

IMPROVED EMPLOYEE PERFORMANCE AT THE LAND OFFICE OF SUKOHARJO REGENCY YEAR 2022

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ABSTRACT

This research aims to test and analyze the influence of organizational culture, work ethic, facilities, HR competencies, and career development on the performance of employees of the Sukoharjo District Land Office. The sample is the entire population, namely all the Sukoharjo Regency Land Office employees, which amounts to 134 people consisting of 72 civil servants and 62 PPNPN people. Data analysis techniques use multiple linear regression with dummy variables. The results of this study indicate that (1) the higher the organizational culture, the more the performance of employees the natural increase (2) the higher the work ethic then the performance of employees increases (3) the higher the facilities then the performance of employees will increase, although not in real (4) the higher the competence of human resources then employee performance increases, although not in real (5) the higher the career development then employee performance increases, Although not for real. The conclusion of this study is proven to influence organizational culture, work ethic, facilities, HR competencies and simultaneous career development on employee performance. Organizational culture and work ethic affect employee performance. While facilities, HR competencies and career development do not affect employee performance.

Keywords: organizational culture, work ethic, facilities, HR competencies, career development, employee performance.

I. INTRODUCTION

Human resources are one of the essential factors in an organization. The achievement of organizational goals depends

heavily on the excellent performance of employees. The organization must be able to pay attention, direct, and motivate employees to improve their performance. Employee performance can be influenced by organizational culture, work ethic, facilities, HR competencies and career development.

This research was conducted at the Land Office of Sukoharjo Regency by referring to several research variables, including organizational culture, work ethic, facilities, HR competencies and career development. As in the rules set by the Sukoharjo Regency Land Office, employee performance indicators include quality, quantity, responsibility, cooperation, and initiative. Performance indicators are made to provide excellent service, especially for service users and society in general. However, employee performance is often a problem for service users. Community complaints about services such as lack of employee friendliness and speed of service process.

Based on the results of these observations, it can be seen that each research variable has a relationship with the other. Organizational culture, work ethic, facilities, HR competencies and career development relationship with employee performance.

This statement is supported by the results of research conducted

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by Ilham et al. (2021) there is a relationship between organizational culture, work ethic, facilities, HR competencies and career development.

Organizational culture has a role in creating a sense of belonging to the organization, making an emotional attachment between the organization and the employees involved in it, helping to create organizational stability as a social system and finding patterns of behavioural guidelines due to habitual norms formed in everyday life. Each organization has its characteristics that distinguish the organization from each other, this distinctive characteristic becomes the organization's identity, called organizational culture. Andayani and Tirtayasa (2019), in their research, found that corporate culture has a positive and significant effect on employee performance, and organizational culture has a more substantial influence than any other indicator.

Work ethic is a spirit of work that becomes a characteristic and belief of a person. Every employee must own a high work ethic because every organization urgently needs hard work and high commitment, otherwise, the organization will be difficult to develop. Nurjaya et al. (2021) concluded that there is a significant influence between work ethic and work discipline on the performance of employees of the Bogor City Forest and Plantation Service. This study explains that work ethic and work field can affect employee performance. Rachel et al. (2019) research show a significant influence between work ethic, organizational culture, and organizational commitment to implementing Manado Municipal Financial and Asset Management Agency employees. This study explains that work ethic and corporate culture can affect employee performance.

Facilities are essential for the organization because they can support the performance of employees in completing work. The facilities in each organization will differ in shape and type, depending on the type and size of the organization. Research conducted by Elfina et al. (2021) concluded a positive and significant influence of work facilities, discipline and supervision on employee performance. Gratia et al.'s (2021) research results showed a positive and considerable impact of transformational leadership styles and work facilities on employee performance.

The results showed that work facilities significantly affect employee performance.

HR competence is the main factor owned by an employee to carry out his work by the targets that the organization has determined. Fitriyah and Hazmanan (2021), in a study, concluded that there is a relationship between hr competence and employee performance in the North Labuhanbatu Communication and Information Service. An employee's performance is good if he has high skills (skills). Slamet et al. (2018) research state a relationship between HR competence and employee performance at the Bogor Regency Land Office. The study results provide an idea that there is an influence between HR competencies on employee performance.

