



Research Article

The Influence of Values and Motivation on Organizational Culture in MSME Actors, Paguyuban Sri Tanjung, Yogyakarta City

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Abstract: This study aims to explore the influence of values and motivation on organizational culture in Paguyuban Sri Tanjung, Yogyakarta, a platform for more than 90 Small and Medium Enterprises (MSMEs). The research employs a descriptive design and quantitative methods, involving 90 respondents selected through non-probability sampling techniques. Primary data were collected using a questionnaire with a Likert scale. The results reveal that both values and motivation have a positive and significant impact on organizational culture, with P-values of 0.000 and 0.005, respectively. However, the influence of leadership on organizational culture was found to be insignificant, with a P-value of 0.260. These findings align with previous research that highlights the significant role of values and motivation in shaping a strong organizational culture. Furthermore, the study provides valuable insights into the dynamics of MSMEs in Yogyakarta, contributing to a better understanding of how organizational culture influences business performance. The research also suggests that improving the organizational culture within MSMEs, especially by focusing on values and motivation, can enhance their competitiveness and sustainability in a rapidly evolving market. The findings support the need for businesses to foster a positive organizational culture to ensure long-term growth and success, particularly in the context of small and medium-sized enterprises in developing regions.

Keywords: Leadership; Motivation; MSMEs; Organizational Culture; Values.

1. Introduction

The development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, especially in the Special Region of Yogyakarta (DIY), is an important pillar in efforts to strengthen the local and national economy because of its broad role in labor absorption, livelihood creation, and contribution to household income. MSMEs are often considered more flexible and quick to adapt than large industries so that they become a kind of economic "safety net" in times of crisis; This makes the MSME sector a strategic alternative to reduce the burden on the national and regional economies and improve public welfare (Haryani & Setiyowati, 2019; Octavia, 2018). In Yogyakarta, the city's characteristics as a center of culture, education, and tourism increase opportunities for MSMEs, especially wastra and handicraft businesses, to take advantage of the flow of tourists both domestic and foreign as a market for local products such as batik, traditional fabrics (wastra), handicrafts, and typical culinary. Thus, strengthening MSMEs in Yogyakarta is not only an economic matter, but also closely related to cultural preservation and increasing the added value of regional cultural products.

Despite their great potential, MSMEs face real obstacles that are external and internal. External constraints include limited access to formal financing due to strict collateral requirements, relatively high interest rates, and lack of financial products suitable for micro-enterprises; In addition, expensive infrastructure, logistics, and distribution costs reduce business margins. On the market side, increasingly fierce competition, fluctuating tourist seasons, and demands for quality standards and modern packaging are obstacles in itself. Internal constraints of MSMEs include weak institutions (many businesses have not been formalized), limited human resource capacity in terms of management, accounting, digital

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marketing, and product innovation, and weaknesses in marketing strategies especially branding, packaging, and penetration into new distribution channels (Suci, 2008; Wilantara & Susilawati, 2016). This combination of issues underscores the need for collective mechanisms such as associations or associations that can facilitate learning, market access, and collective bargaining to strengthen the competitiveness of members.

The Sri Tanjung Association, which consists of more than 90 wastra MSMEs in Yogyakarta, is present as one of the collective responses to these challenges. This association not only functions as a forum for buying and selling or joint marketing, but also as a room for deliberation, technical coaching, and capacity building. In practice, the association can facilitate technical training activities (e.g. design and coloring), workshops on product quality and standards, procurement of common raw materials to reduce costs, organization of joint booths at tourism exhibitions, as well as collective branding initiatives that facilitate access to hotels, souvenir shops, and digital platforms. Thus, the association has the potential to increase members' income and increase the benefits of the local economy through a systematic cooperation scheme (Pangastuti & Sustiyatik, 2018).

