
Employee Performance at Agriculture and Fisheries Office, Sukoharjo Regency

Bagas Windaryatno¹, Istiatin², Sudarwati³

Received: 21.08.2023 Reviewed: 30.08.2023 Accepted: 14.10.2023

Abstract

This study aims to determine the effect of simultaneously (simultaneously) or partially the variables of communication, competence, motivation and organizational culture on employee performance in the Department of Agriculture and Fisheries, Sukoharjo Regency. This research method uses a quantitative research design. The population of all employees working at the Department of Agriculture and Fisheries of Sukoharjo Regency is 200 employees. The sampling technique used in this study was a purposive sampling technique with a sample of 50 employees. Sampling is in accordance with research (Arikunto, 2019: 112), after calculating 25% of the population. Data collection using a questionnaire. Data analysis technique used statistical analysis, namely multiple linear regression test, F test, t test, and the coefficient of determination. The results of the study show that communication, competence, motivation and organizational culture partially and significantly influence the performance of employees in the Department of Agriculture and Fisheries of Sukoharjo Regency. Suggestions from this study, the Department of Agriculture and Fisheries of Sukoharjo Regency continues to improve existing communication, competence, motivation and organizational culture, so that it will make employee performance increase and become better than before.

Keywords: Employee Performance, Communication, Competence, Motivation, Organizational Culture

1. Introduction

Human resources are a very central factor in organizations, whatever their form and purpose, organizations are made based on various visions for the benefit of people. The importance of human resources in an organization, then every organization must get a qualified and productive workforce to run the organization. Competition in a very tight global era, human resources are considered as one of the most important factors playing a major role in maintaining organizational sustainability, credibility as well as the creation of public trust. Human resources as the main and valuable capital in organizations reflect more emphasis on intangible resources than on tangible ones.

Human resources are an important factor in an organization or company. In order for management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. Human resources (HR) are the basic capital of national development, therefore the quality of human resources must always be developed and directed in order to achieve the expected goals. Talking about human resources can actually be seen from 2 aspects, namely the quality aspect and the quantity aspect. The quantity aspect includes the number of available human resources / population, while the quality aspect includes the

¹ Universitas Islam Batik Surakarta, bagaswindaryatno@gmail.com

^{2,3} Universitas Islam Batik Surakarta

ability of human resources both physical and non-physical / intelligence and mental in carrying out development. The issue of human resources is still a highlight and focus for companies and agencies to survive in the era of globalization. Human resources have a major role in every company activity. Although supported by excessive facilities and infrastructure and sources of funds, without the support of reliable human resources, the activities of companies and agencies will not be resolved properly.

Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and contribution. Performance is about doing the work and the results achieved from that work. Performance becomes about what is done and how to do it (Soetrisno & Gilang, 2018). Performance is the level of success of employees in completing their work. Performance can be optimized through the establishment of clear and measurable position descriptions for each official (employee), so that they understand what their functions and responsibilities are (Yuliana, 2017).

Communication is the process of sending and receiving messages between two people or groups with people with some effect and some instantaneous feedback. Communication becomes a process of sharing meaning through verbal and non-verbal behavior carried out by two or more people (Wandi et al., 2019). Communication is the transfer of information and understanding from one person to another. For the transfer of information referred to in the communication, a communication process is needed. Communication is the process of delaying understanding in the form of ideas or information from one person to another (Ardiansyah, 2016).

Competence is the ability of individuals to carry out their work based on the knowledge they have. Competence is an individual's capacity to perform various tasks in a job. In addition, it is also mentioned that all abilities of an individual are essentially composed of two sets of factors, namely intellectual abilities and physical abilities (Astrinasari, 2019). Work competence is a map of employee capacity for the attributes of the work they carry, which is a collection of abilities, skills, maturity, experience, effectiveness, efficiency, and success in carrying out job responsibilities. The competencies needed by each level of position in the organization certainly vary, executive level, manager level, and employee level. Employees who have competence will work with focus and work in accordance with their expertise. Thus employees will be effective and efficient for the agency (Yuliana, 2017).

Work motivation becomes a driver or encouragement in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him. Every organization certainly wants to achieve goals. To achieve this goal, the role of humans involved in it is very important. To move humans to be in accordance with what the organization wants, it must be understood the motivation of humans who work in the organization, because this motivation determines the behavior of people to work, or in other words behavior is the simplest reflection of motivation (Syalimono Siahaan & Bahri, 2019). Motivation becomes a stimulant of desires, the impulse of one's work will, each motive has a certain goal to be achieved. A person's behavior is influenced and stimulated by his wants, needs, goals and satisfaction (Kusumaningtyas et al., 2019).

