

The Influence of Work Culture, Ability and Commitment on Performance of Department Agricultural Services and Food Security at Yapen Island Regency

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ABSTRACT

This study aims to determine the effect of work culture, ability and commitment on the employee's performance of Department of Agriculture and Food Security, Yapen Islands Regency. This research was conducted in March-June 2020 on employees of Department of Agriculture and Food Security, Yapen Islands Regency, Papua Province. The sample was 100 people, all employees were used as respondents. Data were collected through observation techniques, literature study, and distributing questionnaires to respondents. Data were analyzed using multiple linear regression analysis. The results showed that work culture, ability, and commitment had a positive and significant effect on the employee's performance of Department of Agriculture and Food Security, Yapen Islands Regency. Stronger the work culture that employees have, the better their performance in providing services to the community. Likewise, the higher the ability and commitment of employees, the better their performance. Judging from the standardized coefficient value, commitment has the greatest influence on the employee's performance of Department of Agriculture and Food Security Service employees at Yapen Islands Regency. On the other hand, work culture has the least influence on the performance of department of Agriculture and Food Security Service employees at Yapen Islands Regency Agriculture and Food Security.

Keywords: Work Culture, Ability, Commitment, Employee Performance

I. INTRODUCTION

Department of Agriculture and Food Security of Yapen Islands Regency is an agency engaged in the supervision and development of agricultural activities and management of plantation crops. Department of Agriculture and Food Security of Yapen Islands Regency has a goal to increase the income and welfare of the community, especially the agricultural community in Yapen Islands Regency (Sunarti, 2015). The success of department in realizing its goals and conducting its duties and functions is very dependent on the performance of the employees (Hameed & Waheed, 2011).

Based on the monitoring and evaluation performed, since 2014-2018, one of the programs of department of Agriculture and Food Security of Yapen Islands Regency, which is the cocoa development program, could not be realized optimally. Actual planting area is very less compared to the development target. Table 1 presents a detailed comparison between planned and realized Cocoa development program in Yapen Islands Regency.

Table 1: Cocoa Development Program Plans and Realization

Year	Plan (Ha)	Realization (Ha)	Percentage (%)
2015	175	93	53,14
2016	125	57	45,60
2017	320	132	41,25
2018	164	74	45,12
2019	80	42	52,50

Source: LAKIP Department of Agriculture and Food Security of Yapen Islands Regency 2019

Based on the data in table 1, it can be seen that the planned planting area with realization of planting is still far from expectations. From 2015 to 2017, there was a decrease in realization. Then, in 2018 to 2019, there began to be an increase in realization, but the increase was only slightly and still very far from what was planned. In addition, other programs such as office administration service programs, improving apparatus facilities and infrastructure, improving development of performance and financial achievement reporting systems, increasing food security,

increasing agricultural/plantation production, and empowering agricultural/plantation instructors in the field have also failed to achieve 100% realization target. Realization of program and the lack of performance achievement from target prove that the performance of department of Agriculture and Food Security Service at Yapen Islands Regency and performance of its employees are still not optimal.

Less optimal performance of the employees of department of Agriculture and Food Security of Yapen Islands Regency can be caused by many factors. Several previous researchers have examined several factors that can affect the performance of the employees of department of Agriculture and Food Security in other regions of Indonesia. Kuddy (2017) found that leadership, motivation, and discipline factors had a significant effect on performance of the Papua Provincial Agriculture Office employees. Sukanto (2017) and Cahyanti dan Ningsih (2020) discovered that physical and non-physical work environments are as factors that affect employee performance at the Food and Agriculture Security Office of Probolinggo and Samarinda Regencies. Several other factors that were found to have a significant effect on employee performance at department of Agriculture and Food Security were compensation (Sakti et al., 2018), work ethic, organizational environment (Amelia et al., 2018), work/organizational culture (Dewi & Hasniaty, 2018), ability (Hayer, 2016), and commitment (Dewi & Hasniaty, 2018).

