EMPLOYEE PERFORMANCE IN RELATION TO ORGANIZATIONAL CULTURE, COMPETENCE, MOTIVATION, AND WORK ENVIRONMENT AT THE FOOD SECURITY AND AGRICULTURE OFFICE OF SURAKARTA CITY

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Abstract

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Employee performance is a benchmark for organizations to assess ability, productivity and provide useful information related to employees. The purpose of this study is to determine whether there is a significant influence between the variables of organizational culture, competence, motivation, and work environment on organizational culture, competence, motivation, and work environment on employee performance. In addition, it is also to determine whether there is a significant simultaneous influence and which variable is the most dominant in influencing the performance of employees of the Food Security and Agriculture Office of Surakarta City. This research method uses quantitative descriptive research design with purposive sampling technique with 52 respondents. Data collection using a questionnaire. Data analysis techniques used statistical analysis, namely multiple linear regression tests, F tests, t tests and coefficients of determination. The results showed the influence of work culture, competence, motivation, and work environment on the performance of employees of the Surakarta City Food Security and Agriculture Office. Suggestions from this study, employees of the Food Security and Agriculture Office of Surakarta City improve work culture, competence, motivation and the existing work environment, so that it will make employee performance increase and be better than before.

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Introduction:-

The performance of civil servants, particularly those in the State Civil Apparatus (ASN), has recently come under public scrutiny, often perceived as not meeting expected standards. Employee performance serves as a benchmark for organizations to assess ability, productivity, and provide valuable information about employees. According to Santoso (2020), performance refers to the overall outcome or success level of an individual over a certain period in carrying out duties, compared to various possibilities such as work standards, targets, or predetermined and mutually agreed criteria. Optimal performance in an organization can be measured by comparing completed work results against standards set by the company or government agency. The success of an organization is highly influenced by the quality of its human resources; with the full potential of human capital, desired goals can be achieved alongside other resource support. Employee motivation is one factor that must consistently be addressed by managers, alongside other managerial elements. Mutual encouragement and motivation in achieving

14 organizational goals are essential, as cooperation makes work more effective and efficient. Kasmir (2016)
15 stated that high work motivation boosts employee morale, which ultimately impacts performance. A
16 conducive environment is also needed—organized workspaces and equipment aligned with their
17 functions, and harmonious interpersonal relations to support the production process and task completion.
18 In today's globalized era, all government organizations are required to improve the competencies
19 of human resources to proactively respond to changes. Hutagalung (2022) explained that competence
20 provides guidance for organizations in defining the core tasks and functions of employees. The Surakarta
21 City Food Security and Agriculture Office, as part of the state apparatus and a human resources entity,
22 plays a vital strategic role in carrying out government duties in the food and agriculture sectors. Although
23 food is a mandatory government affair (though not a basic public service), Surakarta City is not an
24 agricultural production area, and thus fulfilling this responsibility requires strategic efforts and strong
25 employee performance at the Food Security and Agriculture Office. The less-than-optimal employee
26 performance is evident from the achievement of Key Performance Indicators (IKU)—specifically, the
27 Food Consumption PPH Score and Food Availability PPH Score in 2022 and 2023—which forms the
28 basis for raising this issue. Consequently, organizational culture, HR competencies, motivation, and work
29 environment can serve as indicators of employee performance at the Surakarta City Food Security and
30 Agriculture Office.
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32 **Research Method**

33 This research uses a quantitative descriptive approach focusing on organizational culture,
34 competence, motivation, and work environment, in relation to employee performance at the Surakarta
35 City Food Security and Agriculture Office. The study aims to examine the influence of these factors on
36 employee performance at the office located on Jl. Yap Tjwan Bing No. 26, Jebres, Surakarta, over a
37 period of four months—from observation to research conclusions—considering that no staff transfers
38 occurred within Surakarta City's government during that time.

39 The population of the study consisted of 94 employees of the Surakarta City Food Security and
40 Agriculture Office, from which a sample of 52 employees was selected. A purposive sampling approach
41 was applied, using the criteria that participants must be Civil Servants (ASN) and have served in the
42 office for at least one year. Primary data were directly obtained from respondents. Secondary data
43 included documents such as the Strategic Plan of the Food Security and Agriculture Office, which was
44 used to determine performance targets and staffing data, as well as performance reports of the government
45 agency to analyze the performance achievements. Data collection techniques included observation,
46 documentation, questionnaires, and literature study. The testing instruments comprised validity and
47 reliability tests. Classical assumption tests included normality, multicollinearity, and heteroscedasticity
48 tests. The data analysis applied in this research involved multiple linear regression analysis, F-tests, and t-
49 tests.

