



Employee performance: The role of competence, organizational culture, and motivation

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ABSTRACT

Purpose-A company's internal and external elements might affect employee performance. This study focuses on how motivation, organizational culture, and competence influence employee performance.

Design/Methodology/Approach- The study population consisted of all employees at PT. Telkom Indonesia Regional VII. Data for this study was collected through questionnaires and 54 respondents were collected. The data analysis of this study was processed using the SPSS 25 statistical tool.

Findings-The findings showed that PT. Telkom Indonesia Regional VII employees' performance is positively impacted by competency and organizational culture. However, motivation shows the opposite effect on PT. Telkom Indonesia Regional VII employees' performance. These findings suggest that encouraging a positive company culture and increasing staff competency can both enhance employee performance. However, motivation had an insignificant effect on increasing employee performance in this study.

Research limitations/implications-For every company, it should be necessary to improve or optimize competence, work culture, and motivation in order to encourage morale which ultimately affects employee performance. This finding shows that improving employee performance can be done in various ways including internal and external aspects of the company.

Originality/value-Study of employee performance in service business, especially PT. Telkom Indonesia Regional VII is still quite limited. Previous research similar to this study in measuring employee performance using different indicators and different objects.

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1. The Introduction

The entry of the era of globalization creates competition between employees in terms of skills and knowledge (Brown & Lauder, 2006). The competition occurs not only on a national scale but also internationally. One of the factors that support the success of the company in carrying out its operations is human resources (Belout & Gauvreau, 2004). Human resources are one of the important things in a company's operational process. The existing human resources of

the organization also determine the achievement of targeted goals. Due to the importance of human resources, every company tries to get quality human resources.

The company will consider the characteristics of employees needed to run and develop the company (Ennis, 2008). One way is to consider human resources based on their competence. The competencies possessed by each employee will affect performance, so based on these competencies, employees will be required to understand and complete their responsibilities (Subari & Raidy, 2015).

In an effort to improve employee performance, it is necessary to know what competencies these employees must have (Wuim-pam, 2014). Competent employees can provide their best performance so that company productivity can increase (Elnaga & Imran, 2013). The competencies possessed by employees must be in accordance with the competencies needed by the company. Competence itself is the ability of individuals to carry out work or tasks based on their knowledge, skills, and behaviour (Le Deist & Winterton, 2005). This will certainly have a positive impact on the creation of superior and maximum performance. Ability or competency factors can affect performance because, with high ability, employee performance will be achieved. Previous research (Mahmood et al., 2018; Anwar & Aima, 2020) showed the positive effect of competency factors on employee performance levels.

Employee performance can also be influenced by organizational culture. According to Leung et al. (2005), organizational culture is the result of the process of melting the culture and behavior style of each individual into a set of new norms and beliefs in an organization. This explanation leads to the conclusion that organizational culture affects both employee performance and an organization's ability to succeed. Research by Shahzad (2014) and Wambugu (2014) revealed a positive relationship between employee performance and organizational culture. A strong organizational culture that is adopted in the organization has an impact on employee performance as well.

Motivation is another element that may have an impact on employee performance. Motivation is a system of beliefs and attitudes that persuades people to take specific actions toward their objectives (Achmad, 2017). These perceived attitudes and values motivate each person to reach his objectives. Motivation plays an important role in determining individual and organizational performance (Paais & Pattiruhu, 2020). The existence of support or work motivation will certainly encourage performance growth from employees. Previous research has proven that motivation has a positive impact on employee performance (Shahzadi et al., 2014; Parashakti et al., 2020).