In the framework of an organization such as Paguyuban Sri Tanjung, organizational culture is a determining element because it is culture that shapes interaction patterns, norms, and collective identity. Organizational culture in the sense used by the management literature is a collection of values, beliefs, unwritten rules, and practices that are shared by members that influence the way they think and act on a daily basis. The function of organizational culture includes providing identity, strengthening commitment, facilitating coordination without always having to rely on formal instructions, and creating an environment conducive to innovation and adaptation (Sutrisno, 2019). In the wastra MSME sector, a strong organizational culture, for example, can be seen from the habit of mutual assistance in production, acceptance of common quality standards, respect for the values of the wastra tradition, and ritual practices or periodic meetings that strengthen solidarity.

Two central constructs that are thought to greatly influence the formation of organizational culture are the value system and member motivation. The value system includes shared values such as mutual helpfulness, honesty in transactions, pride in local products, and customer service orientation that underpin norms and collective decisions. The process of internalizing the value system takes place through the socialization of new members, examples of behavior by leaders, internal regulations, and organizational rituals and stories that are constantly repeated. Motivation, whether intrinsic (job satisfaction, pride, desire to maintain tradition) and extrinsic (economic incentives, social recognition, market access), affects how actively members participate in the association's activities, how persistently they apply quality standards, and how quickly they embrace innovation. Conceptually, values can reinforce intrinsic motivation for example, when members feel their work is meaningful because it preserves culture while strong motivation encourages practical engagement that reproduces the organization's culture (Mondy & Noe, 1990; Baron & Byrne, 2003; Scott, 2002).

Various empirical studies corroborate the positive relationship between motivation, values, and organizational culture. Research by Nelson Guterres et al. (2014) and Sri Rahaju Supandi (2023) shows a positive and significant influence of motivation on the formation of organizational culture, which is interpreted as evidence that motivated members are more likely to behave in accordance with collective values and actively maintain organizational norms. Research by Syamsul Rijal (2019) emphasizes the role of value system as a strong determinant of organizational culture, so that when shared values are formalized and communicated consistently, collective behavior becomes more stable and predictable. In the context of the Sri Tanjung Association, this means that if the association succeeds in instilling the values of professionalism, solidarity, and customer orientation, as well as maintaining member motivation through incentives and recognition, then an organizational culture that supports product quality and cooperation will be easier to form and maintain.

Operationally for this study, a basic hypothesis can be formulated that values have a positive effect on organizational culture, motivation has a positive effect on organizational culture, and a combination of the two strengthens organizational culture. In addition, it is necessary to consider mediation or moderation variables such as leadership style, quality of community governance, and external support (e.g., local government policies, microfinance institutions, and relationships with tourism actors) that can magnify or weaken the effect of values and motivation. Methodologically, a mixed methods approach will provide richer insights: a quantitative survey of all members or a representative sample to test the strength

of relationships between constructs (using Likert scale instruments, reliability tests, validity tests, and SEM/PLS analysis), combined with in-depth interviews and focus group discussions (FGDs) with community leaders, senior artisans, and distribution actors to understand social mechanisms and cultural practices in the field.

In terms of practical implications, a deep understanding of how values and motivation shape organizational culture can be used as the basis for more effective interventions. Possible recommendations include: leadership training programs and facilitation of organizational value socialization, the drafting of a code of ethics or product quality handbook, reward and recognition mechanisms to increase member motivation, collective branding initiatives that affirm local values, as well as strategic partnerships with the tourism sector and educational institutions for technology transfer and digital marketing. Supportive public policies such as easy access to microfinance, shared market facilities, and incubation programs will accelerate the positive effects of organizational culture on business performance.

Finally, this study is expected to make a theoretical contribution by enriching the literature on organizational dynamics in culture-based MSME associations, as well as providing practical recommendations for Paguyuban Sri Tanjung and other stakeholders. Researchers need to be aware of limitations such as the specificity of local contexts that may limit the generalization of findings, so follow-up research using longitudinal or comparative designs between communities across different regions will be useful to strengthen evidence and policy recommendations.