To find out what factors are thought to affect the performance of employees at department of Agriculture and Food Security Service at Yapen Islands Regency, the researchers distributed an initial questionnaire which was distributed to 30 employees. Employees were asked to choose the factors which according to them most affect the performance of employees at department of Agriculture and Food Security, Yapen Islands Regency. Ten independent variables, there were three variables that were most chosen, namely work culture, ability, and commitment.

Work culture is one of the factors driving the realization of performance (Nikpour, 2017). Employees who already understand all the values that exist in the organization will make these values into the personality of the organization (Linnenluecke & Griffiths, 2010). These values and beliefs can be realized into employee behavior in their daily work, which in turn becomes individual performance (Uddin *et al.*, 2013).

Dewi dan Hasniaty (2018) stated that organizational culture which consists of individual initiative, tolerance, risk, and management support has a positive and significant influence on employee performance at the Mamuju Regency Agriculture Office. These results are supported by Dira *et al.* (2020) who also found organizational culture as an important factor in improving employee performance at department of Agriculture and Food Security in Ciamis Regency. Meanwhile, Arsulawaneri (2020) concluded that an organizational culture that respects employees in providing ideas, promoting the value of tolerance and teamwork can have a positive effect on employee performance at department of Food Security, Agriculture and Fisheries Service of South Barito Regency.

Based on observations administered by researchers, the work culture, especially discipline, has not gone well at department of Agriculture and Food Security Service of Yapen Islands Regency, which is seen from the lack of obedience of employees to the rules and attendance. Number of employees who are absent from the office from year to year varies, the highest in 2019 where structural officials amounted to 0.45% and staff 0.63%. Moreover, based on observations of researchers in the field, there are still employees who come and go not according to the time/work hours that have been determined. There are even employees who come only for morning absences and then go home and return to the office for afternoon absences. It shows the lack of a culture of employee discipline at department of Agriculture and Food Security, Yapen Islands Regency.

Next factor which is no less important than work culture is the ability of employees (Manik & Sidharta, 2017). Performance of an employee is categorized as good if employee has high expertise (Bakri, 2018). The ability of employees at department of Agriculture and Food Security of Yapen Islands Regency can be seen from their level of education. The composition of education level of employees at department of Agriculture and Food Security of Yapen Islands Regency is dominated by a high school education level of 52%. It shows that employees have a low level of education. This condition has potential to affect department in performing its main tasks and functions in providing services to the community, especially in services in the agricultural sector.

Suryadana *et al.* (2014) asserted that the ability and competence of employees have a positive effect on improving employee performance at department of Food Crops Agriculture of West Java Province. These results are supported by research by Harahap *et al.* (2017), Ridlo (2020), and Syamsir dan Ramlawati (2019) which also prove the positive influence of competence on employee performance at department of Agriculture, Plantation, and Forestry of Siak Regency; Department of Agriculture and Food Security of the Special Region of Yogyakarta; and the Selayar Regency Agriculture and Food Security Service. Employees who have adequate knowledge, skills, and behavioral attitudes will be able to increase professionalism in their duties and responsibilities to develop effective and optimal service strategies to the community (Hayer, 2016).

In addition to work culture and ability factors, the commitment factor was also chosen by the most respondents in the initial survey as a factor suspected of influencing the performance of employees at department of Agriculture and Food Security, Yapen Islands Regency. Hayer (2016) in his research found that organizational commitment is the most dominant variable in influencing employee performance at department of Agriculture, Mamuju Regency. Although not many have investigated the effect of commitment factor on employee performance in department of Agriculture and Food Security, the effect has been shown to be significant in other government agencies. Susanto *et al.* (2017) and Yasa (2018) found that commitment has a significant effect on the performance of civil servants (PNS) in Cilacap Regency and department of Culture of Bali Province. The higher commitment possessed by employee, the more they will obey the organization's regulations and voluntarily perform all his duties and responsibilities (Susanto *et al.*, 2017).

