

The Effect of Organizational Values on Employee Performance at the Agam Regency Land Office

¹Nadia Dwi Harini, ²Yane Putri, ³Syafwandi

^{1,2,3}Faculty of Business and Management, Universitas Putra Indonesia "YPTK" Padang

*Email: harininadia6@gmail.com

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ABSTRACT

PURPOSE - This research explores the effect of organizational values on employee performance at the Agam Regency Land Office. Organizational values are a set of principles, beliefs, and norms that guide behavior in carrying out tasks.

METHODOLOGY - This research uses a quantitative approach with a survey method through distributing questionnaires to the entire population of 70 employees (total sampling). The data were analyzed using validity, reliability, classical assumption tests, and simple linear regression with the help of SPSS 25 statistical data processing applications.

FINDING - The results showed that organizational values have a positive and significant effect on employee performance. The regression coefficient value of 1.261 with a significance of 0.000 indicates that an increase in organizational value directly encourages an increase in employee performance. *R square* of 0.803 or 80.3%, this shows that the percentage contribution of the independent variable organizational value to the dependent variable employee performance is 80.3%. While the remaining 0.197 or 19.7% is influenced by other variables outside this study such as job satisfaction, work motivation, bonuses, promotions, and other variables that are not in this study. The Agam Regency Land Office integrates organizational values into the employee performance appraisal system and conducts periodic evaluations of its application. By creating a positive work climate and supporting the application of organizational values, it is expected that employee performance can improve sustainably and consistently in supporting quality public services.

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INTRODUCTION

Human resource management (HRM) is a strategic aspect in managing the potential of individuals in the organization so that they are able to make an optimal contribution to the achievement of institutional goals. HRM not only plays a role in administrative processes such as recruitment and training, but also in the formation of values, work culture, and motivation that can improve employee performance. Employees, who are the main assets of the organization, need to be directed and developed through a planned management system so that work



productivity is maintained (Firmansyah, 2021) .

One important indicator of the success of HRM implementation is the increase in employee performance. Performance is the result of work achieved by a person based on predetermined standards and criteria. According to Mangkunegara in (Kristianti, Affandi, Nurjaya, Sunarsi, & Rozi, 2021) performance is influenced by ability, motivation, work environment, and values that develop in the organization. Therefore, building strong organizational values is part of the HRM strategy to create a conducive and productive work environment. According to (Rahayu, 2021) , performance can be interpreted as a measure of success or a measure of achievement of organizational goals. Performance can display the level of ability to carry out organizational obligations. In addition, performance also displays the level of goals expressed in the results instructions can be achieved by an organization (Soelistya, 2021) . Thus the understanding of the performance of an organization fulfills the functions and rules set for achieving goals.

The following is the Performance Achievement of 5 (Five) Activity Objectives of the Agam Regency Land Office for the 2024 Period:

Table 1. Performance Achievement of the Land Office of Agam Regency for the 2024 Period

No	Activity Objectives / Activity / Service Performance Indicators	Quarterly Target	Realization	% Achievement
1	Target Activities Realization of Good Governance			
	Performance Accountability Score (SAKIP)	80 Index	83,85	105%
	Value of Budget Implementation Performance Indicators (IKPA)	92 Index	95,35	103,64%
	State Civil Apparatus Professionalism Index (IPASN)	65 Index	66	102%
	Percentage of Service Integrity	100%	-	-
	Community Satisfaction Index	95 Indesk	85	89,47%
	Percentage of Public Information Request Services	100%	100%	100%
	Percentage of Services 4 (four) Methods of Public Communication Strategy	100%	77,50%	77,50%
2	Target Activities Realization of Access to Reform and Agrarian Reform			
	Percentage of family heads accessing reform	100%	100%	100%
3	Target of Legal and Productive Land Tenure, Ownership, Use and Utilization Activities			
	Percentage of certainty and protection of land rights	100%	63,82%	63,82%
4	Target Activity Optimization of Land Value Utilization			
	Percentage coverage of land value and land economy information	100%	38,50%	38,50%
5	Target Activities Availability of Thematic Geospatial Infrastructure for Land and Space			
	Percentage of completeness of coverage and information and reliability of cadastral maps	100%	102,57%	102,57%

