several obstacles, indicating that the level of encouragement and enthusiasm among ASN in carrying out their duties and responsibilities has been decreasing. Obstacles to work motivation can occur due to several factors, such as an increasingly heavy workload, limited resources, the dynamics of policy changes, and the level of burnout felt by ASN over a certain period.

In terms of integrity, several specific issues in the field of cultural and tourism services relate to a lack of transparency in information provided to the public. According to Nabila (2025), the variation in results shows that internal factors of ASN, such as work motivation, integrity, and work productivity, still play an important role in determining the effectiveness of ASN performance and need to be strengthened in order to support the overall quality of performance within the Culture, Youth, Sports, and Tourism Office.

In terms of work productivity, the Productivity Research Survey of the Culture, Youth, Sports, and Tourism Office of the City of Surabaya also shows uneven results. This contributes to inconsistencies, low efficiency in the use of time, and the suboptimal use of work resources. These conditions can affect the effectiveness of the organization as a whole and reduce the quality of public services provided to the community.

In addition, ASN have not met work productivity targets, especially in the preparation of activity accountability documents, budget reports, and the implementation of innovation-based programs. This is corroborated by data from the Surabaya City Inspectorate, which noted a 14 percent increase in the number of ASN disciplinary reprimands compared to the previous year (LKJIP Disbudporapar Surabaya 2023–2024). These problems are often related to delays in collecting reports, lack of initiative, and weak coordination among employees.

The pie chart above shows data on the performance level of the Surabaya City Culture, Youth, Sports, and Tourism Office for the past two years, namely 2023 and 2024. Based on the diagram, it can be seen that the performance of ASN at the Surabaya City Culture, Youth, Sports, and Tourism Office reached 99.05 percent in 2023, while in 2024 it decreased to 98.12 percent. This decrease of 0.93 percent indicates a decline in the effectiveness of the implementation of the work program, although the overall performance achievement remains in the "good" category (above 85 percent). This condition shows that organizational performance is not fully stable and needs attention, especially in the aspects of work motivation, integrity, and employee work productivity as internal factors that have the potential to affect the achievement of performance targets.

This phenomenon raises questions about the extent to which work motivation, integrity, and work productivity affect the performance of ASN at the Culture, Youth, Sports, and Tourism Office of the City of Surabaya. Thus, this research aims to analyze the influence of work motivation, integrity, and work productivity on the performance of civil servants at the Surabaya City Department of Culture, Youth, Sports, and Tourism. The benefits of this study are twofold: theoretically, it enriches the literature on human resource management in the public sector, particularly regarding internal factors affecting ASN performance; practically, the findings can serve as a strategic recommendation for the Surabaya city government to improve ASN performance through strengthening motivation, integrity, and work productivity.

## **METHOD**

The type of research used in this research is quantitative research, which is a research method that contains existing problem-solving statements based on actual data by placing data, analyzing and explaining it (Sugiyono, 2019). Quantitative methods are a type of research that uses data in the form of numbers or statistics to analyze a phenomenon. This research is led to measure, test hypotheses, and find relationships between variables in an objective and measurable manner. This study also discusses the influence of work motivation, integrity, and work productivity on the performance of ASN of the Surabaya City Culture, Youth, and Sports and Tourism Office.

### **Sampling Techniques**

According to Sugiyono (2017), a sample is a part of a population that reflects both the number of members and the characteristics it has. Meanwhile, the definition from Sukabumi, S. P. (2022), explained that if the population size is less than 100 respondents, it is recommended to take a sample as a whole from the population. This form of research uses a non-probability sampling technique that is a saturated sample. Saturated sample is a sample selection technique in research where all members of the population become respondents because of the number of the population so that there are no members left.

### **Data Collection Techniques**

Data collection techniques refer to the approach used to determine how data can be collected in relation to the variables that are the object of the research (Nashrullah et al. 2023). In this study, the data collection technique is through questionnaires. The questionnaire method is one of the approaches in the research data collection technique, which involves submitting several written questions to respondents to obtain information that is in accordance with the research objectives.

The scale used in this study is the Likert scale According to Sugiyono (2018), explaining that the likert scale is a measurement instrument to measure a person's attitude, opinion, or level of agreement with a statement, using several tiered answer options.