Furthermore, researchers still found a research gap between one researcher and another regarding the influence of work culture, ability, and commitment to employee performance. Some researchers such as Isa *et al.* (2016), Saad dan Abbas (2018), and Martini and Sarmawa (2019) found a positive and significant influence of work culture on employee performance. While Nugroho *et al.* (2016) and Lingga (2014) did not find a significant influence of work culture on employee performance. Furthermore, Vermeeren (2015), Kusumandari *et al.* (2018), Bakri (2018) discovered a positive and significant influence on employee performance, while Aisha *et al.* (2013) and Beltrán-Martín and Bou-Llusar (2018) revealed no significant effect. Likewise, the effect of commitment on employee performance as evidenced by several researchers has a significant effect (Hendri, 2019; Razzaq *et al.*, 2019; Vipraprastha *et al.*, 2018) while other researchers found an insignificant effect (Rodrigues & Carlos M., 2010).

Based on the phenomena that occur, the research gap, and the background of the research which has been described, it is deemed necessary to conduct research to determine the factors that affect the performance of the employees of department of Agriculture and Food Security of Yapen Islands Regency as human resources (HR) who play a role in providing services to the community in Yapen Islands Regency. The objective of this study is to analyze the influence of work culture, ability, and commitment on the performance of the employees of department of Agriculture and Food Security, Yapen Islands Regency.

II. LITERATURE REVIEW AND HYPOTHESES

2.1 Employee Performance

For organizations, both public and private, performance management will determine the success of the organization (Stiffler, 2006). Performance management is a management tool that seeks to improve employee and organizational performance (Goh, 2012). Hasibuan (2013: 34) argued that "performance (work achievement) is the result of work achieved by a person in doing the tasks assigned to him based on skills, experience, seriousness and time". Employee performance in the public sector is crucial because public sector organizations play an important role in various aspects that have a direct impact on people's welfare (Shah *et al.*, 2015).

Assessing employee performance is very important for an organization in evaluating the performance and work results of its employees (Yee & Chen, 2009). To see the development of an organization can be known by looking at the results of the performance appraisal that has been conducted (Grubb, 2007). The targets of the performance appraisal objects include skills, abilities in performing tasks that are evaluated using certain and objective benchmarks that are carried out regularly (Goel, 2012).

2.2 Work Culture

Organizational culture is formed when a new organization is established and develops from interactions between individuals and organizations (De Witte & van Muijen, 1999). According to Robbins (2003: 11), work culture is "a system of shared understanding held by members of an organization which distinguishes the organization from other organizations". Work culture in organizations is built on two managerial assumptions, which are those related to employees and related to work (Aycan *et al.*, 2000). Culture is a framework that shapes and guides the thinking, behavior, practice, and creativity of organizational members (Komin, 1990). According to Bailey *et al.* (1991), there are two functions of work culture in an organization, consisting of as an instrument of external adaptation and internal integration. Work culture in external adaptation serves as a guideline for achieving goals and guidelines for dealing with external parties. Meanwhile, internal integration is organizational culture as an instrument in forming a collective identity and also as an effort to find ways to collaborate in working and living together (Bailey *et al.*, 1991).

A strong culture can be a tool to influence employee behavior and performance (Den Hartog & Verburg, 2004; Martini & Sarmawa, 2019). Several previous researchers have discovered a positive and significant influence of work culture on employee performance in the public sector (Isa *et al.*, 2016; Kuswati, 2020; Majid *et al.*, 2016; Nikpour, 2017). With a good work culture, employees of public organizations can provide their best performance in providing services to the community (Kuswati, 2020). A supportive and bureaucratic culture increases harmony and establishes consistency in employee behavior in behavior and makes employees responsible for their work (Isa *et al.*, 2016). Referring to the theory and previous empirical findings, the first hypothesis proposed in this study is:

H1: Work culture has a positive effect on the performance of the employees of department of Agriculture and Food Security, Yapen Islands Regency

2.3 Ability

According to Robbins (2006), ability is a person's capacity or ability to do various activities or tasks in a job. Furthermore, Robbins and Judge (2009) revealed that a person's ability is basically divided into two groups, which are intellectual ability and physical ability. Employees must have high abilities and competencies so that they are able to respond to changes in the business environment and have an impact on improving performance (Sabuhari *et al.*, 2020).