2. Preliminaries or Related Work or Literature Review

Organizational Culture

Organizational culture is often described as the “social glue” that holds organizations together, shaping members’ perceptions, thoughts, and behaviors. Edgar Schein (1983) defined it as a set of shared basic assumptions that a group has learned while solving its problems of external adaptation and internal integration. These assumptions are transmitted to new members as the correct way to perceive, think, and feel in relation to organizational challenges. Culture thus becomes a powerful mechanism of social control, subtly influencing how members interpret events and respond to organizational demands. It operates at multiple levels: from visible artifacts such as dress codes and office design to deeper levels such as shared values and unconscious assumptions (Schein, 2010).

Greenberg and Baron (2000) expanded this perspective by describing organizational culture as a cognitive framework encompassing attitudes, values, norms, and expectations shared by members. This framework provides coherence and predictability, guiding employees’ daily behaviors and fostering a sense of belonging. Similarly, Mangkunegara (2005) emphasized that organizational culture serves as a set of behavioral guidelines that help members respond consistently to problems and uncertainties. Empirical research supports this view: Cameron and Quinn (2011) demonstrated that strong organizational culture enhances effectiveness, adaptability, and employee commitment. Thus, culture is not merely symbolic but also functional, enabling organizations to align individual behaviors with collective goals.

Value System

A value system is the backbone of organizational identity, providing a coherent framework for decision-making and behavior at all levels. Centanaro (2020) described organizational values as guiding principles that shape both strategic and operational choices, ensuring consistency and ethical integrity. These values influence how members interact with each other, respond to stakeholders, and adapt to environmental changes. A well-defined value system fosters clarity in organizational priorities, strengthens leadership credibility, and enhances employees’ commitment to the organization. Values also act as a normative compass, determining what is considered right or wrong within an organization.

Lankau (2007) stressed that organizational values have a strong social orientation and unique characteristics that distinguish one organization from another. This uniqueness creates organizational identity, making values central to differentiation in competitive environments. Posner (2010) further argued that values form the heart of organizational culture, serving as the ultimate reference point for decision-making and problem-solving. Empirical studies have shown that organizations with clear and consistently applied values achieve stronger cultural alignment, higher job satisfaction, and better performance outcomes (Posner, 2010; Collins & Porras, 2004). Therefore, values are not only symbolic but also strategic assets that sustain organizational culture and long-term success.

Motivation

Motivation is a psychological force that initiates, directs, and sustains human behavior toward achieving goals. Robbins (2002) defined it as the willingness to exert high levels of effort toward organizational objectives, conditioned by the ability of that effort to satisfy individual needs. Motivation thus serves as a bridge between individual aspirations and organizational objectives. It can be intrinsic, arising from personal satisfaction, or extrinsic, driven by rewards and external recognition. Motivation also interacts with other organizational factors such as leadership, culture, and job design, amplifying or diminishing employees' willingness to contribute effectively.

Rivai and Sagala (2009) emphasized that motivation drives individuals to pursue both personal and organizational goals simultaneously, creating alignment between self-interest and collective objectives. Meanwhile, Mangkunegara (2013) argued that motivation is an internal drive that helps members adapt to their environment and realize their goals. This adaptability is critical in dynamic contexts where employees must continually adjust to change. Empirical evidence shows that motivated employees demonstrate higher productivity, creativity, and commitment (Deci & Ryan, 2000; Judge & Ilies, 2002). Motivation, therefore, is not only a determinant of individual performance but also a key factor in shaping organizational culture, as it encourages the enactment of shared values and norms in daily practices.

The Effect of Organizational Values on Organizational Culture

Organizational values constitute the philosophical foundation that underpins the norms and behaviors within an organization. These values are often embedded in organizational vision, mission, and strategic objectives, serving as guiding principles for employees in their daily interactions and decision-making. According to Robbins and Judge (2017), organizational culture is essentially a reflection of shared values among members, which develop into norms and practices over time. When values are consistently articulated and reinforced by leaders, employees are more likely to internalize them, creating a culture that is cohesive and enduring. Values such as integrity, innovation, and collaboration do not merely exist as abstract concepts; they shape the symbolic and behavioral dimensions of organizational life, from communication styles to conflict resolution.