The object of this research is PT. Telkom Indonesia Regional VII. Previous studies have not explained how the level of employee performance at PT. Telkom Indonesia Regional VII. Farisi and Paramita (2020) explained the performance of employees at PT. Telkom Access Gaharu Medan and Muzakki et al. (2016) explained the performance of employees at PT. Telkom Indonesia Regional V. In 2023, PT. Telkom Indonesia Regional VII strives to optimize business-to business (B2B) services as a form of communication service support widely and evenly, especially in regional telecommunications areas VII (Sulawesi, Maluku, Maluku Utara, Papua, Papua Barat, and their expansion provinces). Based on this explanation, researchers want to examine whether there is an influence of competence, organizational culture motivation, on employee performance so that the company can achieve its goals.

2. Literature Review and Hypothesis Development

According to Le Deist and Winterton (2005), competence is the capacity to carry out or complete a task based on knowledge and abilities. Competence describes the qualities of the information and abilities that each person possesses or needs. The concept of competency in human resources is founded on the idea forth by Kieso et al. (2019), which holds that each person's competence can be viewed from four perspectives: the combination of their academic background and work experience, their skills and training, their attitude, and their job experience based on duration. Well-developed job experience is required for human resource capabilities. Professional human resources are those with a high level of work experience. According to Campion et al. (2011), basic competencies are the primary traits that set an individual apart from others. These

are typically fundamental knowledge or skills like reading comprehension. Competence, as defined by Le Deist & Winterton (2005), is the capacity of an individual to carry out different duties in a job. This capacity is based on both physical and intellectual talents. Competence has been shown to positively impact employee performance in earlier studies (Parashakti et al., 2020; Edward & Kaban, 2020). **H₁: Competence Has a Positive Effect on Employee Performance**

Developing an optimal corporate environment can be based on the broad and deep components of organizational culture. Organizational culture concerns have gained significant attention recently, particularly in light of unpredictable working conditions (Meng & Berger, 2019). According to Paais & Pattiruhu (2020), culture is the culmination of all human ideas, creations, and behaviors that do not come from instincts. As such, culture can only be initiated by humans during a process of learning. Thus, culture contains what is permissible and inappropriate, serving as a framework for carrying out organizational tasks (Schabracq et al., 2007). According to earlier studies, organizational culture positively impacts employee performance (Nazir & Zamir, 2015; Mulugeta, 2020). **H₂: Organizational Culture Has a Positive Effect on Employee Performance**

Motivation is the desire within a person to give their all during a task or activity in order to accomplish a goal. One element that significantly affects performance is employee motivation (Manzoor et al., 2021). In order for an organization to improve employee performance, motivation is a crucial aspect that requires the greatest attention (William, 2010). According to Shahzadi et al. (2014), employee motivation is the force that encourages employees to accomplish organizational goals and objectives. Previous research has shown that motivation positively impacts employee performance (Stephen & Stephen, 2016; Nazarian et al., 2017). Motivation is the drive or enthusiasm that arises in employees to do something or work due to external factors from superiors and the work environment. It is also the basis for meeting needs and satisfaction and fulfilling responsibilities for tasks assigned and carried out in the organization. **H₃: Motivation Has a Positive Effect on Employee Performance**

The study's framework can be seen in Figure 1 above. This study aims to measure how motivation, organizational culture, and competence influence employee performance.