Several previous researchers have found a positive and significant influence on employee performance (Bakri, 2018; Hastari *et al.*, 2021; Kusumandari *et al.*, 2018; Vermeeren, 2015). Employees will easily perform their responsibilities if they have high intellectual and physical conditions that lead to high performance (Manik & Sidharta, 2017). Employees who have high abilities will show a high level of performance because they are able to apply their abilities in their work (Van Iddekinge *et al.*, 2017). The level of performance can differ from one employee to another depending on the abilities they have (Hastari *et al.*, 2021). Therefore, the second hypothesis proposed is:

H2: Ability has a positive effect on the performance of the employees of department of Agriculture and Food Security in Yapen Islands Regency.

2.4 Commitment

Steers and Porter (1983) explained that commitment is attitude of employees who identify themselves and try to remain loyal in the organization to realize organizational goals. Meanwhile, Greenberg and Baron (2003: 160) argued that "commitment is the degree to which employees want to be involved in an organization and have the desire to become members, in which there is a loyal attitude and are willing to work optimally where they work". Committed employees will show a positive intention to serve their organization and very rarely think about leaving the organization (Mowday *et al.*, 1982). Organizational success is highly dependent on how long employees are committed to staying in the organization which reduces the turnover rate (Donkor, 2021).

The higher the commitment of employees, the more the employees will be subject to the rules and regulations that exist within the organization and voluntarily carry out their obligations and produce good performance (Susanto *et al.*, 2017). Several previous researchers such as Camilleri and Van Der Heijden (2007), Donkor (2021), Razzaq *et al.* (2019), and Suharto *et al.* (2019) found that commitment has a positive and significant effect on employee performance in the public sector. Employees who have high organizational commitment will perform high performance compared to employees who are not committed (Vipraprastha *et al.*, 2018). When employees are treated as important assets in the organization, it will be able to increase employee commitment to the organization which then directs employees to exert extra effort that improves performance (Razzaq *et al.*, 2019). Referring to the theory and previous empirical findings, the third hypothesis proposed is:

H3: Commitment has a positive effect on the performance of the employees of department of Agriculture and Food Security, Yapen Islands Regency.

The three hypotheses proposed in this study are summarized in the following research model (Figure 1).

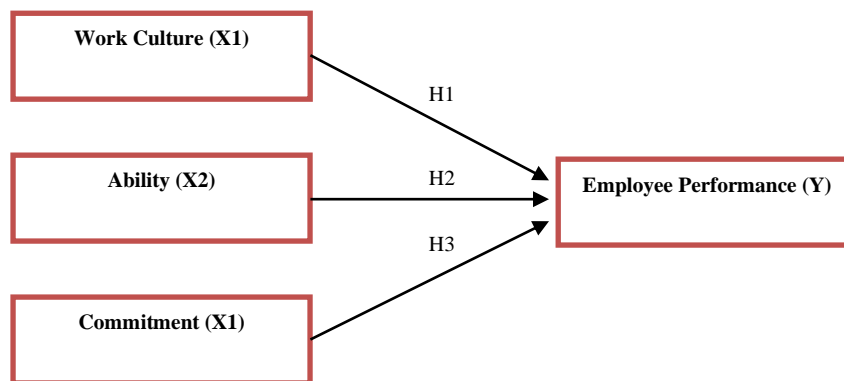


Figure 1: Research Model

III. RESEARCH METHODS

This study is a quantitative research with a causal approach that aims to determine the relationship between two or more variables (Sugiyono, 2013). The research data was obtained through the distribution of questionnaires as well as various literature books, organizational archives, and previous scientific articles. The population of this research is the employees of department of Agriculture and Food Security of Yapen Islands Regency, totaling 100 people. Due to the small number of populations, the entire population was used as the sample of this study.