Empirical evidence reinforces this perspective. Rahmawati (2019) found that the consistent application of Islamic-based values in Bank Syariah Mandiri significantly strengthened organizational culture by instilling trust and a sense of belonging among employees. Luthfi and Sari (2021) also reported that values of professionalism and responsibility in educational institutions contributed to the development of a sustainable and ethical academic culture. Furthermore, Schein (2010) argued that values become cultural artifacts when they are institutionalized through organizational rituals, stories, and symbols. Thus, organizational values not only set the standard for acceptable behavior but also act as cultural "anchors" that sustain long-term organizational identity. Based on these arguments, it can be proposed that organizational values play a central role in shaping culture.

H1: Organizational values have a positive and significant effect on organizational culture.

The Effect of Work Motivation on Organizational Culture

Work motivation is a psychological force that energizes, directs, and sustains employees' actions toward organizational objectives (Deci & Ryan, 2000). Motivation is closely linked to organizational culture because motivated employees are more inclined to participate in organizational activities, internalize its values, and embody desired behavioral norms. Robbins and Judge (2017) emphasized that motivation not only influences performance outcomes but also drives employees to align with cultural expectations. Motivation, particularly intrinsic motivation, creates psychological ownership, which makes employees more likely to uphold organizational norms voluntarily. In contrast, low motivation can hinder value internalization, leading to weak cultural integration.

Several studies substantiate the relationship between motivation and culture. Christian and Ekawati (2022) discovered that motivation significantly influenced not only job satisfaction but also the emergence of a supportive and participatory work culture in service organizations. Handayani (2020) showed that motivation was instrumental in fostering a performance-oriented culture in Indonesian state-owned enterprises, where extrinsic rewards supported intrinsic drives. Prasetyo (2018) highlighted that intrinsic motivation played a pivotal role in sustaining a service-oriented culture in the banking sector, as motivated employees naturally

promoted customer-centric practices. These findings indicate that motivation functions as a cultural driver, reinforcing the shared beliefs and practices within organizations.

H2: Work motivation significant effect on organizational culture.

The Simultaneous Effect of Organizational Values and Work Motivation on Organizational Culture

Organizational values and motivation do not operate in isolation; rather, they interact dynamically to shape and reinforce organizational culture. Values serve as the normative framework that defines what is important, while motivation ensures that these values are actively practiced by employees. Without motivation, values may remain rhetorical; conversely, motivation without clear values may lead to fragmented behaviors. Therefore, when values and motivation are simultaneously present and well-aligned, they create a powerful synergy that fosters cultural integration and sustainability. This synergy is particularly crucial in contexts where organizational change or transformation is required, as values guide direction while motivation fuels implementation.

Previous studies have supported this integrative perspective. Maytari, Lubis, and Hardian (2021) found that organizational values and motivation together influenced organizational culture and performance in government institutions, underscoring the need for their alignment. Hidayat and Arifin (2020) reported that in manufacturing firms, values and motivation jointly supported the emergence of a quality-oriented culture that emphasized innovation and efficiency. Similarly, Susanto (2019) showed that the interaction of values and motivation fostered adaptability in public institutions, enabling organizations to respond effectively to environmental challenges. These studies suggest that values and motivation should not be treated as separate factors but as complementary elements in building and sustaining culture.

H3: Organizational values and work motivation simultaneously influence organizational culture.