Source: LKJIP of Agam District Land Office

Based on table 1. it can be seen that in 2024, the Land Office of Agam Regency recorded various performance achievements against the five main activity targets. In an effort to realize good governance, several indicators showed positive results, such as the Performance Accountability Score (SAKIP) of 83.85 (105%), the Budget Implementation Performance Index (IKPA) of 95.35 (103.64%), and the State Civil Apparatus Professionalism Index (IPASN) which reached 66 (102%). However, the Public Satisfaction Index only reached 85 of the target of 95

(89.47%), and the percentage of public communication strategy services was only 77.50% of the target of 100%. In the target of access to reform and agrarian reform, the achievement of the number of heads of families who received access to reform reached 100%. However, in the aspect of legal and productive control, ownership, use, and utilization of land, the percentage of certainty and protection of land rights only reached 63.82% of the target of 100%. Meanwhile, the optimization of land value utilization still needs to be improved because the percentage of land value and land economy information coverage has only reached 38.50%. On the other hand, the target of the availability of thematic geospatial infrastructure for land and space managed to exceed the target, with the level of completeness and reliability of cadastral maps reaching 102.57%. This achievement reflects success in several aspects, but also shows the need for improvement in public services, land legal certainty, and utilization of land value data.

One important factor that affects employee performance is organizational values (Rijal, 2019). Organizational values are a set of principles, beliefs, and norms that guide behavior for all members of the organization. According to (Robbins & Judge, 2017), strong organizational values will form consistent collective behavior and be able to encourage the achievement of organizational goals. These values include results orientation, integrity, cooperation, innovation, and social responsibility (Sudarsono, 2019). These values form a work culture and become guidelines for behavior and decision making in the work environment. Organizational values include aspects such as integrity, responsibility, cooperation, innovation, professionalism, and service and results orientation. Strong and consistently applied organizational values can be an important foundation in building employee motivation, loyalty, and attachment to the institution (Marliani & Merisa, 2024). Employees who feel in line with the values upheld by the organization tend to show a positive attitude, sense of belonging, and enthusiasm to make the best contribution (Lubis, et al. 2022). This has a direct impact on improving performance, both in terms of quantity, quality, timeliness, and effectiveness of work results.

In the context of task implementation and public services at the Agam Regency Land Office, organizational values play an important role in shaping work culture and employee behavior. However, the phenomenon that occurs shows that the implementation of organizational values such as integrity, responsibility, professionalism, and service orientation has not been fully internalized evenly in all lines of employees. Based on observations and initial interviews, it was found that there are still gaps in the application of organizational values, especially in the aspects of discipline, teamwork, and sensitivity to community needs. Some employees showed high dedication and upheld the organization's work values, but others seemed to be working routinely without awareness of the organization's core values that should be the basis for attitudes and actions. This inconsistency has an impact on service quality and achievement of performance targets. This phenomenon is an indication that although organizational values have been proclaimed, they have not been fully institutionalized in the daily work behavior of employees. Therefore, there needs to be a systematic effort in instilling, internalizing, and evaluating the application of organizational values in the work environment in order to improve overall performance synergy and effectiveness.

Research on organizational values on employee performance has not been widely conducted in general. However, in the context of organizational values contained in organizational culture, it has been done by (Sumarhadi, 2021) and (Rijal, 2019) which found that the values of organizational culture have a significant effect on employee performance. In

addition, research from (M. Caga, 2022; Mutuma, Moguche, & Mutea, 2022; Tarimo, Onyancha, & Mbua, 2024) also found that organizational values have a significant effect on employee performance. This finding confirms that organizational values that are well internalized in the work environment can be an important factor in driving individual performance in the organization.