The research instrument was a questionnaire compiled with a 5-point Likert scale from 1-strongly disagree, 2-disagree, 3-moderately agree, 4-agree, 5-strongly agree. Cultural variable is measured using six indicators from Yuniarsih dan Suwatno (2016), the ability variable used six indicators from Dessler (2010), the commitment variable used six indicators developed by Bashaw and Grant (1994), and the employee performance variable was measured using eight indicators from Mangkunegara (2011). The research data was first tested for validity and reliability. Then, the data was tested using the classical assumption test consisting of a normality test using the Kolmogorov-Smirnov, a multicollinearity test by looking at the Variance Inflation Factor (VIF) and Tolerance values, and a heteroscedasticity test using the Park test. After the data meets the classical assumptions, the hypothesis was tested using multiple linear regression analysis.

IV. RESULTS AND DISCUSSION

Based on the questionnaire that has been filled out by the respondent, an identity is obtained that provides an overview of the respondent's personal data. All respondents in this study were employees of department of Agriculture and Food Security, Yapen Islands Regency. The characteristics of respondents in this study were analyzed based on age, education, class, and years of service. Based on the data in table 2, it can be seen that the majority of employees are aged 31-40 years (43%), high school education level (57%), group III (63%), and working period of 10-15 years (31%).

Table 2: Descriptive Characteristics of Respondents

Category	Alternative Answer	Number of Respondents	Percentage (%)
Age	21–30-year-old	23	23%
	31–40-year-old	43	43%
	41–50-year-old	22	22%
	> 51-year-old	12	12%
Educational Background	Junior High School	4	4%
	High School	57	57%
	Bachelor Degree	47	47%
	Master Degree	2	2%
Title/Class	Class IV	4	4%
	Class III	63	63%
	Class II	33	33%
Period of Service	< 5 years	6	6%
	5-10 years	22	20%
	10-15 years	31	31%
	15-20 years	18	20%
	> 20 years	23	23%

Furthermore, an analysis of respondents' answers is carried out which is useful to see the tendency of respondents to answer each item in the variables. Respondents' answers are grouped with an interval scale where the calculation of the high score is reduced by the lowest score divided by five, so that an interval of 0.80 is obtained. With an interval of 0.80, the categorization system is as follows: 1.00-1.80 (very low); 1.81-2.60 (low); 2.61-3.40 (enough); 3.41-4.20 (high); and 4.21-5.00 (very high) (Sugiyono, 2013). Descriptive analysis of respondents' answers in table 3 shows that employee performance has the highest average value of 4.33 (very high category), then followed by ability variable of 4.18 (high), work culture variable of 3.75 (high), and the commitment variable is 3.54 (high).

Table 3: Distribution of Respondents' Opinions

Item	Question	Total	Mean	Category
X1.1	Always try to enter and leave the office in accordance with the provisions in force at the office	100	4,09	High
X1.2	Always try to complete the work on time given by the leadership as well as possible to achieve official goals	100	3,94	High
Average of Work Discipline Dimensions			4,02	High
X1.3	Able to analyze the work you do, so as to produce optimal work output	100	4,01	High
X1.4	In performing work, you always pay attention to details.	100	3,93	High
Behavioral Dimensions Average			3,97	High
X1.5	Leaders provide support for employees to work together in a particular team/field of work	100	4,21	Very High
X1.6	The office encourages its employees to be innovative in carrying out the assigned tasks and the leadership also seeks to generate ideas for its employees in finding the best way to complete the work.	100	4,08	High
Average of Work Attitude Dimensions			4,15	High
Average of Work Culture Variables			3,75	High
X2.1	I already know about the stages of performing work in the office	100	4,16	High
X2.2	I am able to completing daily tasks in the office carefully and carefully	100	4,27	Very High
Knowledge Dimension Average			4,22	Very High
X2.3	I already understand about the daily tasks that must be completed	100	4,28	Very High
X2.4	In my work I am not in a hurry so that I can produce good work	100	4,17	High
Average of Experience Dimension			4,23	Very High
X2.5	I am skilled at work and have the initiative to help other employees	100	4,13	High
X2.6	I take advantage of the office facilities provided to support the quality of work	100	4,09	High
Average of Job Ability Dimensions			4,11	High
Average of Ability Variable			4,18	High
X3.1	I always try to produce good quality work compared to other employees	100	4,31	Very High
X3.2	I always try to work as hard as possible to get the job done	100	4,28	Very High
Average of Will Dimension			4,30	Very High
X3.3	If I was offered to transfer to another agency, I would still choose to work for department of Agriculture and Food Security	100	3,66	High
X3.4	If I do not complete the work assigned to me, it will sacrifice the opportunities provided by the Service	100	3,73	High