Organizational culture as norms, values, assumptions, beliefs, philosophies, organizational habits and so on (organizational culture content) developed over a long time by founders, leaders and members of the organization are socialized and taught to new members and applied in organizational activities so as to influence the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving organizational goals (Ainanur & Tirtayasa, 2018). Organizational culture is the values and

norms set and implemented by members as an indicator of organizational identity. A strong organizational culture can make an organization great. A good organizational culture will have a great influence on the behavior of its members because of the high level of togetherness and intensity to create an internal climate (Isnada, 2016).

This research was conducted at the Agriculture and Fisheries Office of Sukoharjo Regency which is addressed at Jalan Dokter Muwardi No.14, Wungusari, Gayam, Sukoharjo District, Sukoharjo Regency, Central Java 57514.

2. Methods

This study aims to determine the simultaneous or partial influence of communication, competence, motivation and organizational culture variables on employee performance at the Sukoharjo Regency Agriculture and Fisheries Office.

This research method uses quantitative research design. The population of all employees working in the Sukoharjo Regency Agriculture and Fisheries Office is 200 employees. The sampling technique used in this study was a purposive sampling technique with a sample of 50 employees. Sampling according to research (Arikunto, 2019: 112), after being calculated at 25% of the population. Data collection using questionnaires. Data analysis techniques used by statistical analysis are multiple linear regression tests, F tests, t tests, and coefficients of determination.

3. Results

3.1. Multiple Linear Regression Test

Multiple linear regression tests are used to determine that bound variable patterns can be predicted through independent variables. Multiple linear regression aims to estimate the magnitude of the regression coefficient and show the magnitude of the influence of several independent variables on the dependent variable.

Based on the Table 1, it can be seen that the regression equation formed is:

$$Y = 0,667 + 0,294 X_1 + 0,134 X_2 + 0,341 X_3 + 0,164 X_4 + e$$

From the equation it can be explained that:

- ☑ Constanta (a)= 0,667

This means that if the value of constant (a) = 0.667 while the variables of communication, competence, motivation and organizational culture are considered constant or equal to zero, then the employee performance variable is 0.667 and shows positive results.

Tabel 1. Multiple Linear Regression Test

No	Variabel	Unstandardized B	Description
1	(Constant)	0,667	Positive
2	Communication	0,294	Positive
3	Competence	0,134	Positive
4	Motivation	0,341	Positive
5	Organizational Culture	0,164	Positive

Dependent Variable: Performance

Source: Primary Data processed 2023

- ☑ Communication Coefficient (b1) = 0.294

This means that if the value of the coefficient of the communication variable increases, while the variables of competence, motivation and organizational culture are assumed to be fixed values from the regression model, then the value of employee performance will increase by 0.294 and show positive results.

- ☑ Coefficient of Competency (b2) = 0.134

This means that if the value of the coefficient of the competency variable increases, while the variables of communication, motivation and organizational culture are assumed the value of the regression model is fixed, then the value of employee performance will increase by 0.134 and show positive results.

- ☑ Coefficient of Motivation (b3) = 0.341

This means that if the value of the coefficient of the motivation variable increases, while the variables of communication, competence and organizational culture are assumed to be fixed values from the regression model, then the value of employee performance will increase by 0.341 and show positive results.

- ☑ Coefficient of Organizational Culture (b4) = 0.164

This means that if the value of the coefficient of organizational culture variables increases, while the variables of communication, competence, motivation are assumed the value of the regression model is fixed, then the value of employee performance will increase by 0.164 and show positive results.

3.2. Hypothesis Test

Hypothesis testing is a method used to process research results to obtain a conclusion. In this study, the hypothesis test used is:

3.2.1. F Test

From the result showed in Table 2, we can conclude that the research model is fit, as F have significance score of 0.000 (<0.05). Communication, competence, motivation and organizational culture affect employees performance in the Agriculture and Fisheries Office of Sukoharjo Regency simultaneously.

Table 2. F Test

Model	F	Sig.	Description
Regression	37,306	0,000	Decent Model

Source: Primary Data processed 2023

Table 3. Coefficient of Determination (R²) Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,877	0,768	0,748	0,91576

Source: Primary Data processed 2023

3.2.2. Test Coefficient of Determination (R²)

Based on the calculation results showed in Table 3, an adjusted R square value of 0.748 is obtained. This means that the variables of communication, competence, motivation and organizational culture contribute to employee performance by 74.8% while the remaining 25.2% is explained by other variables that are not proposed in this study such as: work ethic, work environment, education and others.