### **Data Analysis Techniques**

According to Sugiyono (2018), the data analysis technique method in quantitative research is used to describe problems that have been contained in the research proposal and also to test the hypothesis that has been formulated. In the overall data processing, it is carried out using SPSS software, so this method uses statistics because the type of data used is quantitative.

## **RESULT AND DISCUSSION**

### **Classic Assumption Test**

#### **Normality Test**

A Sample of the Normality Test Kolmogorov Smirnov used in this study. The results of the normality test of this study are as follows:

**Table 1. Normality Test**

	Unstandardized Residual	
N		62
<i>Normal Parameters</i> <sup>sa,b</sup>	Red	,0000000
	Std. Deviation	,25035377
<i>Most Extreme Differences</i>	Absolute	,133
	Positive	,133
	Negative	-,090
<i>Test Statistics</i>		,133
<i>Asymp. Sig. (2-tailed)</i>		,200c

Source: Primary data analysis using SPSS (2025)

Based on the table above, it can be seen that the significance value of Asym.Sig (2-tailed) is 0.200. Which means that the value is said to be that the data is normally distributed because the significance value is greater than 0.05. Thus, the assumption or normality requirement in the regression model has been met.

### **The Effect of Work Motivation on ASN Performance**

The results of the study show that work motivation has a positive and significant effect on the performance of ASN at the Surabaya City Culture, Youth, Sports, and Tourism Office. These findings support the first hypothesis (H1) which states that work motivation has an influence on the performance of ASN, so that the hypothesis is acceptable. This result is in line with Hidayah's findings et al. (2022) which states that work motivation is an important factor that is able to improve the performance of ASN in carrying out their duties and responsibilities.

Empirically, the influence of work motivation is reflected in several indicators, such as work relationships between colleagues, relationships between employees and superiors, and the availability of adequate work facilities. The high average value of work motivation variables shows that comfort and supportive working conditions are important factors in improving the performance of ASN. This condition allows ASN to work more enthusiastically, focused, and responsible in completing the tasks given.

These findings are in line with the research of Avita et al. (2021) which states that well-managed work motivation can encourage ASN to work more optimally and provide better work results. In addition, the results of this study also support the findings of Arsyad et al. (2024) which shows a positive relationship between work motivation and ASN performance. However, the results of this study are not in line with Fitriyana's (2024) research which found that work motivation does not always have a significant effect on ASN performance, which can be caused by differences in organizational context, job characteristics, and the performance appraisal system applied.

So it can be concluded that work motivation has an important role in improving the performance of ASN at the Culture, Youth, and Sports and Tourism Office of the City of Surabaya. Increasing work motivation can encourage ASN to show better work performance, both in terms of quality and quantity of work. These findings strengthen the view that work motivation is one of the key factors that need to be considered in efforts to improve the performance of civil servants in government agencies.

### **The Influence of Integrity on ASN Performance**

The results of the study show that integrity has a positive and significant effect on the performance of civil servants in the Culture, Youth, and Sports and Tourism Office of the City of Surabaya. This finding supports the second hypothesis (H2) and is in line with the view of Hairudin (2025) who states that integrity reflected through honesty, harmony between values and actions, compliance with rules, and responsibility in carrying out duties have an important contribution to improving the performance of ASN.

Substantively, the integrity variable obtained the highest average score compared to other variables. This shows that integrity is not only understood as an individual moral value, but also as an asset of organizational behavior that directly affects the quality of work processes, the accuracy of decision-making, and the commitment of civil servants in achieving work unit performance targets. In the context of government organizations, integrity is the main foundation to ensure the implementation of tasks that are transparent, accountable, and oriented to the public interest.

This finding is in line with Rahayu (2017) who explains the concept of behavioral integrity as an alignment between values, words, and actions, which is able to build trust, strengthen work relationships, and improve individual and organizational performance. In addition, Akbarudin (2024) emphasized that integrity in government agencies is an important prerequisite for the creation of a well-performing bureaucracy, because integrity plays a role in preventing deviant behavior, strengthening a sense of responsibility, and increasing institutional credibility. However, the results of this study are not in line with the findings of Erwansyah et al. (2025) which states that integrity does not have a significant effect on the performance of civil servants, which may be due to differences in the performance appraisal system and organizational context in each agency.

The implications of these findings show that efforts to improve the performance of ASN are not enough to focus only on technical and administrative aspects, but also need to be balanced with strengthening integrity. Strengthening integrity can be done through internalizing organizational ethical values, leadership examples, implementing a performance appraisal system that incorporates behavioral aspects, and consistently strengthening internal supervision and control mechanisms.