LITERATURE REVIEW

Employee Performance

Employee performance is the ability of employees to perform certain skills (Sukmadi, 2017). Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria and determine together which is used as a reference. According to (Mangkunegara, 2013) employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Robbins & Judge, 2017), employee performance is the result of the achievement of efforts that have been made which can be measured by certain indicators. Individual/employee performance indicators include, among others, products or services that have been produced, sales that have been made, the amount of money earned, or the amount of resources saved and so on.

Organizational Values

Organizational values are beliefs shared by members of the organization about what is important and worth fighting for. These values form the basis of organizational culture and influence individual behavior within the organization (Stephen Robbins & Judge, 2020). According to Schein (in Yergler, 2012), organizational values are part of the organizational culture reflected in the basic beliefs, norms, and assumptions learned by organizational members in the process of adaptation to the internal and external environment. (Luthans, 2009) argues that organizational values are common beliefs held by organizational members regarding the best way to achieve common goals and become guidelines in making decisions and acting collectively.

RESEARCH METHOD

This research uses a quantitative approach. The type of research used in this study is a causal relationship or cause-and-effect relationship. Data obtained from the *survey* results where by distributing questionnaires to respondents who are the object of research. The population in this study were all employees of the Agam Regency Land Office, totaling 70 employees. The sampling technique in this study used a total sampling technique in which the entire population in this study was sampled without having to take a certain number of samples (Notoatmodjo, 2018). So that the sample of this study were all employees, namely 70 employees.

In this study, data were collected using a questionnaire designed based on the theoretical indicators of the three variables studied. The questionnaire uses a five-point Likert scale, which allows respondents to express their level of agreement with each statement. To ensure the accuracy of the measuring instrument, a validity test was conducted using the *Pearson Product Moment* method. As a result, all statement items have a correlation value higher than the *r* table

value, which means that all items are valid. The reliability test was carried out using *Cronbach's Alpha*, and the value obtained was greater than 0.7 indicating that this questionnaire was consistent and reliable (Hardani, 2020) . Hypothesis testing was carried out with simple linear regression referring to the method described by Ghozali (2022). Before that, several prerequisite tests such as normality, and heteroscedasticity were carried out to ensure that the regression model used was truly appropriate. Based on the test results, all basic assumptions are met, so this analysis model is declared feasible to use (Hermawan, 2018) .

RESULTS AND DISCUSSION

Research Instrument Test

This research instrument test consists of a validity test and a reliability test of the question items in the questionnaire used:

Table 2. Validity Instrument Test Results

Variable	Item	r Count	r Table	Description
Employee Performance	Y.1	0,902	0,2352	Valid
	Y.2	0,846	0,2352	Valid
	Y.3	0,857	0,2352	Valid
	Y.4	0,872	0,2352	Valid
	Y.5	0,825	0,2352	Valid
	Y.6	0,918	0,2352	Valid
	Y.7	0,890	0,2352	Valid
	Y.8	0,909	0,2352	Valid
	Y.9	0,878	0,2352	Valid
	Y.10	0,842	0,2352	Valid
Organization Value	X1.1	0,729	0,2352	Valid
	X1.2	0,668	0,2352	Valid
	X1.3	0,817	0,2352	Valid
	X1.4	0,844	0,2352	Valid
	X1.5	0,782	0,2352	Valid
	X1.6	0,782	0,2352	Valid
	X1.7	0,515	0,2352	Valid
	X1.8	0,831	0,2352	Valid

Source: Data Processed with SPSS 25 (2025)

Based on the results of the research instrument validity test, it is found that all *r* values calculated from the item total statistics output are above the *r* table value for 70 respondents with degrees of freedom $df = n-2$ with a significance level of 0.05, which is equal to 0.2352. This shows that all statements in the questionnaire that represent these various variables are declared valid.

After the instruments on the organizational value (*X*) and employee performance (*Y*) variables are declared valid, then the reliability test is carried out on each variable. From testing the reliability of these variables, the results can be seen in table 3 as follows:

Table 3. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Cut Off	Decision
Employee performance (Y)	0,973	0,70	Reliable
Organizational value (Xi)	0,924	0,70	Reliable

Source: Data Processed with SPSS 25 (2025)

Referring to Table 3, it can be seen that the results of the reliability analysis of all research variables show a Cronbach's Alpha value that exceeds the 0.70 mark. Therefore, all variables can be categorized as reliable or reliable instruments.