3.2.3. t Test

From the t-Test result showed in Table 4, we can conclude that:

- ☑ H1 is supported, as the significant value of the t is 0.003 (<0.05). It can be concluded that there is a positive and significant influence of communication on the performance of employees at the Sukoharjo Regency Agriculture and Fisheries Office.
- ☑ H2 is supported, as the significant value of the t is 0.015 (<0.05). It can be concluded that there is a positive and significant influence of competence on the performance of employees in the Agriculture and Fisheries Office of Sukoharjo Regency
- ☑ H3 is supported, as the significant value of the t is 0.000 (<0.05). It can be concluded that there is a positive and significant influence of motivation on the performance of employees at the Agriculture and Fisheries Office of Sukoharjo Regency.
- ☑ H4 is supported, as the significant value of the t is 0.036 (<0.05). It can be concluded that there is a positive and significant influence of organizational culture on the performance of employees in the Farmers and Fisheries Office of Sukoharjo Regency.

4. Discussion

4.1. The effect of partial communication on the performance of employees in the Agriculture and Fisheries Office of Sukoharjo Regency

Based on the results, communication has a positive and significant effect on employee performance. These results prove that the higher the communication, the performance of employees will increase markedly. This research is in line with previous research conducted by (Wandi et al., 2019); (Ardiansyah, 2016) communication has a positive and significant effect on employee performance.

In this study, communication affects the performance of employees at the Sukoharjo Regency Agriculture and Fisheries Office. Communication is very important for an organization, because with effective office communication will lead to cooperation or coordination between employees. In addition to the possibility of errors, delays in tasks can be reduced so that work can be completed quickly, correctly, precisely, and effectively.

Table 4. t Test Result

Hypothesis	T	Sig.	Standard	Description
H1	3,184	0,003	0,05	Supported
H2	2,526	0,015	0,05	Supported
H3	3,885	0,000	0,05	Supported
H4	2,156	0,036	0,05	Supported

Source: Primary Data processed 2023

Communication can also make employees active listeners. Employees can respond to what is being discussed by leaders and are able to provide feedback on the policies of an organization. This communication and openness can build better work management.

With communication between employees can create a good relationship. Creating a good relationship between employees, these employees will feel at home and comfortable when working in an organization so as to be able to bring the organization to achieve goals. Thus communication is able to affect employee performance.

4.2. The effect of partial competence on employee performance at the Agriculture and Fisheries Office of Sukoharjo Regency

Based on the results, competence has a positive and significant effect on employee performance. These results prove that the higher the competence, the employee performance will increase markedly. This research is in line with previous research conducted by (Astrinasari, 2019); (Yuliana, 2017) competence has a positive and significant effect on employee performance.

In this study, competence affects the performance of employees at the Agriculture and Fisheries Office of Sukoharjo Regency. The definition of competence is an ability that has been needed to be able to carry out or do a job which has been based on skills, knowledge, and also work attitudes. Work competencies are able to clarify work standards and expectations to be achieved by the company. Individual competence can be used as a tool for potential labor selection. Workforce prowess will maximize company productivity. Thus competence can affect performance because with high ability, employee performance will be achieved. Conversely, if the ability of employees is low or not in accordance with their expertise, then performance will not be achieved.

4.3. The effect of partial motivation on employee performance at the Agriculture and Fisheries Office of Sukoharjo Regency

Based on the results, motivation has a positive and significant effect on employee performance. These results prove that the higher the motivation, the employee performance will increase markedly. This research is in line with previous research conducted by (Syalimono Siahaan & Bahri, 2019); (Kusumaningtyas et al., 2019) motivation has a positive and significant effect on employee performance.

In this study, work motivation affects the performance of employees at the Fisheries and Agriculture Office of Sukoharjo Regency. Work motivation is the level of energy, commitment, creativity, and enthusiasm of employees in their careers in an organization or company. Employee behavior in completing work or realizing goals can also be referred to as work motivation. The main benefit of motivation is to create work passion, so that work productivity increases. Meanwhile, the benefit of working with motivated people is that the work can be completed appropriately. Thus, work motivation directly affects employee performance.