Average of Loyalty Dimension			3,70	High
X3.5	I feel happy and proud to be an employee of department of Agriculture and Food Security, so I find it difficult to move to another service	100	4,12	High
X3.6	Department of Agriculture and Food Security has its own meaning in my life and that of my family	100	4,19	High
Average of Pride Dimension			4,16	High
Average of Commitment Variable			3,54	High
Y.1	I always work according to the set time	100	4,47	Very High
Y.2	I am at work trying to achieve the targets that have been set	100	4,43	Very High
Average of Work Quantity Dimension			4,45	Very High
Y.3	I have been able to use office infrastructure by making optimal use of it	100	4,09	High
Y.4	With the new innovations I got, I was able to apply them in supporting my work	100	4,21	Very High
Average of Work Quality Dimensions			4,15	High
Y.5	I have implemented and kept the agreement in the implementation of activities	100	4,24	Very High
Y.6	In terms of work, I always invite other employees to discuss the completion of the work to make it more useful	100	4,4	Very High
Average of Cooperation Dimensions			4,32	Very High
Y.7	Every job I do always shows self-reliance in working to make decisions related to my work	100	4,4	Very High
Y.8	I ask for instructions if I encounter obstacles in carrying out my work	100	4,37	Very High
Initiative Dimensions Average			4,39	Very High
Average of Employee Performance Variables			4,33	Very High

Then the validity test was conducted to determine whether the measuring instrument that has been designed in the form of a questionnaire can actually perform its function properly. The validity test uses the product moment correlation which if the correlation coefficient is greater than or equal to 0.30 then the statement is declared valid (Barker *et al.*, 2016). Based on the results of data processing in table 4, it can be concluded that all items of the variables of this study are said to be valid because the correlation value (r-statistics) is greater than r table 0.3.

The reliability test was conducted to determine whether the measuring instrument designed in the form of a questionnaire was reliable. Reliability is seen from the Cronbach Alpha coefficient value. If the Cronbach Alpha coefficient value is greater than 0.70 then the overall statement is declared reliable (Barker *et al.*, 2016). In table 4, it can be seen that all variables have Cronbach Alpha values above 0.7 so that all variables are declared reliable.

Table 4: Validity and Reliability Test Results

Item	R Statistic	Cronbach's Alpha
X1.1	0,767	0,853
X1.2	0,835	
X1.3	0,781	
X1.4	0,751	
X1.5	0,754	
X1.6	0,673	
X2.1	0,868	0,928
X2.2	0,840	
X2.3	0,889	
X2.4	0,876	
X2.5	0,817	
X2.6	0,868	
X3.1	0,856	0,930
X3.2	0,899	
X3.3	0,897	
X3.4	0,800	
X3.5	0,875	
X3.6	0,860	
Y.1	0,737	0,844
Y.2	0,744	
Y.3	0,679	
Y.4	0,687	
Y.5	0,803	
Y.6	0,527	
Y.7	0,807	
Y.8	0,603	

Before testing the hypothesis using multiple linear regression analysis, there are several assumptions that must be met so that the conclusions from the regression are not biased, including normality test, multicollinearity test, and heteroscedasticity test. The Kolmogorov-Smirnov test was used to test the normality of the regression model. The regression model is said to be normally distributed if the significance value of the Kolmogorov-Smirnov test is

greater than 0.05 (Field, 2009). The results of the normality test in table 5 show that the significance value is greater than 0.05 so it can be concluded that the regression model is normally distributed. Furthermore, the multicollinearity test is seen from the VIF and Tolerance values. The test results (table 5) show that there is no multicollinearity because the VIF value is less than 10 and the tolerance value is greater than 0.1. Finally, the heteroscedasticity test used the Park test. The results of the heteroscedasticity test in table 5 show that the significance value of the correlation of the three independent variables with the absolute residual value is still greater than 0.05 which indicates that the residual value that arises from the regression equation has a homogeneous variance (no heteroscedasticity).