Career development can be done by holding training for new employees. As for the old employees, special training is eliminated by the field of duty. Career development for the long term for employees leads to improved quality of work. Elisia et al. (2020) research show that training and career development have a significant relationship with employee performance. The results showed that career development has a significant effect on employee performance.

This research will examine the extent of employee performance at the Sukoharjo Regency Land Office judging from organizational culture, work ethic, facilities, HR competencies and career development. Previous researchers' theoretical studies and research results show that corporate culture, work ethic, facilities, HR competencies, and career development influence a person's performance. However, the degree of influence on each variable had differences in each researcher. This research is essential because it concerns the interpretation of someone who works in a land office because it has a high share regarding service to the community. Departing from the above description, organizational culture, work ethic, facilities, HR competencies, and career development are essential topics to provide more precise information supporting employees' overall performance. This research retests organizational culture, work ethic, facilities, HR competencies and career development to employee

performance. The study was conducted at the Sukoharjo District Land Office.

In the results of previous research conducted by Andayani et al. (2019), this study concludes that there is a positive and significant influence of leadership, organizational culture and motivation simultaneously on the performance of employees in the Aceh Tamiang Public Works and Public Housing Office. Partial administration has a negative and significant effect on employee performance, organizational culture partially affects a positive and insignificant impact on employee performance, and motivation has a positive and little impact on employee performance.

Meanwhile, according to Ilham et al. (2021) there is a positive and significant influence on employee performance. This means that the better the organizational culture, the better the performance of employees and vice versa if the worse the corporate culture, the worse the performance of employees. Based on the results of previous studies formulated the following hypothesis:

H1 = Organizational Culture affects employee performance

The results of research conducted by Sangian et al. (2019) showed a significant influence on work ethic, organizational culture and organizational commitment simultaneously to the performance of BPKAD employees in Manado City. Partial work ethic significantly affects employee performance, corporate culture partially affects employee performance, and organizational commitment significantly affects employee performance.

Meanwhile, research conducted by Nurjaya et al. (2021) shows a significant influence of work ethic and work discipline simultaneously on the performance of employees of the Bogor City Forest and Plantation Service. Partial work ethic significantly affects employee performance, and work discipline partially affects employee performance. Based on the results of previous studies formulated the following hypothesis:

H2 = Work ethic affects employee performance.

Research conducted by Moring et al. (2017) proves that work facilities positively and significantly affect employee

performance in achieving organizational goals. In other words, work facilities are an essential factor in improving employee performance so that organizational goals can be easily achieved.

While research conducted by Manurung et al. (2018) shows that there is a positive and significant influence of work facilities, discipline and staffing on performance, there is a positive influence of work facilities on performance, there is a positive influence of field on commission, and there is a positive influence of supervision on performance. From the results of previous studies formulated the following hypothesis:

H3 = Work Facilities affect employee performance

Based on the research results conducted by Ahmadi et al. (2018) shows that partially the hr competency variable affects employee performance, leadership variables and work discipline have a positive and significant effect on employee performance in the Bogor Regency Land Office.

While research conducted by Nur et al. (2021) shows a positive and significant influence between HR competencies, management information systems and work skills on employee performance. From the results of previous studies formulated the following hypothesis:

H4 = HR competencies affect employee performance

Research conducted by Rozi et al. (2021) shows that partially career development variables significantly affect employee performance in the Serang City Transportation Office. Together, career development and job training variables substantially impact employee performance in the Sukoharjo District Land Office.

While research conducted by Dewi et al. (2020) shows that training and career development have a significant effect on performance, training has a positive and significant impact on career development, exercise has a positive and significant impact on performance, and career development has a positive and significant impact on performance. From the results of previous studies formulated the following hypothesis:

H5 = Career development affects employee performance

II. RESEARCH METHODOLOGY

A. Types, Populations and Research Samples

The design of this study is a survey research. This research is quantitative. The quantitative research method is defined as a research method based on the philosophy of positivism, used to examine a particular population or sample, data collection using quantitative or statistical data analysis research instruments aimed at testing established hypotheses.