4.4. The influence of organizational culture partially on the performance of employees in the Agriculture and Fisheries Office of Sukoharjo Regency

Based on the results, organizational culture has a positive and significant effect on employee performance. These results prove that the higher the organizational culture, the employee performance will increase markedly. This research is in line with previous research conducted

by (Ainanur & Tirtayasa, 2018); (Isnada, 2016) organizational culture has a positive and significant effect on employee performance.

In this study, organizational culture affects the performance of employees at the Sukoharjo Regency Agriculture and Fisheries Office. Organizational culture is defined as "the values that guide human resources in carrying out their obligations and also their behavior in the organization". Organizational culture serves as a driving tool for high employee performance, beyond personal interests and is able to increase commitment and increase consistency in employee behavior. With increased employee performance, it can help solve problems improving employee performance. Organizational culture is believed to be a major determining factor for the success of organizational performance. The success of an organization to implement aspects or values (values) of its organizational culture can encourage the organization to grow and develop sustainably.

5. Conclusions

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded:

1. There is an influence of communication on the performance of employees at the Agriculture and Fisheries Office of Sukoharjo Regency.
2. There is an influence of competence on the performance of employees in the Agriculture and Fisheries Office of Sukoharjo Regency.
3. There is an influence of motivation on the performance of employees at the Agriculture and Fisheries Office of Sukoharjo Regency.
4. There is an influence of organizational culture on the performance of employees in the Agriculture and Fisheries Office of Sukoharjo Regency.

Bibliography

- Ainanur, & Tirtayasa, S. (2018). Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 1-14. <https://doi.org/10.30596/maneggio.v1i1.2234>
- Ardiansyah, D. O. (2016a). Pengaruh Komunikasi Terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kepuasan Kerja (Studi Pada Bagian Produksi Pabrik Kertas PT. Setia Kawan Makmur Sejahtera Tulungagung). *Jurnal Bisnis Dan Manajemen*, 3(1), 16-30. <https://media.neliti.com/media/publications/75118-ID-pengaruh-komunikasi-terhadap-kinerja-kar.pdf>
- Ardiansyah, D. O. (2016b). Pengaruh Komunikasi Terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kepuasan Kerja (Studi Pada Bagian Produksi Pabrik Kertas PT. Setia Kawan Makmur Sejahtera Tulungagung). *Jurnal Bisnis Dan Manajemen*, 3(1), 16-30.
- Ariani, M. A., & Harun, I. (2018). Kepemimpinan, Komitmen, Dan Budaya Organisasi Mempengaruhi Kinerja Karyawan (Studi Kasus: PT.Sumrecon Di Kota Balikpapan). *Jurnal GeoEkonomi*, 9(1), 32-44. <https://doi.org/10.36277/geoekonomi.v9i1.18>
- Arikunto. (2019). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta : Rineka Cipta.