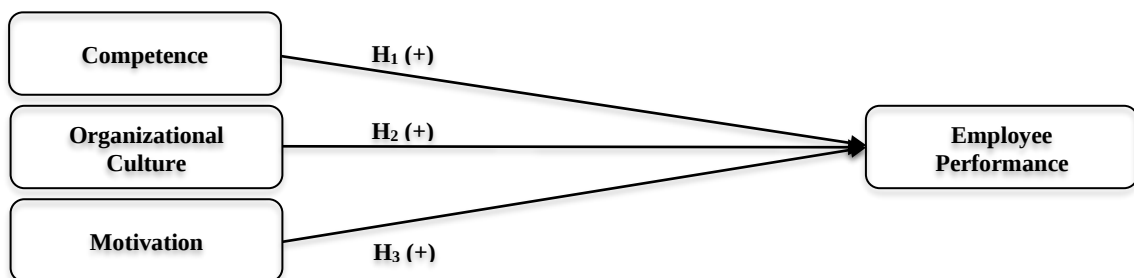


Figure 1. Research Framework

3. Research Methodology

The study population is all employees of PT. Telkom Indonesia Regional VII with 120 employees. Then, the sample was measured by a formula developed by Slovin in 1960. Based on these calculations, the number of samples in this study was 54 respondents. The data collection method in this study used questionnaire tools given directly to respondents. The corresponding question indicator or statement represents each variable. Competence (CP) variables are represented by nine indicators, organizational culture (OC) variables are represented by 18 indicators, motivation (MV) variables are represented by 15 indicators, and employee performance (EP) variables are represented by 15 indicators. Each variable in the questionnaire will be assessed using a scale, which is the Likert scale, with five scoring points.

Validity tests are needed to show whether research instruments can measure objects in research appropriately (Blumberg et al., 2014). Test validity using construct validity test using analysis factors. The validity will be known by calculating the value of the loading factor. Loading factor is the value of the correlation between the statement or question and the construct being measured. According to Ghazali (2018), an instrument can be accepted if the value of each loading factor is more than 0.5. Reliability is considered good if several different indicators can measure the same construct and give the same measurement (Neuman, 2011). Reliability is measured by Cronbach's alpha value of at least 0.6 (Ghozali, 2018). After testing validity and reliability, then proceed with hypothesis testing. Hypothesis testing is carried out by looking at the significance value; if it is smaller than 0.05, then the hypothesis is declared accepted or supported (Ghozali, 2018).

4. Result and Discussion

Validity Test

Table 1. Validity Test Result

Indicator	Competence	Organizational Culture	Motivation	Employee Performance
CP 1	0.509			
CP 2	0.513			
CP 3	0.563			
CP 4	0.592			
CP 5	0.576			
CP 9	0.593			
OC 1		0.542		
OC 2		0.521		
OC 3		0.583		
OC 4		0.663		
OC 5		0.560		
OC 6		0.683		
OC 7		0.594		
OC 8		0.679		
OC 9		0.705		
OC 10		0.542		
OC 11		0.521		
OC 12		0.583		
OC 13		0.663		
OC 14		0.560		
OC 15		0.683		
OC 16		0.594		
OC 17		0.679		
OC 18		0.705		
MV 1			0.506	
MV 3			0.520	
MV 7			0.509	
MV 9			0.638	
EP 1				0.517
EP 3				0.538
EP 4				0.560
EP 5				0.564
EP 6				0.641
EP 8				0.583
EP 9				0.696
EP 10				0.595
EP 11				0.616
EP 12				0.619
EP 13				0.568
EP 14				0.676

Indicator	Competence	Organizational Culture	Motivation	Employee Performance
EP 15				0.571

The results of the validity test are in Table 1. The findings of the validity test indicate that a number of the research variable's indicators (CP 6; CP 7; CP 8; MV 2; MV 4; MV 5; MV 6; MV 8; MV 10; MV 11; MV 12; MV 13; MV 14; MV 15; EP 2; EP 7) are considered invalid because their loading factor values are less than 0.5. As a result, these indicators need to be eliminated and tested again. Every variable's indicator is considered valid if its loading factor value is greater than 0.5.

Reliability Test

The results of the reliability test are displayed in Table 2 below. All of the study's variables had a Cronbach's alpha value of more than 0.6, according to the reliability test results, indicating that the study was considered reliable.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha
Competence	0.813
Organizational Culture	0.926
Motivation	0.812
Employee Performance	0.900

Hypothesis Test

Table 3 below shows the results of processing hypothesis tests. Hypothesis testing shows that two of the three hypotheses in this study, namely the first and second hypotheses, are accepted or supported because they have a significance value of less than 0.05. The third hypothesis in this study is rejected or not supported because it has a negative probability value even though the significance value is less than 0.05.

