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### RESEARCH ARTICLE

## 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

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 organizational goals are essential, as cooperation makes work more effective and efficient. Kasmir (2016) stated that high work motivation boosts employee morale, which ultimately impacts performance. A conducive environment is also needed—organized workspaces and equipment aligned with their functions, and harmonious interpersonal relations to support the production process and task completion.

In today's globalized era, all government organizations are required to improve the competencies of human resources to proactively respond to changes. Hutagalung (2022) explained that competence provides guidance for organizations in defining the core tasks and functions of employees. The Surakarta City Food Security and Agriculture Office, as part of the state apparatus and a human resources entity, plays a vital strategic role in carrying out government duties in the food and agriculture sectors. Although food is a mandatory government affair (though not a basic public service), Surakarta City is not an agricultural production area, and thus fulfilling this responsibility requires strategic efforts and strong employee performance at the Food Security and Agriculture Office. The less-than-optimal employee performance is evident from the achievement of Key Performance Indicators (IKU)—specifically, the Food Consumption PPH Score and Food Availability PPH Score in 2022 and 2023—which forms the basis for raising this issue. Consequently, organizational culture, HR competencies, motivation, and work environment can serve as indicators of employee performance at the Surakarta City Food Security and Agriculture Office.

### **Research Method:-**

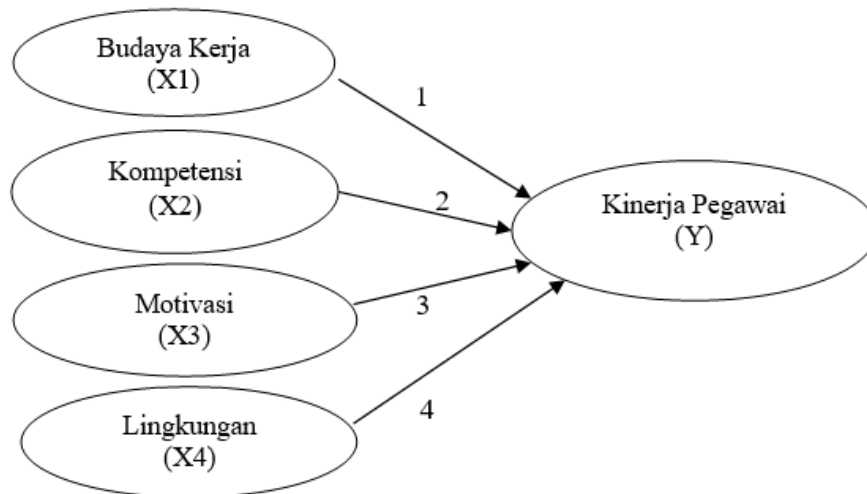
This research uses a quantitative descriptive approach focusing on organizational culture, competence, motivation, and work environment, in relation to employee performance at the Surakarta City Food Security and Agriculture Office. The study aims to examine the influence of these factors on employee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

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

### Conceptual Framework

This conceptual framework serves as a guideline for measuring employee performance through work culture, competence, motivation, and the work environment at the Food Security and Agriculture Office of Surakarta City.

Picture1. Conceptual Framework.



### Description

1. Senen Abdi Santoso (2020), Werni Sarumaha (2022), Modirono et al., (2020), Duka *et al* (2020).
2. Hutagalung (2020), Pramono & Pratama (2020), Sumerli *et al* (2022), Jafar *et al* (2022)
3. Widodo & Yandi (2022), Kartini & Sopian (2020), Rosmaini & Tanjung (2019), Larosa *et al* (2022)
4. Sunarsi *et al* (2020), Sihalo dan Hotlin Siregar (2019), Iis *et al* (2022)

### Hypothesis

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

## Results and Discussion:-

### General Overview

The Food Security and Agriculture Office of Surakarta City is a Regional Government Organization consisting of the Secretariat, the Food Division, the Agriculture and Fisheries Division, the Veterinary Division, and two Technical Implementation Units (UPTD): the Animal Slaughterhouse and Animal Health Center, and the Fisheries Business Center. The office manages three main affairs: one mandatory but non-basic service affair, which is food affairs, and two optional affairs: agriculture and marine fisheries. The agriculture affair includes livestock, animal health, and veterinary public health.