### **The Effect of Work Productivity on ASN Performance**

The results of the study show that work productivity has a positive and significant effect on the performance of civil servants at the Culture, Youth, and Sports and Tourism Office of the City of Surabaya. These findings support the third hypothesis (H3) and are in line with the view of Rusdiani (2023) who states that increased work productivity, which is characterized by the ability to complete tasks optimally, on time, and in accordance with quality standards, will have a direct impact on improving the performance of individuals and work units.

Substantively, although the work productivity variable has the lowest average value compared to other variables, it does not indicate low ASN productivity. On the contrary, these findings indicate that work productivity is not only measured by the quantity of work results, but also by the efficiency of time use, accuracy in carrying out procedures, and the ability of civil servants to manage and complete tasks effectively. Thus, the performance of ASN is not solely assessed by the achievement of the final target, but also by the quality of the work

process that supports the achievement of the target. This is important in the context of public sector organizations that are required to provide optimal services in the midst of limited resources.

The findings of this study are in line with Andriyany (2021) who defines work productivity as a comparison between the output produced and the inputs used, as well as reflecting the mental attitude to make continuous improvements. In addition, the results of this study also support the framework put forward by Syam (2020), which emphasizes that work effectiveness and process efficiency are important elements in the formation of employee performance.

However, the results of this study are not in line with the findings of Zulfikli et al. (2024) which states that work productivity does not have a significant effect on the performance of civil servants because the performance appraisal system in several government agencies emphasizes more on administrative compliance and completeness of documents than on the speed or amount of work output. These differences show that the organizational context and performance appraisal system play a role in determining the strength or weakness of the relationship between work productivity and ASN performance.

The practical implications of these findings show that improving the performance of ASN needs to be directed at increasing work productivity through balanced workload arrangements, simplification of work procedures, utilization of information technology, and improvement of employees' technical capabilities. In addition, the ASN performance appraisal system needs to be developed so that it is more oriented to real work results such as output and not only focuses on the completeness of administrative documents.

## **CONCLUSION**

This study aims to analyze the influence of work motivation, integrity, and work productivity on the performance of ASN at the Culture, Youth, Sports, and Tourism Office of the City of Surabaya. Based on the results of the data analysis and discussions, it can be concluded that work motivation has a positive and significant effect on ASN performance, indicating that higher levels of motivation—reflected in work morale, achievement drive, and active involvement in tasks—contribute to improved performance outcomes. Furthermore, integrity also has a positive and significant effect on performance, as aspects such as honesty, responsibility, consistency in adhering to rules, and moral commitment play a crucial role in shaping better work results; thus, integrity functions not only as an ethical foundation but also as a determinant of organizational performance. In addition, work productivity is found to have a positive and significant effect on ASN performance, demonstrating that the ability to manage time effectively, complete tasks accurately, and produce optimal outputs is essential in determining performance levels. Overall, work productivity serves as a key factor directly linked to the achievement of both individual and organizational performance.

Based on these findings, it is suggested that the Surabaya City Department of Culture, Youth, Sports, and Tourism enhance work motivation through regular appreciation programs and career development opportunities, strengthen integrity via ethics training and transparent performance evaluations, and improve work productivity by simplifying administrative procedures and utilizing digital technology. Future researchers are also encouraged to explore other variables, such as organizational culture or leadership style, that may further influence ASN performance.