Table 5: Classical Assumption Test Results

Table 04: Classical Assumption Test Results						
Normality Test		Multicollinearity Test			Heteroscedasticity Test	
<i>Kolmogorov Smirnov</i>	Asymp. Sig	Variable	<i>Tolerance</i>	VIF	Sig Score	Sig Limit
0,069	0,200	Work Culture	0,270	3,702	0,950	0,05
		Ability	0,220	4,554	0,707	0,05
		Commitment	0,211	4,740	0,679	0,05

In order to determine the effect of work culture, ability, and commitment on the performance of the employees of department of Agriculture and Food Security, Yapen Islands Regency, multiple linear regression analysis was used. The criteria that must be used as the basis are if t-statistics > t-table and significance <0.05, the hypothesis is accepted while if t-statistics <t-table and significance> 0.05, the hypothesis is rejected. With a population of 100 people, 4 research variables, = 5%, and one-way hypothesis testing, the t-table value is 1.984.

Table 6: Results of Multiple Regression Analysis and Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	13,315	0,719			18,531	0,000
Work Culture	0,194	0,051	0,233		3,849	0,000
Ability	0,329	0,059	0,372		5,531	0,000
Commitment	0,342	0,059	0,399		5,824	0,000
<i>Adjusted R Square</i>		0,902				

a. Dependent Variable: Employee Performance

In table 6, it can be seen that the t-statistic value of the influence of work culture on employee performance is 3.849 with a significance value of 0.000 <0.05. Therefore, the first hypothesis is accepted, work culture has a positive and significant effect on the performance of the employees of department of Agriculture and Food Security, Yapen Islands Regency. The stronger the culture owned by the employees of department of Agriculture and Food Security of Yapen Islands Regency, the better their performance will be. These results support previous research which also found a positive and significant effect of work culture on employee performance (Isa *et al.*, 2016; Kuswati, 2020; Majid *et al.*, 2016; Nikpour, 2017).

Based on the analysis of respondents' answers, the dimension of work attitude has the highest average value compared to other dimensions of work culture. It shows that the strongest work culture at department of Agriculture and Food Security in Yapen Islands Regency is work attitude. The existing culture can form good employee work attitudes by providing support to employees to work together in certain teams or fields and encouraging employees to be innovative in carrying out their work.

This study also supports the work culture theory proposed by Bailey *et al.* (1991). Work culture plays an important function for organizations as an instrument of external adaptation and internal integration. Work culture as an external adaptation serves as a guide to achieving goals and facing challenges or obstacles that come from outside the company, while internal integration as an order of values and employee behavior (Bailey *et al.*, 1991). The work culture at department of Agriculture and Food Security of Yapen Islands Regency has proven to be strong and has two functions. Work discipline, attitudes, and employee behavior are formed by the existence of a strong organizational culture so as to instill the values of employee behavior and become guidelines for achieving goals and facing challenges and obstacles.

Furthermore, the second hypothesis testing shows that the t-statistic value of the ability effect on employee performance is 5.531 with a significance value of 0.000 <0.05 so that the second hypothesis is accepted. This result is in line with previous research which found a positive and significant influence on employee performance (Bakri, 2018; Hastari *et al.*, 2021; Kusumandari *et al.*, 2018; Vermeeren, 2015). The better the ability of the employee, the better his performance will be.