50 **Conceptual Framework**

51   This conceptual framework serves as a guideline for measuring employee performance through
52 work culture, competence, motivation, and the work environment at the Food Security and Agriculture
53 Office of Surakarta City.
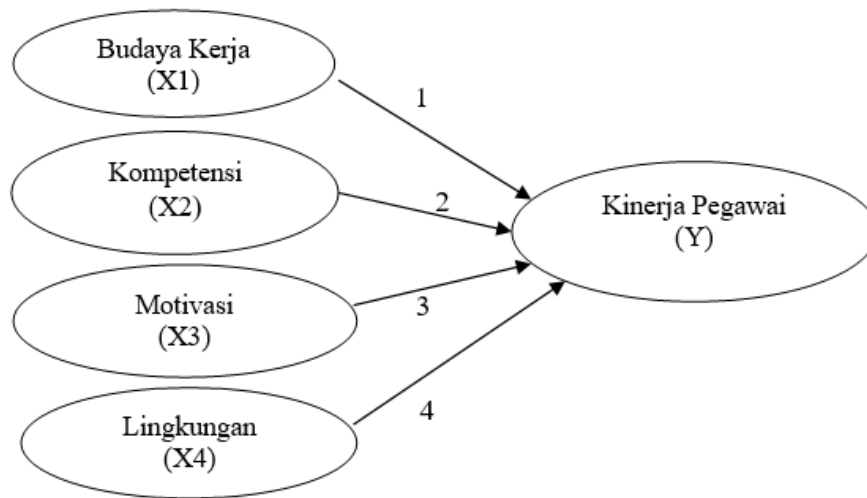
54   Picture 1. Conceptual Framework.

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56 Description
57 1.   Senen Abdi Santoso (2020), Werni Sarumaha (2022), Modirono et al., (2020), Duka *et al* (2020).
58 2.   Hutagalung (2020), Pramono & Pratama (2020), Sumerli *et al* (2022), Jafar *et al* (2022)
59 3.   Widodo & Yandi (2022), Kartini & Sopian (2020), Rosmaini & Tanjung (2019), Larosa *et al* (2022)
60 4.   Sunarsi *et al* (2020), Sihaloho dan Hotlin Siregar (2019), Iis *et al* (2022)
61
62 **Hypothesis**

63   The above problem description necessitates the formulation of hypotheses to make the research
64 and problem-solving process more focused. The hypotheses in this study are as follows: (1) The influence
65 of organizational culture on employee performance at the Food Security and Agriculture Office of
66 Surakarta City, with H1: Organizational culture has a significant effect on employee performance. (2) The
67 influence of competence on performance, with H2: Competence has a significant effect on employee
68 performance at the Food Security and Agriculture Office of Surakarta City. (3) The influence of
69 motivation on performance, with H3: Motivation has a significant effect on employee performance at the
70 Food Security and Agriculture Office of Surakarta City. (4)The influence of the work environment on
71 performance, with H4: The work environment has a significant effect on employee performance at the
72 Food Security and Agriculture Office of Surakarta City.

73 **Results and Discussion**

74 **General Overview**

75   The Food Security and Agriculture Office of Surakarta City is a Regional Government
76 Organization consisting of the Secretariat, the Food Division, the Agriculture and Fisheries Division, the
77 Veterinary Division, and two Technical Implementation Units (UPTD): the Animal Slaughterhouse and

78 Animal Health Center, and the Fisheries Business Center. The office manages three main affairs: one
79 mandatory but non-basic service affair, which is food affairs, and two optional affairs: agriculture and
80 marine fisheries. The agriculture affair includes livestock, animal health, and veterinary public health.

81 **Respondent Description**

82   Respondents in this study were civil servants (ASN) at the Food Security and Agriculture Office
83 of Surakarta City who had worked for at least one year. A total of 52 ASNs were sampled, with 51
84 completing the questionnaire and 1 absent due to illness during the research. Based on gender, 22
85 respondents (43.14%) were male, and 29 respondents (56.86%) were female. Based on educational
86 background, the majority held a bachelor's degree (S1) totaling 22 people or 43.13%, followed by 14
87 master's degree holders (S2) or 27.45%, and the fewest were junior high school graduates (SMP) with 3
88 respondents or 5.88%. Based on years of service, 26 respondents (50.98%) had worked for more than 10
89 years, 18 respondents (35.29%) had 2-5 years of service, and 7 respondents (13.73%) had worked
90 between 5-10 years.

91 **Data Analysis**

92   The results of the Normality Test using Kolmogorov-Smirnov with SPSS showed that the
93 histogram formed a normal distribution pattern and the residual value of the regression equation was
94 normally distributed with an Asymp. Sig. (2-tailed) value of $0.200 > 0.05$.

95   The results of the Multicollinearity Test showed VIF values below 10, indicating that the data in
96 this study had no multicollinearity among the independent variables.