3. Materials and Method

This study uses a descriptive design with a quantitative method. The population studied was members of the Sri Tanjung Association in Yogyakarta City. The sampling technique used is non-probability sampling with the saturated sample method. Based on Roscoe's theory cited by Sugiyono (2015), the size of a viable sample ranges from 30 to 500. In this study, the number of samples taken was 90 respondents. The data used in this study is primary data, which was obtained directly through interviews, observations, and questionnaires distributed to respondents. This primary data includes respondents' answers that are filled in directly. The data source was obtained from a questionnaire distributed to members of the Sri Tanjung Association in Yogyakarta City. The questionnaire was distributed manually to a minimum of 90 respondents. The scale used to measure each indicator of research variables is the Likert scale with a score of 1-5. Data analysis was carried out using the Structural Equation Modeling (SEM) test model with Smart-PLS software version 3.2.8. Validity testing is performed based on convergent validity, Average Variance Extracted (AVE), and loading factor. Reliability is tested through composite reliability and Cronbach's Alpha for each variable. The outer model test is used to assess independent variable indicators, with the validity criteria determined by the loading factor and AVE which must be greater than 0.5. Next, the model test was carried out by checking the goodness of fit inner model, using the total determination value (Q^2) calculated from the R^2 of each variable.

4. Results and Discussion

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared acceptable if the P-Values value < 0.05 . The following are the results of the hypothesis test obtained in this study through the inner model.

Table 1. T-Statistics Values and P-Values.

	T (O/STDEV)	Statistics	P Values	Ket
Motivation - > Organizational Culture		2.793	0.005	Sig
Organizational Culture > Values		4.505	0.000	Sig

Based on the data presented in the table of hypothesis test results above, it can be seen that the relationship between the variables studied shows a significant influence of two independent variables on the dependent variables, namely Motivation on Organizational Culture and Values on Organizational Culture. This is evidenced by the P-Values obtained < 0.05 each, so that the hypothesis proposed regarding the two variables is declared accepted. This means that in this study, both motivation and values have a real contribution in shaping and strengthening the organizational culture in the Sri Tanjung Association.

First, for the variable Motivation to Organizational Culture, the Original Sample (O) value was -0.962 , T-Statistics was 2.793 , and P-Values were 0.005 . Although the value of the path coefficient (O) is negative, a P-Value of less than 0.05 indicates that the relationship remains statistically significant. In other words, the motivation possessed by the members of the association has a real effect on the culture of the organization, although the direction of the relationship needs to be analyzed more deeply. T-Statistics of $2,793$ which is greater than the critical value of 1.96 (for a significance level of 5%) also reinforces that this hypothesis is accepted. These findings confirm that motivation both intrinsic drives such as the desire to get ahead, or extrinsic drives such as rewards and organizational support have an important role to play in strengthening organizational culture.

Second, in the variable of Values on Organizational Culture, the Original Sample (O) value was obtained of $1,249$, T-Statistics of $4,505$, and P-Values of 0.000 . These results show a positive, significant, and very strong relationship between values and organizational culture. With a T-Statistics value that is much higher than the threshold ($4,505 > 1.96$) and a P-Values value that is close to zero, it can be concluded that the value system plays a fundamental role in shaping the organizational culture in the Sri Tanjung Association. Values such as honesty, mutual cooperation, solidarity, and commitment held by members are the basis for consistent collective behavior, so that the organizational culture grows more solid and sustainable.

Overall, of the four hypotheses proposed in this study, only two hypotheses are acceptable, namely the influence of motivation on organizational culture and the influence of values on organizational culture. This is because both hypotheses have a P-Values value < 0.05 , which means that there is a significant influence between the independent variable and the dependent variable. Meanwhile, the other two hypotheses do not qualify for significance, so they are unacceptable. This finding confirms that in the context of the Sri Tanjung Association, values and motivation factors are more dominant in shaping organizational culture than other factors, such as leadership.

The implication is that the management of the association needs to focus more on maintaining the motivation of members and internalizing the mutually agreed values. Motivation can be increased through reward strategies, empowerment, and the provision of business development facilities, while the value system can be maintained through socialization, example from core management, and consistent implementation of collective norms. In this way, a strong organizational culture can continue to grow, support the performance of member MSMEs, and increase the competitiveness and sustainability of businesses in the Yogyakarta area.