Table 3. Hypothesis Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Competence → Employee Performance	0.861	0.140	0.481	6.167	0.000
Organizational Culture → Employee Performance	0.596	0.045	0.748	13.388	0.000
Motivation → Employee Performance	-0.266	0.116	-0.207	-2.307	0.025

Discussion

The Effect of Competence on Employee Performance

The effect of competence on employee performance is positive, indicated by a coefficient value of 0.861 and a significance value of $0.000 < 0.05$. In other words, improvements in employee performance are more likely to occur when people possess a higher level of competence. Semerikov et al. (2020) revealed that the three main components that make up individual competencies are knowledge, abilities, and behavior. Boulter et al. (1996) argue that competence is the basis of a person's characteristics that allow him to provide the best performance in a job. Competence is used to predict a person's performance (Cira & Benjamin, 1998). Every employee can show their potential and achieve the best outcomes by performing to the best of their abilities. Competence is the foundation for an employee's capacity to perform specific tasks (Le Deist & Winterton, 2005). Employees can consistently produce the best job with experience, expertise, professionalism, and dependability. The study's findings confirm

those of earlier studies, which found that competence improves employee performance (Almusaddar et al., 2014; Ölçer, 2015).

The Effect of Organizational Culture on Employee Performance

The positive effect of organizational culture on employee performance is shown by a coefficient value of 0.596 and a significance value of $0.000 < 0.05$. In the disciplines of management and organizational theory, one of the most popular concepts is organizational culture. Several theoretical perspectives and concepts (Martin, 1992) and organizational disciplines that apply to the concept (Harris & Ogbonna, 1999). According to Javidan & Dastmalchian (2009), organizations prioritize harmony, cooperation, and recognition as means of improving employee performance. Fair employee value is an indicator of humane organizations. Employee performance increases in relation to the leader's efforts to establish corporate cultural principles in them. Values, attitudes, and beliefs will all be sharpened in an effective organizational culture to maximize employee performance. Employees and the organization will develop an emotional connection due to organizational culture (Koutroumanis et al., 2015). Organizations that develop norms and values can foster a positive culture. Employees must understand and conform to the norms and values that have been established to meet both personal performance targets and corporate objectives. The outcomes of research conducted by Wambugu (2014) support the findings of this research.

The Effect of Motivation on Employee Performance

Employee performance is negatively impacted by motivation, as indicated by a coefficient value of -0.266 and a significance value of $0.025 < 0.05$. In contrast, one study found no relationship between employee performance and motivation. Employee performance isn't significantly influenced by motivation; rather, motivation needs to be mediated by other factors. When combined with other elements like a positive work environment and job satisfaction, motivation can also impact employee performance. The findings of studies by Mohamud et al. (2017) and Rosalia et al. (2020) confirm the findings of this research.

5. Conclusion

Based on the results and discussion above, it is known that organizational competence and culture are proven to have a positive influence on the level of employee performance in an organization. When employees feel competencies that are in line or in accordance with the tasks they receive, then these employees will do it optimally. Likewise, when the culture is applied in an organization and brings positive values or direction, it will encourage employee morale. Different results in this study are shown by motivational variables which have a negative influence on employee performance levels. Of course, this is inversely proportional to the theory that supports the existence of a high level of work motivation will encourage employee morale. This finding is certainly a gap in research or differentiator from previous studies that show motivation has a positive influence on employee performance. Future studies may use variables that are different from this study to measure employee performance levels. Variables that can be used to measure employee performance levels include knowledge sharing (Al-Saffar & Obeidat, 2020; Pelealu, 2022), job satisfaction (Siengthai & Pila-Ngarm, 2016; da Cruz Carvalho et al., 2020), and leadership style (Udovita, 2020; Baig et al., 2021). In addition to using different variables, the next study is expected to use different objects with this study where this study uses the objects of telecommunication service companies.

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