### Respondent Description

Respondents in this study were civil servants (ASN) at the Food Security and Agriculture Office of Surakarta City who had worked for at least one year. A total of 52 ASNs were sampled, with 51 completing the questionnaire and 1 absent due to illness during the research. Based on gender, 22 respondents (43.14%) were male, and 29 respondents

(56.86%) were female. Based on educational background, the majority held a bachelor's degree (S1) totaling 22 people or 43.13%, followed by 14 master's degree holders (S2) or 27.45%, and the fewest were junior high school graduates (SMP) with 3 respondents or 5.88%. Based on years of service, 26 respondents (50.98%) had worked for more than 10 years, 18 respondents (35.29%) had 2-5 years of service, and 7 respondents (13.73%) had worked between 5-10 years.

### **Data Analysis**

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

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

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

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

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

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

### **Discussion:**

Based on SPSS calculations, the T-count  $>$  T-table ( $2.146 > 2.01174$ ), so  $H_0$  is rejected and  $H_a$  is accepted, indicating that organizational culture significantly affects employee performance at the Food Security and Agriculture Office of Surakarta City. This aligns with Santoso (2020), who stated that organizational culture and job satisfaction affect employee performance at Rajawali Cooperative PT. Telkom. Sarumaha (2022) also concluded that organizational culture positively and significantly affects performance at the Teluk Subdistrict Office, South Nias Regency. The Surakarta City Food Security and Agriculture Office adopts the "BerAKHLAK" organizational culture (Service-oriented, Accountable, Harmonious, Loyal, Adaptive, and Collaborative), which is regularly promoted during flag ceremonies and meetings. This promotes employee adherence to organizational values. A well-implemented organizational culture has a positive impact, as employees work in line with established standards, resulting in good performance.

Based on SPSS calculations, the T-count  $>$  T-table ( $2.862 > 2.01174$ ), so  $H_0$  is rejected and  $H_a$  is accepted, indicating that competence significantly affects employee performance. Pramono&Pratama (2020) found similar results: employee competence and organizational commitment significantly affect performance at the Department of Industry and Trade in Pesawaran Regency. Sumerli et al. (2022) and Hutagalung (2022) also stated that competence significantly influences performance. Employees at the Surakarta City Food Security and Agriculture Office have educational backgrounds aligned with their core tasks and functions. Competence improvement is essential to enhance performance through skill development. Knowledge, skills, integrity, and honesty are all elements of competence that influence an employee's performance.

Based on SPSS calculations, the T-count  $>$  T-table ( $4.271 > 2.01174$ ), so  $H_0$  is rejected and  $H_a$  is accepted, indicating that motivation significantly affects employee performance. Kartini and Sopian (2020) found similar results, showing that work motivation and discipline affect employee performance at PT. Robinson Putra Perkasa, Sukabumi. Larosa et al. (2022) also noted that leadership and motivation impact employee performance.

Recognition, attention, and appreciation from the organization for good performance can serve as strong motivators for employees.

Based on SPSS calculations, the T-count > T-table ( $3.546 > 2.01174$ ), so  $H_0$  is rejected and  $H_a$  is accepted, indicating that the work environment significantly affects performance. Sunarsi et al. (2020) found that the work environment positively and significantly influences performance. Maintaining and improving workplace conditions positively affects employee output, including clean workspaces, adequate facilities, effective communication, and support from colleagues and management. Despite occupying an older building with limited facilities, the Surakarta city food security and agriculture office fosters strong inter-employee relationships that help improve the overall work environment.

### **Conclusion:-**

The analysis of the influence of organizational culture, competence, motivation, and work environment on employees at the Food Security and Agriculture Office of Surakarta City concludes that all these factors have a positive and significant impact on employee performance. Organizational culture includes mottos, regulations, employee habits, etc. Motivation can come in the form of recognition, 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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