According to (Sugiyono, 2011) population understanding is a generalization area consisting of objects or subjects with specific qualities and characteristics set by researchers to be studied and then drawn to conclusions. The population of this study is the entire State Civil Apparatus and Non-Civil Servant Government Employees (PPNPN) at the Sukoharjo Regency Land Office, which amounts to 134 people.

The sample is part of the selected population elements (Istiatin, 2021: 109). According to Arikunto (2010: 177), sampling for research, if the subjects are less than 100 people, should be taken all, if the issues are significant or more than 100 people can be taken 10-15% or 20-25% or more. Based on this opinion, because the subjects in this study were more than 100, namely 134 people, all of them (100%) were taken as respondents, so the sampling technique used was saturated.

B. Data Analysis Techniques

The data analysis technique used in this study uses econometrics with a multiple linear regression analysis model with dummy variables AND Mann Whitney Test

III. RESULTS AND DISCUSSIONS

A. ASN Test Result

1. Multiple Linear Regression Test

Based on testing using multiple linear regression analysis tools, the following results are obtained:

Tabel 1

Multiple Regresion Result

Variabel	Prob.	t-score	Prob.	Desscription
c	4.023346			
X1 (Organizational culture)	0.319480	4.348035	0.0000	Affected

X2 (Work ethic)	0.162512	2.760328	0.0075	Affected
X3 (Facility)	0.021078	0.363812	0.7172	unaffected
X4 (HR Competencies)	0.127654	1.257182	0.2131	Affected
X5 (Career Development)	-	-	0.5324	Affected
F – statistic			0.000000	
Adjusted R-Squares			0.733296	

From the table, a regression equation can be created as follows:

$$Y_PNS = 4,0233 + 0,3194 X1 + 0,1625 X2 + 0,0210 X3 + 0,1276 X4 - 0,0460 X5$$

Information:

- Y_PNS: Pns Performance
- X1: Organizational culture
- X2: Work ethic
- X3 : Facilities
- X4: HR Competencies
- X5: Career Development

The results of the double linear regression equation above show that:

- 1) Y_PNS has a constant value of 4.0233 which means that if there is no change in variables X1, X2, X3, X4 and X5, civil servants' performance level will increase 4.0233.
- 2) Coefficient X1 of 0.3194 which means that variable X1 has a positive effect on the level of performance of civil servants. If the change in the X1 level increases by 1 point, then the performance level of civil servants will increase by 0.3194 with other variables constant.
- 3) Coefficient X2 of 0.1625 which means that variable X2 has a positive effect on the level of performance of civil servants. If the change in the X2 level increases by 1 point, then the performance level of the civil servant will increase by 0.1625 with other variables constant.

- 4) Coefficient X3 of 0.0210 which means that variable X3 has a positive effect on the performance level of civil servants. If the change in the X3 level increases by 1 point, then the performance level of civil servants will increase by 0.0210 with other variables constant.
- 5) Coefficient X4 of 0.1276 which means that variable X4 has a positive effect on the performance level of civil servants. If the change in the X4 level increases by 1 point, then the performance level of civil servants will increase by 0.1276 with other variables constant.
- 6) Coefficient X5 of -0.0460 which means that variable X5 negatively affects the performance level of civil servants. If the change in X5 level increases by 1 point, then the performance level of civil servants will decrease by -0.0460 with other variables constant.

2. Hypothesis Test

Hypothesis tests in this study consist of:

a. Test F

The F test is used to find out whether all independent variables together (simultaneously) affect the dependent variable. From Table 1 Probability value F calculates of 0.0000 smaller than the significance value of 0.05. This shows that the alpha level of 0.05 between variables X1, X2, X3, X4 and X5 together (simultaneously) has an influence on the PNS Performance variable.

b. Test t

Based on the results of the t test, the following decisions can be taken:

1. The organizational culture variable (X1) has a calculated value of 4.3480 and a probability value of 0.000. With the probability value of X1 of $0.000 < 0.05$, it can be concluded that the variable X1 individually (partially) affects the performance of civil servants.
2. The work ethic variable (X2) has a calculated value of 2.760 and a probability value of 0.075. With the probability value of X2 of $0.000 < 0.05$, then it can be concluded that the

variable X2 individually (partially) affects the performance of civil servants.