## REFERENCES

- Akbarudin, A. (2024). The Importance of Village Governance in Public Service Practice to Build Integrity and Accountability. *Journal of Politics and Government*, 1(2), 193-202. <https://doi.org/10.46306/jpg.v1i2.107>.
- Andriyany, D. P. (2021). Analysis of the Concept of Productivity and Factors Affecting Employee Work Productivity. (literature study). Doctoral Dissertation, STIE PGRI Dewantara. Jombang.
- Arsyad, I., Suasa, S., & Susanti, A. (2024). Work Motivation of the State Civil Apparatus of the Pasangkayu Regency Plantation and Livestock Service. *CENDEKIA: Journal of Scientific Research and Assessment*, 1(5), 178-192. <https://doi.org/10.62335/m5h9pa65>.
- Avita, R. N., Balgies S., & Ahyaturraja, A. W. (2021). The Impact of Discipline and Work Motivation on the Performance of ASN in the Gunung Kidul Regency Government. *Journal of Psychology Wijaya Putra (Psychokowipa)*, 2(2), 10-17. <https://doi.org/10.38156/psikowipa.v2i2.70>.
- Erwansyah, F., Mico, S., & Maryadi, Y. (2025). The Effect of the Implementation of E-Procurement and Integrity on Employee Performance through Commitment as an Intervening Variable in the Regional Secretariat of Pagar Alam City. *Journal of Public Finance and Sustainable Economy*, 9(3).
- Fitriyana, F. (2024). Spiritual Leadership and ASN Performance: The Role of Mediation of Work Motivation and Work Culture as Moderation in the West Kotawaringin Regency Environmental Office. Doctoral Dissertation, Sultan Agung Islamic University. Semarang.
- Hakim, M. A. A., Azizah, Z., & Runtiningsih, S. (2025). Tourism Sector and Economic Growth on Employment Absorption in Central Java. *Efficient: Indonesian Journal of Development Economics*, 8(2), 163–170.
- Hairudin, H. (2025). The Influence of Professionalism, Integrity, Commitment and Competence on Performance through the Work Motivation of the State Civil Apparatus (ASN) of the East Kutai Regency Government. *Syntax Literacy; Indonesian Scientific Journal*, 10(2), 1662-1674. <https://doi.org/10.36418/syntax-literat.v10i2.43583>.
- Hudayah, H., Echdar, S., & Maryadi, M. (2022). Analysis of the influence of work environment, individual characteristics and organizational culture on the performance of ASN of the Parepare City Youth, Sports and Tourism Office. *Journal of Business and Entrepreneurship*, 11(2), 144-155. <https://doi.org/10.37476/jbk.v11i2.3089>.
- LKJIP, Disbudporapar 2023-2024. Performance Report of Government Agencies. <https://disbudporapar.pemkot.go.id/publikasi/lakip>. November 7, 2023 (19:12).
- Nashrullah, M., Maharani O., Rohman A., Fahyuni E. F., & Untari, R. S. (2023). Educational Research Methodology (Research Procedures, Research Subjects, and Development of Data Collection Techniques). Umsida Press, 1-64. Sidoarjo.
- Navoleon, A. (2024). Impact of Public Spending Efficiency on Surabaya's Economic Development. *Journal of Sustainable Community Development (JSCD)*, 6(2).
- Rahayu, E. S. (2017). The Influence of Work Culture, Integrity and Trust on Organizational Citizenship Behavior in Lecturers at the State University of Jakarta. *Scientific Journal of Econosciences*, 15(1), 36-54. <https://doi.org/10.21009/econosains.0151.03>.
- Rusdiani, N. A. (2023). The Influence of Organizational Culture and Work Motivation on Employee Work Discipline and Its Impact on Work Productivity: A Study of Employees of the Salatiga City Youth and Sports Office. Doctoral Dissertation.
- Simorangkir, C. O., Ramadhan, G., Sukran, M. A., & Manalu, T. (2024). Tourism development impact on economic growth and poverty alleviation in West Java. *Jurnal Kepariwisataaan Indonesia: Jurnal Penelitian Dan Pengembangan Kepariwisataaan Indonesia*, 18(2), 175–196.

- Suherman, D., Sutriadi, R., Dwicaksono, A., & Firman, T. (2024). Territorial Splitting and Its Role in Promoting Sustainable Local Economic Development and Governance in Tourist Destination Areas. *Tourism-Spectrum: Diversity & Dynamics*, 1(2), 115–127.
- Sugiyono. (2017). *Reference of Class Intervals for Respondents*, Publishers. PT RajaGrafindo Persada. Depok.
- Sukabumi, S. P. (2022). General Sampling Techniques in Research Methodology: Literature Review. *Scientific Journal of Holistic Education (JIPH)*, 1(2), 85-114.
- Syam, S. (2020). The Effect of Effectiveness and Work Efficiency on Employee Performance at the East Banggae District Office. *Journal of Profitability Management Science*, 4(2), 128-152.
- Warsilah, H., & Nurlia, A. (2026). Placemaking Process, Cultural, and Identity Formation Based on Inclusive Sustainable Development: Surabaya, East Java Indonesia. In *Global Cities in Indonesia: Advancing Inclusive Social Development Towards Societal Progress* (pp. 159–177). Springer.