Classical Assumption Test

a. Normality Test

In this study, to test the normality of the data using a *normal probability plot*. A data can be declared normally distributed if the graph forms a diagonal straight line. Based on the results of the analysis with the SPSS 25 program, the Kolmogorov-smirnov test method was carried out. The normality test results are presented as follows in table 4 as follows:

Table 4. Normality Test Results (K-S Test)
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		70
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,99289058
Most Extreme Differences	Absolute	,086
	Positive	,067
	Negative	-,086
Test Statistic		,086
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Data Processed with SPSS 25 (2025)

Based on Table 4, the Kolmogorov-Smirnov value is 0.086 with a significance level of 0.200. Because the significance value is greater than 0.05, it can be concluded that the organizational value variable on employee performance has a normal data distribution and can be used in this study.

b. Heteroscedasticity Test

Heteroscedasticity testing can be done with a graphical test by looking at the scatterplot graph, namely by looking at the distribution points on the graph and the Glejser test, by regressing all independent variables with the absolute residual value as the dependent variable.

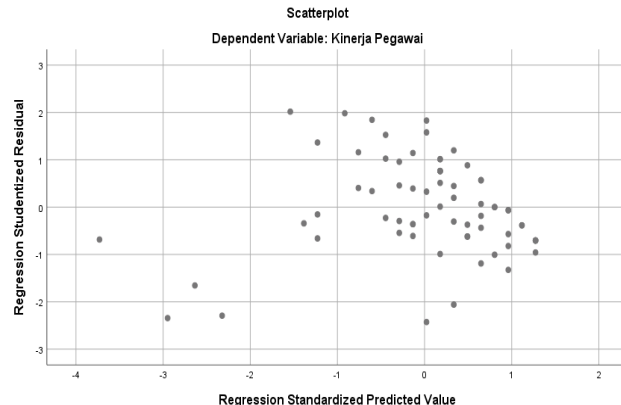


Figure 1. Scatterplot - Heteroscedasticity Testing
Source: Data Processed with SPSS 25 (2025)

In Figure 1 of the scatterplot graph above, it can be seen that the points spread randomly, do not form a certain pattern and are spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, so the regression model is suitable for use to see the effect of the independent variable on the dependent variable.

Hypothesis Test

This study aims to determine the effect of organizational values on employee performance (Y) at the Agam Regency Land Office. The results of data processing with the simple regression analysis method are presented in table 5 as follows:

Table 5. Simple Regression Estimation Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	2,355	2,459		,958
	Organizational Values	1,261	,076	,896	16,651
					Sig.
					,342
					,000

a. Dependent Variable: Employee Performance
Source: Data Processed with SPSS 25 (2025)

Based on table 5 above, the regression equation can be seen as follows:

$$Y = 2,355 + 1,261 (X_1) + e$$

From the results of simple regression, it can be interpreted that the constant is 2.355, meaning that if the value of the organization does not exist or is 0 (zero), the performance of employees remains at a constant of 2.355. The regression coefficient of the organizational value variable is 1.261, which means that if the organizational value is increased by one unit, it will result in an increase in employee performance by 1.261. The $t_{\text{calculated}}$ value is 16.651 with a significant level of $0.000 < 0.05$, which means that organizational values have a positive and significant effect on employee performance. Then **H₁ is accepted.**

Test Coefficient of Determination (R^2)

The coefficient of determination analysis in multiple linear regression models aims to determine how much the percentage contribution of the independent variable, namely organizational value in explaining the dependent variable in the form of employee performance (Y). Information about the value of this coefficient is shown in Table 6.