3. The facility variable (X3) has a calculated value of 0.3638 and a probability value of 0.7172. The probability value of X3 of $0.7172 > 0.05$, then it can be concluded that the variable X3 individually (partially) does not affect the performance of civil servants. This is because the existing facilities are enough to support the implementation of activities and, along with the development of information technology today, only need to upgrade facilities. Still, because of existing budget limitations, it is taken to cooperate with both the Central Government and local governments so that the implementation of activities can be completed quickly, considering the contributions that have been given to the Land Office, which can later have an impact on the increased performance of more optimal employees.
4. Hr competency variable (X4) has a t-count value of 1.2571 and a probability value of 0.2123. The probability value of X4 of $0.2123 > 0.05$, then it can be concluded that the variable X4 individually (partially) does not affect the performance of civil servants. This is because the job description or job description that has not been appropriately structured especially now undergoes a change in terminology in the organizational structure which was initially from a structural position to a functional part, so it is necessary to realign it through a competency test organized by the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency by sending employees as participants. This competency test is carried out gradually so that employees are currently still waiting to announce the participant's summons.
5. The career development variable (X5) has a calculated value of -0.6277 and a probability value of 0.5324. The probability value of X5 of $0.5324 > 0.05$ shows that the variable X5 individually (partially) does not affect pns performance. This is because the Land Office only proposes employees who are dedicated and have high work

discipline to a higher level if the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency organizes education and training; therefore, employees often ignore their career development because they are comfortable with the work assigned to them.

B. PNPM Test Result

1. PPNNP Multiple Linear Regression Test Results

Based on testing using multiple linear regression analysis tools, the following results are obtained.

Table 2
Multiple Regression Test Results

Variable	Coefficient	t-count	Probability	Information
C	5.569496			
X1 (Organizational Culture)	0.413446	4.990570	0.0000	effect
X2 (Work Ethic)	0.207783	3.160404	0.0025	effect
X3 (Facilities)	0.063575	0.900932	0.3715	No effect
X4 (HR Competence)	-0.018826	-0.158179	0.8749	No effect
X5 (Career Development)	-0.155775	-1.700882	0.0045	effect
F - statistik		0.000000		
Adjusted R-Squares		0.566599		

Source: Appendix 6

From table 2, regression equation can be created as follows:

$$Y_{PPNPN} = 5,5694 + 0,41344 X1 + 0,2077 X2 + 0,0635 X3 - 0,0188 X4 - 0,1557 X5$$

Information

Y_PPNPN : PPNPN Performance

X1: Organizational culture

X2: Work ethic

X3 : Facilities

X4: HR Competencies

X5: Career Development

The results of the double linear regression equation above show that:

1. Y_PPNPN has a constant value of 5.5694 which means that if there is no change in variables X1, X2, X3, X4 and X5 then the performance rate of PPNPN will increase by 5.5694.
2. The coefficient of X1 is 0.41344 which means that the variable X1 has a positive effect on the performance level of PPNPN. If the change in the X1 rate increases by 1 point, then the performance level of PPNPN will increase by 0.41344 with other variables constant.
3. The coefficient of X2 is 0.2077 which means that variable X2 has a positive effect on the performance level of PPNPN. If the change in the X2 rate increases by 1 point, then the performance rate of PPNPN will increase by 0.2077 with other variables constant.
4. The coefficient of X3 is 0.0635 which means that the variable X3 has a positive effect on the performance level of PPNPN. If the change in the X3 rate increases by 1 point, then the performance rate of PPNPN will increase by 0.0635 with other variables constant.
5. The coefficient of X4 is -0.0188 which means that variable X4 has a negative effect on the performance level of PPNPN. If the change in the X4 rate increases by 1 point, then the performance rate of PPNPN will decrease by 0.0188 with other variables constant.
6. The coefficient of X5 is -0.1157 which means that the variable X5 has a negative effect on the performance level of PPNPN. If the change in the X5 rate increases by 1 point, then the performance level of PPNPN will decrease by 0.1157 with other variables constant.