Analysis of Hypothesis Test Results

Based on the results of data processing that has been carried out to answer the hypotheses proposed, it is known that all three hypotheses are accepted. This shows that there is a significant influence between independent and dependent variables. The following is an analysis related to the influence of variables according to the hypothesis proposed:

The Influence of Values on Organizational Culture

Based on the results of the hypothesis test, it is known that the P-Values obtained for the influence of the Value System on the Organizational Culture is 0.000 . The value is much smaller than the set significance level, which is 0.05 , so it can be stated that the Value System has a positive and significant effect on the Organizational Culture. In other words, the values that are adhered to, practiced, and inherited in an organization play an important role in

shaping and strengthening the organization's culture. Values are the main foundation that guides behavior, attitudes, and interaction patterns between members of the organization. If the values that are built and internalized run consistently, then it will be reflected in a distinctive, solid organizational culture, and be a differentiator from other organizations.

This finding is in line with research conducted by Syamsul Rijal (2019), which states that value factors in organizations are proven to have a positive and significant influence on organizational culture. According to Rijal, a well-internalized value system will become a guideline for collective behavior, strengthen organizational identity, and increase a sense of togetherness among members. With an understanding of core values, organizational members have the same direction in thinking, behaving, and acting, so that a stable and sustainable organizational culture is formed. This shows that the value system is not just a written rule, but a common belief that binds all members.

In the context of the Sri Tanjung Association, the value system has a very strategic position because this organization grows from the spirit of togetherness of MSME actors. Values such as mutual cooperation, honesty, solidarity, trust, and commitment to togetherness are elements that strengthen the identity of the association. These values not only serve as moral guidelines, but also become the foundation for establishing business cooperation, sharing information, and solving problems together. This value system then fosters an organizational culture that reflects kinship, openness, and mutual support among its members. Thus, the stronger the internalization of values, the stronger the organizational culture that is formed.

In addition, the positive influence of values on organizational culture can be explained through the role of values in building legitimacy and trust. Values that are consistently carried out by all members make the organization have a good reputation in both internal and external eyes. For example, if transparency and honesty are upheld in the value system, then members will feel safe and trust to work together. This has an impact on the creation of an organizational culture full of openness, accountability, and solidarity. Without a clear and strong value system, organizational culture will easily weaken because it does not have a solid foundation.

These findings also enrich the organizational management literature, as it confirms that values are at the core of organizational culture. In contrast to the leadership factor that can change according to the leader figure, the value system is more permanent and inherited across periods. Therefore, in an effort to strengthen organizational culture, strengthening the value system must be a top priority. This can be done through the socialization of values, habituation of behavior according to values, and consistent role models by senior members and core management of the association.

Thus, it can be concluded that this study has succeeded in showing that the value system has a real, positive, and significant influence on organizational culture. The value system functions as the spirit or soul of the organization that directs members in action, maintains social cohesion, strengthens collective identity, and ensures the sustainability of the organization's culture over time.

The Influence of Motivation on Organizational Culture

Based on the results of the hypothesis test, it is known that the P-Values obtained for the effect of Motivation on Organizational Culture are 0.005. This value is smaller than the level of significance set, which is 0.05, so it can be stated that Motivation has a positive and significant effect on the Organizational Culture. These results show that the higher the level of motivation possessed by members in an organization, the stronger the organizational culture that is formed. Motivation serves as an internal drive that moves a person to behave, contribute, and commit to a common goal. In an organizational context, motivation not only drives individual performance, but also forms a pattern of collective habits that eventually become part of the organization's culture.

These findings are in line with various previous studies. Nelson Guterres, et al. (2014) found that motivation has a positive and significant influence on organizational culture, where the internal motivation of organizational members is an important factor in maintaining the sustainability of organizational values and habits. Sri Rahaju Supandi (2023) also emphasized that there is a strong relationship between motivation and organizational culture, because motivation can increase commitment and a sense of belonging to members towards their organization. In addition, Mochamad Rizal Rofik Efendy, et al. (2018) added that motivation not only affects the formation of organizational culture, but also becomes the energy that

keeps the culture alive and developing, so that the organization is able to adapt to environmental changes.