- Astrinasari, S. (2019). Pengaruh Lingkungan Kerja Dan Kompetensi Pegawai Terhadap Kinerja Pegawai Badan Perencanaan Dan Pembangunan Daerah (Bappeda) Kabupaten Lampung Tengah. *Universitas Muhammadiyah Metro*, 1(1), 124–137.
- Fauzi, A. (2019). Pengaruh Kompetensi Terhadap Kinerja Pegawai Pada Biro Pemerintahan Dan Kerjasama Sekretariat Daerah Provinsi Jawa Barat. *Politicon: Jurnal Ilmu Politik*, 1(1), 87–101. <https://doi.org/10.15575/politicon.v1i1.5367>
- Ghozali. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23*. Semarang : Badan Penerbit Universitas Diponegoro.
- Harbani, P. (2013). *Kepemimpinan Birokrasi*. Bandung : Alfabeta.
- Hartati, T. (2020). Analysis of Influence of Motivation, Competence, Compensation toward Performance of Employee. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 1031–1038. <https://doi.org/10.33258/birci.v3i2.933>
- Hasibuan. (2017). *Manajemen Sumber Daya Manusia Edisi Revisi*. Jakarta: Bumi Aksara.
- Hee, O. C., Ang, D., Qin, H., Kowang, T. O., Husin, M., & Ping, L. L. (2019). Exploring the Impact of Communication on Employee Performance. *International Journal of Recent Technology and Engineering*, 8(32), 654–658. <https://doi.org/10.35940/ijrte.c1213.1083s219>
- Indarti, Y. D. (2018). the Effect of Competence and Compensation To Motivation of Employees and Its Impact on Employee Performance in the Personnel and Training Board of Karawang Regency. *AFEBI Management and Business Review*, 3(01), 52. <https://doi.org/10.47312/ambr.v3i01.132>
- Isnada, I. (2016). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai pada Sekretariat Daerah Kabupaten Dairi Sumatera Utara. *E-Jurnal Katalogis*, 4(2), 62–75.
- Istiatin, & Sudarwati. (2021). *Pengantar Metodologi Penelitian*. Surakarta : Universitas Islam Batik.
- Jamaluddin, J., Salam, R., Yunus, H., & Akib, H. (2017). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai pada Dinas Pendidikan Provinsi Sulawesi Selatan. *Jurnal Ad'ministrare*, 4(1), 25. <https://doi.org/10.26858/ja.v4i1.3443>
- Jufrizen, & Rahmadhani, K. N. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Dengan Lingkungan Kerja Sebagai Variabel Moderasi. *JMD: Jurnal Manajemen Dan Bisnis Dewantara Vol.*, 3(1), 66–79.
- Kusumaningtyas, D., Yusuf, T., & Arriwibowo, I. (2019). Pengaruh Motivasi, Pengalaman Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum Kota Balikpapan. *Media Riset Ekonomi*, 1(1), 1–7.
- Kuswati, Y. (2020). The Influence of Organizational Culture on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(1), 296–302. <https://doi.org/10.33258/birci.v3i1.761>
- Monalisa Ibrahim, E. (2020). Pengaruh budaya organisasi dan disiplin kerja terhadap kinerja pegawai di Kantor Desa Timoreng Panua Kecamatan Panca Rijang Kabupaten Sidenreng Rappang. *Jurnal PRAJA*, 8(1), 40–47.
- Potu, A. (2013). Kepemimpinan, motivasi, dan lingkungan kerja pengaruhnya terhadap kinerja karyawan pada kanwil ditjen kekayaan negara suluttenggo dan maluku utara di manado. *Jurnal EMBA*, 1(4), 1208–1218.

- Rahsel, Y. (2016). Administrasi Pusat Universitas Padjadjaran Bandung (Studi Pada Bagian Administrasi Umum UNPAD). *Jurnal Manajemen Magister*, 02(02), 208–220. <https://jurnal.darmajaya.ac.id/index.php/jmmd/article/view/902/596>
- Sari, K. (2012). *Pengaruh Perubahan Kandungan Informasi Arus Kas Terhadap Perubahan Harga Saham*. Skripsi. Bandung: FE – UNPAS.
- Silalahi, U. (2012). *Metode Penelitian Sosial*. Bandung : PT Refika Aditama.
- Soetrisno, A. P., & Gilang, A. (2018). Pengaruh Kompetensi Terhadap Kinerja Karyawan (Studi di PT. Telekomunikasi Indonesia Tbk Witel Bandung). *JURISMA : Jurnal Riset Bisnis & Manajemen*, 8(1), 62–76. <https://doi.org/10.34010/jurisma.v8i1.998>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta.
- Sunyoto, D. (2016). *Metodologi Penelitian Akuntansi*. Bandung : PT Refika Aditama.
- Suprpto. (2011). *Pengantar Ilmu Komunikasi dan Peran Manajemen dalam Komunikasi*. Jakarta : PT. Buku Seru.
- Syalimono Siahaan, & Bahri, S. (2019). Pengaruh Penempatan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 16–30. <https://doi.org/10.30596/maneggio.v2i1.3402>
- Theodora. (2015). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan PT. Sejahtera Motor Gemilang. *Agora*, 3(2)(2), 187–194. <http://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/3615/3283>
- Wandi, D., Adha, S., & Asriyah, I. (2019). Pengaruh Komunikasi Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah (BPBD) Provinsi Banten. *Jurnal Ekonomi Vokasi*, 2(2), 18–30.
- Winardi. (2016). *Kepemimpinan dalam Manajemen*. Jakarta: PT. Rineka Cipta.
- Wisnoe, S. M. (2020). Pengaruh Kemampuan Kerja, Motivasi Kerja dan Komitmen Organisasi Terhadap Kinerja Pegawai Badan Pendapatan Daerah Kab. Malang pada Bidang PBB P2. *E – Jurnal Riset Manajemen PRODI MANAJEMEN*, 10(4), 52–61.
- Yuliana. (2017). Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja Karyawan Perusahaan pada PT. Haluan Star Logistic. *Jurnal Ilmiah Manajemen Bisnis*, 17(2), 135–150.