2. Hypothesis Test

The hypothesis test in this study consists of adjusted determination coefficient test (R2), simultaneous test (test F) and partial test (test t) as follows:

a) F Test

The probability value F calculates 0.0000 is smaller than the significance value of 0.05. This shows that the alpha level of 0.05 between variables X1, X2, X3, X4 and X5 together (simultaneously) has an influence on the PPNPN Performance variable.

b) T Test

Based on the results of the t test, the following decisions can be taken:

- 1) The organizational culture variable (X1) has a t-count value of 4,990 and a probability value of 0.000. The probability value of X1 of $0.000 < 0.05$ then it can be concluded that the variable X1 individually (partially) affects the Performance of PPNPN.
- 2) The work ethic variable (X2) has a calculated value of 3.160 and a probability value of 0.0025. The probability value of X2 of $0.0025 < 0.05$ then it can be concluded that the variable X2 individually (partially) affects the Performance of PPNPN.
- 3) The facility variable (X3) has a calculated value of 0.9009 and a probability value of 0.3715. The probability value of X3 of $0.3715 > 0.05$, it can be concluded that the X3 variable individually (partially) does not affect the performance of PPNPN This is because the existing facilities are sufficient to support the implementation of activities and along with the development of information technology is currently only needed to upgrade facilities but because of existing budget limitations, it is taken by doing good cooperation with the Central Government and Local Government so that the implementation of activities is currently only needed to upgrade facilities but because of existing budget constraints, it is taken by doing good cooperation with the Central

Government and Local Government so that the implementation of activities is currently only needed to upgrade facilities but because of existing budget constraints, it is taken by cooperating both with the Central Government and Local Government so that the implementation of activities is carried out. Can be resolved quickly considering the contribution that has been made to the Land Office which can later have an impact on improving employee performance more optimally.

- 4) The HR competency variable (X4) has a calculated value of -0.1581 and a probability value of 0.8749. The probability value of X4 of $0.8749 > 0.05$ shows that the variable X4 individually (partially) does not affect the Performance of PPNPN. This is because the job description has been analysed by analysing employee needs that are taken into account against the workload to carry out a job through initial recruitment by conducting a competency test by the Provincial BPN Kanwil, whose implementation is in collaboration with the Land Office.
- 5) The career development variable (X5) has a calculated value of -0.7008 and a probability value of 0.0045. The probability value of X5 of $0.0045 < 0.05$, then it can be concluded that variable X5 individually (partially) affects the Performance of PPNPN. This is because career development for PPNPN until now, there are no rules regarding it, and it is still guided by the Regulation of the Head of the National Land Agency of the Republic of Indonesia Number 2 of 2014 concerning Non-Permanent Employees in the National Land Agency of the Republic of Indonesia.

C. Mann Whitney Dummy Test

Table 3. Mann Whitney test

Staffing Status	Mean Rank	p-value	Information
PNS	72,56	0,099	

PPNPN	61,62	No Different
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Source: Appendix 8

Mann Whitney test results found differences in employee performance based on staffing status and obtained a significance value (p-value) of 0.099. So that the significance (p-value) of the > 0.05 , it was concluded that there was no significant difference between employees with civil servant status and the performance of employees with PPNPN. The mean value for the civil servant status group was 72.56, higher than the group of employees with a PPNPN status of 61.62. So it can be concluded that the quality of employees affects the performance of employees, and the implementation of employees with civil servant status is better than employees with PPNPN status.

D. Discussion of Research Results

1. Influence of Organizational Culture on Employee Performance

Based on the test results, it is known that organizational culture variables affect the performance of civil servants and PPNPN, which means that corporate culture is a very influential factor in improving the performance of employees in the Sukoharjo Regency Land Office because organizational culture is a guideline for companies where an organization will run well if it applies an excellent corporate culture, norms and values so that the interests and rules of the valuable company for the performance of employees.

This is in line with the research of Andayani et al. (2019) and Ilham et al. (2021), which stated that organizational culture has a positive influence on employee performance.

2. The Effect of Work Ethic on Employee Performance

Based on the test results, it is known that work ethic variables affect the performance of civil servants

and PPNPN, which means that work ethic is one of the variables that affect improving employee performance in the Sukoharjo Regency Land Office because the high work ethic owned by an employee will enhance his performance, so it must be maintained quality by encouraging employees always to work thoroughly, work fully and work with joy.

This is similar to the research of Sangian et al. (2019), and Nurjaya et al. (2021) that work ethic positively influences employee performance.