97   The Heteroscedasticity Test results showed significance values of $0.010 < 0.05$ for organizational
98 culture, $0.037 < 0.05$ for competence, $0.003 < 0.05$ for motivation, and $0.000 < 0.05$ for the work
99 environment. Thus, it was concluded that no heteroscedasticity was present in the proposed variables.

100   The F-test (feasibility test) with a 95% confidence level ($\alpha = 0.05$) produced an F-count value of
101 45.938, which is greater than the F-table value of 2.807, and a significance level (p-value) of $0.000 <$
102 0.05. Therefore, Ha is accepted, meaning that organizational culture, competence, motivation, and the
103 work environment simultaneously have a significant effect on employee performance at the Food Security
104 and Agriculture Office of Surakarta City.

105   The T-test (hypothesis test) was conducted at a 95% confidence level ($\alpha = 0.05$) for all variables:
106 organizational culture, competence, motivation, and work environment. The effect of organizational
107 culture on performance was significant, with T-count > T-table ($2.146 > 2.01174$) and a significance of
108 $0.010 < 0.05$. The effect of competence on performance was significant, with T-count > T-table ($2.862 >$
109 2.01174) and a significance of $0.037 < 0.05$. The effect of the work environment was also significant,
110 with T-count > T-table (exact value missing in source).

111   The Determination Test results showed that the variables of work culture, competence,
112 motivation, and work environment contributed 78.2% to performance.

113 **Discussion**

114   Based on SPSS calculations, the T-count > T-table (2.146 > 2.01174), so Ho is rejected and Ha is
115 accepted, indicating that organizational culture significantly affects employee performance at the Food
116 Security and Agriculture Office of Surakarta City. This aligns with Santoso (2020), who stated that
117 organizational culture and job satisfaction affect employee performance at Rajawali Cooperative PT.
118 Telkom. Sarumaha (2022) also concluded that organizational culture positively and significantly affects
119 performance at the Teluk Subdistrict Office, South Nias Regency. The Surakarta City Food Security and
120 Agriculture Office adopts the "BerAKHLAK" organizational culture (Service-oriented, Accountable,
121 Harmonious, Loyal, Adaptive, and Collaborative), which is regularly promoted during flag ceremonies
122 and meetings. This promotes employee adherence to organizational values. A well-implemented
123 organizational culture has a positive impact, as employees work in line with established standards,
124 resulting in good performance.

125   Based on SPSS calculations, the T-count > T-table (2.862 > 2.01174), so Ho is rejected and Ha is
126 accepted, indicating that competence significantly affects employee performance. Pramono & Pratama
127 (2020) found similar results: employee competence and organizational commitment significantly affect
128 performance at the Department of Industry and Trade in Pesawaran Regency. Sumerli et al. (2022) and
129 Hutagalung (2022) also stated that competence significantly influences performance. Employees at the
130 Surakarta City Food Security and Agriculture Office have educational backgrounds aligned with their
131 core tasks and functions. Competence improvement is essential to enhance performance through skill
132 development. Knowledge, skills, integrity, and honesty are all elements of competence that influence an
133 employee's performance.

134   Based on SPSS calculations, the T-count > T-table (4.271 > 2.01174), so Ho is rejected and Ha is
135 accepted, indicating that motivation significantly affects employee performance. Kartini and Sopian
136 (2020) found similar results, showing that work motivation and discipline affect employee performance at
137 PT. Robinson Putra Perkasa, Sukabumi. Larosa et al. (2022) also noted that leadership and motivation
138 impact employee performance. Recognition, attention, and appreciation from the organization for good
139 performance can serve as strong motivators for employees.

140   Based on SPSS calculations, the T-count > T-table (3.546 > 2.01174), so Ho is rejected and Ha is
141 accepted, indicating that the work environment significantly affects performance. Sunarsi et al. (2020)
142 found that the work environment positively and significantly influences performance. Maintaining and
143 improving workplace conditions positively affects employee output, including clean workspaces,
144 adequate facilities, effective communication, and support from colleagues and management. Despite
145 occupying an older building with limited facilities, the Surakarta city food security and agriculture office
146 fosters strong inter-employee relationships that help improve the overall work environment.

147

Conclusion

149   The analysis of the influence of organizational culture, competence, motivation, and work
150 environment on employees at the Food Security and Agriculture Office of Surakarta City concludes that
151 all these factors have a positive and significant impact on employee performance. Organizational culture
152 includes mottos, regulations, employee habits, etc. Motivation can come in the form of recognition,
153 appreciation, and company attention to employee performance. Competence covers skills, experience,

education, personality, etc. The work environment includes facilities and infrastructure as well as relationships between coworkers, supervisors, and management.

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