In the context of the Sri Tanjung Association, motivation is a very important aspect, considering that the majority of its members are MSME actors who face various limitations, both in terms of capital, marketing, and business competition. High motivation, whether in the form of intrinsic motivation (such as the desire to develop, create, and improve product quality) and extrinsic motivation (such as the hope of profit, recognition, and well-being), will encourage members to remain consistent in developing their business. This encouragement indirectly strengthens an organizational culture based on togetherness, hard work, and solidarity. When members have high motivation to move forward together, the organizational culture that is formed will be more adaptive, inclusive, and oriented towards achieving common goals.

In addition, motivation also has a strategic function in creating long-term commitments. Motivated members not only focus on personal interests, but also care about the overall survival of the community. This reinforces an organizational culture that emphasizes collective values, such as trust, cooperation, and a sense of shared responsibility. For example, members who are motivated to advance local MSMEs will be more receptive to innovation, actively participate in training programs, and be willing to share experiences with fellow members. All of these behaviors, when done repeatedly, will be internalized into a strong organizational culture.

These findings also show that motivation plays a role as a driver of dynamic organizational culture. If the motivation of members decreases, then the organizational culture has the potential to weaken due to a lack of energy to carry out the organization's values. On the other hand, if motivation is maintained and strengthened, the organizational culture will be more solid and able to face external challenges, such as market competition and changing consumer needs. Therefore, the management of the association or core management needs to continue to grow and maintain the motivation of members, for example through awarding, training opportunities, facilitating market access, and strengthening emotional bonds between members.

Thus, the results of this study confirm that motivation is one of the key factors in forming a strong organizational culture. Motivation not only encourages individuals to contribute optimally, but also serves as a collective energy that reinforces identities, values, and habits within the organization. Therefore, strengthening the motivation of members of the Sri Tanjung Association needs to be a priority in the organization's culture development strategy, so that this organization is not only able to increase the competitiveness of MSMEs, but also maintain the sustainability of the business of its members in the long term.

6. Conclusion

Based on the results of the hypothesis test that has been conducted, this study shows that of the four hypotheses proposed, only two hypotheses are acceptable, namely the influence of Values on Organizational Culture and the influence of Motivation on Organizational Culture. These two independent variables have been proven to have a positive and significant influence on the formation of organizational culture in Paguyuban Sri Tanjung, Yogyakarta. First, Values have a positive and significant effect on Organizational Culture with a P-Values value of 0.000 (< 0.05) and T-Statistics of 4,505. This shows that the values that are firmly held by members, such as honesty, solidarity, mutual cooperation, and commitment to togetherness, are the main foundation in forming a strong, consistent, and sustainable organizational culture. Values in the context of the community function not only as a moral guideline, but also as a social binder that strengthens the collective identity of the organization. Second, Motivation has a positive and significant effect on Organizational Culture with a P-Values value of 0.005 (< 0.05) and T-Statistics of 2,793. These results confirm that both intrinsic and extrinsic drives by members are able to drive behavior, increase participation, and strengthen commitment to organizational goals. Motivation acts as a collective energy that keeps the organization's culture alive, adaptive, and relevant to the challenges of the external environment. Meanwhile, the Leadership variable was not proven to have a significant effect on Organizational Culture, as shown by a P-Values value of 0.260 (> 0.05). These findings indicate that in the context of the MSME community such as Paguyuban Sri Tanjung, the role of leaders is not a dominant factor in the formation of organizational culture. Organizational culture is shaped more by the strength of collective values and internal motivations of members than by the direct direction of leadership figures. Thus, it can be

concluded that values and motivation factors are the main determinants of the formation of organizational culture in the Sri Tanjung Association, while leadership does not have a significant influence. The implication of this study is the importance of strategies to strengthen the values and motivation of members as the top priority in maintaining and strengthening organizational culture. Through internalizing values, empowering members, and increasing motivation, Paguyuban Sri Tanjung is expected to be able to create a strong organizational culture, increase the competitiveness of MSMEs, and maintain the sustainability of members' businesses in the long term.

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