3. Effect of Facilities on Employee Performance

Based on the test results, it is known that the facility variable does not affect the performance of civil servants or PPNPN, which means that the facility is not one of the variables that can affect employee performance. Facilities at the Land Office are enough to support the implementation of activities and, along with the development of information technology today, only need to upgrade facilities. Still, because of the limitations of the existing budget, it is taken to cooperate with both the Central Government and Local Government so that the implementation of activities can be completed quickly considering the contribution that has been given to the Land Office, which can later have an impact on increasing the increase. More optimal employee performance.

The results in this study are not in line with the results of moring et al. (2021) and Manurung et al. (2021), which suggest that facilities have a significant effect on employee performance.

4. The Effect of HR Competencies on Employee Performance

Based on the test results, it is known that the hr competency variable does not affect the performance of civil servants or PPNPN, which means that HR competence is not one of the variables that can affect employee performance This is due to the job description or job description of civil servants that have not been

appropriately structured especially now experiencing changes in nomenclature in the organizational structure which was initially from a structural position to a functional position so that it needs to be realigned through a competency test that has not been appropriately structured especially now undergoing a change in nomenclature in the organizational structure which was initially from a structural position to a functional position so it needs to be realigned through a competency test that has not been appropriately structured especially now undergoing a change in nomenclature in the organizational structure that was initially from a structural position to a functional position so it is necessary to realign it through a competency test that has not been appropriately structured mainly now it is experiencing a change in nomenclature in the organizational structure that was organized by the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency by sending employees as participants. This competency test is carried out gradually so that employees are currently still waiting to announce the participant's summons. While PPNPN job description has been by the analysis of employee needs that are taken into account the workload to carry out a job through initial recruitment by conducting a competency test by the Provincial BPN Kanwil, whose implementation is in collaboration with the Land Office.

The results of this study are not in line with research conducted by Ahmadi et al. (2018) and Nur et al. (2021), which stated that HR competence has a significant effect on employee performance.

5. The Effect of Career Development on Employee Performance

Based on the test results obtained, career development variables do not affect the performance of civil servants or PPNPN, which means that career development is not one of the variables that can affect employee performance. This is because the Land Office

only proposes civil servants who are dedicated and have high work discipline to a higher level if the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency organizes education and training; therefore, employees often ignore their career development because they are already comfortable with the work assigned to him. As for PPNPN, until now, there are no rules regarding it, and it is still guided by the Regulation of the Head of the National Land Agency of the Republic of Indonesia Number 2 of 2014 concerning Non-Permanent Employees in the National Land Agency of the Republic of Indonesia.

The results of this study are not in line with research conducted by Dewi et al (2020) and Rozi et al (2021) which suggests that career development has a significant effect on employee performance.

IV. Conclusion

This research aims to test and analyze organizational culture, work ethic, facilities, HR competencies, and career development in the Sukoharjo District Land Office employees' performance. Based on the results of research that has been done, the following conclusions are obtained:

1. That the organizational culture has a positive effect on the performance of employees at the Sukoharjo Regency Land Office. This is because corporate culture is a guideline for the company.
2. That the work ethic has a positive effect on the performance of employees at the Sukoharjo Regency Land Office. This indicates that work ethic is one of the influential variables in improving employee performance in the Sukoharjo District Land Office because a high work ethic will improve his performance.
3. That the facility does not positively affect the performance of employees at the Sukoharjo District Land Office. This indicates that the facility is not one of the variables that can affect employee performance. Suppose the

Sukoharjo Regency Land Office wants to improve the performance of its employees. In that case, it is essential to pay attention to existing facilities to have an impact on improving employee performance.

4. That HR competence does not positively affect employee performance at the Sukoharjo Regency Land Office. This indicates that HR competence is not one of the variables that can affect employee performance because competence is the essential character of individuals who have a clause or causal relationship with the criteria that are used as a basis for reference, effective or excellent or superior performance in the workplace, where the higher the competence of HR, the employee's performance will increase and vice versa.
5. That career development does not positively affect the performance of employees at the Sukoharjo Regency

Land Office. This indicates that career development is not one of the variables that can affect employee performance. Career development is a process of improving individual workability to achieve the desired career where the higher the career development obtained, the employee's performance will increase and vice versa.

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