Table 6. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,896 ^a	,803	,800	4,02214

a. Predictors: (Constant), Organizational Values

b. Dependent Variable: Employee Performance

Source: Primary data processed with SPSS 25 (2025)

Based on table 6. obtained the *R square* number of 0.803 or 80.3%, this shows that the percentage contribution of the independent variable organizational value to the dependent variable employee performance is 80.3%. While the remaining 0.197 or 19.7% is influenced by other variables outside this study such as job satisfaction, work motivation, bonuses, promotions, and other variables that are not in this study.

Discussion

The results found that organizational values have a positive and significant effect on employee performance at the Agam Regency Land Office with a t_{count} value of 16.651 and sig 0.000 < 0.05. These results indicate that the higher the organizational values adopted and applied in the work environment, the better the resulting employee performance. Organizational values such as integrity and honesty, commitment to quality, social responsibility, and cooperation and teamwork play an important role as an ethical and moral foundation in shaping productive and quality work behavior.

Empirically, field data indicates that there is a positive and significant relationship between organizational values and employee performance. Employees who embody organizational values show higher commitment to their work and responsibilities. They are also better able to adapt to changes and maintain the quality of public services. This shows that internalization of organizational values can be one of the strategic factors in improving employee performance within government agencies. Thus, strengthening organizational values in the Agam Regency Land Office not only creates work harmony, but also directly contributes to the effectiveness and efficiency of employee work.

This finding is in line with the *Organizational Culture* theory by (Schein, 2004), which states that the core values of the organization serve as guidelines in the behavior of organizational members and greatly determine individual and collective performance. Schein emphasizes that strong organizational values can form a cohesive work culture and increase work effectiveness. In addition, in the *Value Congruence* theory proposed by Kristof, it is explained that the compatibility between individual values and organizational values can increase job satisfaction, organizational commitment, and employee performance. Organizational values are basic

principles and beliefs that guide behavior and decision making in the work environment. According to (Robbins & Judge, 2017), organizational values reflect the character of work culture that can shape collective and individual behavior in the organization. In the context of human resource management, organizational values play an important role in building loyalty, increasing motivation, and strengthening employee integrity and responsibility.

Organizational values in the Agam District Land Office are reflected in the work behavior of employees who uphold integrity, accountability, professionalism, and excellent service. These values have been internalized as part of the organizational culture, forming a moral and ethical foundation in the performance of daily tasks. Integrity encourages employees to act honestly and consistently between words and deeds, while accountability ensures that each employee is responsible for the work achieved. Professionalism is reflected in discipline, competence and commitment to work standards, while the spirit of excellent service emphasizes the importance of public satisfaction as service users. Employees who understand and practice these values generally show superior performance, characterized by timeliness in completing tasks, effective communication, and the ability to work together in teams. This finding indicates that organizational success in internalizing core values directly has a positive impact on improving individual and collective employee performance.

The results of this study are in line with the results of research found by (Sumarhadi, 2021) and (Rijal, 2019) which found that the values of organizational culture have a significant effect on employee performance. Similar results were also found by (Rejeki, Riana, & Partiani, 2018) also found that organizational values have a significant effect on employee performance. This strengthens the assumption that strengthening organizational values is one of the key factors in building a performance-oriented work culture.

CONCLUSION AND SUGGESTION

Based on the research results, it can be concluded that organizational values have a positive and significant effect on employee performance at the Agam Regency Land Office. The higher the understanding and practice of organizational values by employees, the higher the quality of performance shown. In addition, the results of this study strengthen theory and previous research which states that organizational values are one of the main foundations in creating commitment, loyalty, and productive work behavior in the public sector. Therefore, strengthening organizational values is a strategic step in human resource management to improve work effectiveness and achievement of institutional goals.

Based on the research results, it is recommended that the Agam Regency Land Office actively strengthen the internalization of organizational values through socialization, training, and exemplary leadership. Values such as integrity and honesty, commitment to quality, social responsibility, as well as cooperation and teamwork need to be continuously instilled so that they become an inherent work culture in every employee activity. In addition, it is important to integrate organizational values into the employee performance appraisal system and conduct periodic evaluations of its implementation. By creating a positive work climate and supporting the application of organizational values, it is expected that employee performance can improve sustainably and consistently in supporting quality public services.

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