If viewed based on descriptive analysis of respondents' answers, the dimension of ability that has the highest average value is the dimension. Employees at department of Agriculture and Food Security of Yapen Islands Regency have abilities that come from good work experience. Employees already understand the daily tasks that must be completed and are not in a hurry to work to produce good work. This study also supports Hasibuan's (2013) theory which states that "performance (work performance) is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness and time". Skills and experience are a form of employee ability which are the parameters that determine employee performance.

Testing third hypothesis shows that t-statistic value of the effect of commitment on employee performance is 5.824 with a significance value of $0.000 < 0.05$ so it can be concluded that commitment has a positive and significant effect on employee performance and accepts the third hypothesis. The results of this study support previous research conducted by Camilleri and Van Der Heijden (2007), Donkor (2021), Razzaq *et al.* (2019), and Suharto *et al.* (2019). The higher the commitment of employees to the organization, the higher the performance that employees produce.

If viewed based on the results of descriptive analysis of respondents' answers, the dimension of commitment that has the highest average value is the dimension of willingness. Employees at department of Agriculture and Food Security of Yapen Islands Regency have a good will to work where employees always try to produce good quality work compared to other employees and always try to work hard to complete the work. In addition, employees also have a sense of pride and loyalty to the organization.

This finding supports the theory of Steers and Porter (1983). When someone has a commitment, he will have a loyal attitude and try to realize the goals of the organization. Employees at department of Agriculture and Food Security of Yapen Islands Regency have a good commitment so that it is shown by good performance in order to realize the organization's goals to provide maximum service to the community. It is also in accordance with the opinion of Greenberg and Baron (2003) that employees who are committed will want to be involved in an organization and have a desire to become a member, in which there is a loyal attitude and are willing to work optimally where they work. In addition, this study also supports the theory of Bashaw and Grant (1994) regarding indicators of commitment as measured by the dimensions of willingness, loyalty, and pride.

Then, test the coefficient of determination by looking at the adjusted R-square value. In table 5, it can be seen that the adjusted R-square value is 0.902, which means that 90.2% of employee performance at department of Agriculture and Food Security, Yapen Islands Regency is influenced by the variables of work culture, ability, and commitment. Meanwhile, the remaining 9.8% is influenced by other variables not examined in this study.

V. CONCLUSIONS AND SUGGESTIONS

This study succeeded in confirming the positive and significant influence of work culture, ability, and commitment variables on the performance of employees in the public sector, especially in department of Agriculture and Food Security, Yapen Islands Regency. The better the work culture that is built in the organization, the higher the performance to produce by the employees. The higher the ability possessed by employees, the better the resulting performance. Then, employee commitment to the organization also plays an important role in determining the level of employee performance

In this study, there are several limitations that need attention. The variables used in this study are deemed not sufficient to measure employee performance, so it is hoped that in future studies can add variables that can really affect employee performance. The survey was conducted using a self-report questionnaire so there is a possibility of bias. Then, the sample used is only limited to employees of department of Agriculture and Food Security of Yapen Islands Regency, not reaching all civil servants in Yapen Islands Regency. Therefore, further researchers can add other variables that are suspected of influencing employee performance. In addition, adding mediating and moderating variables so that it can more broadly explain employee performance. The addition of samples can also be conducted so that it can better represent the larger object of research.

This study provides useful managerial implications for leaders in the public sector in improving the performance of their employees. Leaders need to strengthen the work culture by providing good support to employees to work as a team, then, create a culture that encourages employees to innovate in their work by providing opportunities for employees to work using new methods that he thinks are the most effective. Then, the leadership must also improve the ability of employees because it is proven that when the ability increases, the performance of employees also increases. Improving the ability of employees can be done by involving employees in training and providing opportunities for employees to put the knowledge gained in training into their daily work. In addition, comparative studies can also be performed with related agencies so that they can provide new insights and trigger the enthusiasm of employees to work so that their performance is not inferior to other agencies. Finally, the leadership and management at department of Agriculture and Food Security, Yapen Islands Regency can also make various approaches to emphasize the value of loyalty to the service such as giving awards in order to increase employee loyalty and satisfaction at work. Thus, it can increase employee commitment which ultimately improves employee performance as well.

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