

## REVIEWER'S REPORT

Manuscript No.: IJAR-52230

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**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.....**YES**.....  
 Accept after minor revision.....  
 Accept after major revision .....  
 Do not accept (*Reasons below*) .....

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

**Reviewer's Name:** Mr Bilal Mir

**Reviewer's Decision about Paper:** **Recommended for Publication.**

**Comments** (*Use additional pages, if required*)

### Reviewer's Comment / Report

#### Abstract Review:

The abstract effectively outlines the objective of the study, which is to examine the influence of organizational culture, competence, motivation, and work environment on employee performance. It also clearly specifies the methodology, including the research design, sample size, data collection tools, and statistical methods used. The findings are presented concisely, indicating that each of the studied variables has a significant impact on employee performance. The abstract concludes with a statement summarizing the implications of these findings in the organizational context. Overall, the abstract is coherent, informative, and aligns with the stated objectives.

#### Introduction Review:

The introduction provides a relevant contextual background by highlighting public concerns regarding civil servant performance, especially within the framework of the State Civil Apparatus (ASN). The significance of employee performance as a measure of productivity and organizational success is well-established. Citing relevant literature, the introduction defines performance and situates it within a broader organizational framework. It emphasizes the importance of human resources in organizational effectiveness and underscores the necessity of motivation and managerial practices. The narrative flows logically and sets a solid foundation for the research.

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### Research Focus Review:

The study's focus on identifying the individual and combined effects of organizational culture, competence, motivation, and work environment on employee performance is clearly articulated. The research also aims to determine the most dominant factor among the variables. This dual focus adds depth to the investigation and ensures a comprehensive analysis of performance-related factors in a specific governmental context.

### Methodology Review:

The study employs a quantitative descriptive design with a purposive sampling technique, involving 52 respondents. The use of questionnaires as the primary data collection instrument is appropriate for the selected methodology. The statistical tools applied—multiple linear regression, F-test, t-test, and coefficient of determination—are suitable for the analysis of relationships among multiple independent variables and a dependent variable. The methodological description is clear and appropriate for the research objectives.

### Findings Review:

The results indicate a significant influence of all four variables—organizational culture, competence, motivation, and work environment—on employee performance. The statistical approach supports the interpretation of individual and joint effects, contributing to a data-driven understanding of employee performance determinants. The inclusion of a statement on which variable is most dominant further enhances the practical applicability of the findings. The implications for employee performance within the Surakarta City Food Security and Agriculture Office are clearly stated.

### Conclusion and Implications Review:

Although the full conclusion is not provided in the excerpt, the abstract and introduction suggest that the study identifies actionable insights relevant to public sector management. The results emphasize the relevance of workplace dynamics and employee capabilities in enhancing institutional performance.

### Overall Assessment:

The manuscript demonstrates coherence between objectives, methodology, and findings. It presents a well-structured investigation rooted in empirical data, focusing on a specific organizational unit. The study's contribution lies in its focused analysis of performance determinants in a public sector environment, providing insights that are both contextually grounded and analytically sound. The clarity in defining constructs and the robust use of statistical tools add to the credibility and relevance of the research.