REVIEWER'S REPORT

Manuscript No.: IJAR-52230   Date: 13-06-2025

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

Recommendation:

Accept as it is ....

Accept after minor revision.................

Accept after major revision ....

Do not accept (*Reasons below*) ....

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity		✓		
Significance		✓		

Reviewer Name: Dr.P.Manochithra   **Date:** 13-06-2025

Reviewer's Comment for Publication.

(*To be published with the manuscript in the journal*)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

This manuscript provides valuable insights into the key drivers of employee performance within the public sector. The integration of organizational culture, competence, motivation, and work environment offers a comprehensive framework supported by robust statistical analysis. Its findings hold practical relevance for government agencies aiming to enhance workforce productivity.

Detailed Reviewer's Report

REVIEWER'S REPORT

Title: Employee Performance in Relation to Organizational Culture, Competence, Motivation, and Work Environment at the Food Security and Agriculture Office of Surakarta City
Manuscript ID: IJAR-52230

1. Overall Assessment:

This manuscript presents a well-structured and relevant study on the factors influencing employee performance in a public sector context, focusing on the Surakarta City Food Security and Agriculture Office. The paper investigates the influence of four key variables—organizational culture, competence, motivation, and work environment—using a quantitative descriptive method and multiple regression analysis. The study offers practical implications for improving public service delivery by enhancing human resource management practices.

2. Significance and Originality:

- The topic is highly relevant for public administration and human resource management, especially in developing regions where public service effectiveness is under scrutiny.
- While the variables studied are not entirely novel, the context-specific application to a city-level agricultural office in Indonesia adds practical relevance and a localized contribution to the field.

3. Strengths:

- Clear articulation of research objectives and hypotheses.
- Methodologically sound with appropriate use of multiple regression, F-tests, and T-tests.
- Strong alignment between research questions, data collection, and analysis.
- The study identifies which factors are most dominant in influencing performance, offering actionable insights.
- Validity and reliability of the instrument were tested, and classical assumption tests were conducted, strengthening the credibility of the findings.

4. Weaknesses and Suggestions for Improvement:

- **Literature Review:** The manuscript could benefit from a deeper review of more recent or international literature to enhance its theoretical grounding.
- **Formatting and Language:** Minor grammatical and typographical errors should be corrected. Some sentences are repetitive or awkwardly phrased and can be edited for clarity and conciseness.
- **Data Presentation:** While the statistical analysis is thorough, the inclusion of a summarized table comparing all variable influences (e.g., standardized coefficients) would improve readability.
- **Policy Implications:** The discussion section could be expanded to address how the findings may inform broader public sector reforms or HR policy frameworks.
- **Generalizability:** The paper could acknowledge the limitations in generalizing the results beyond the local context due to the purposive sampling and small sample size.