

Integration of HR Competencies and Work Motivation: Building Organizational Culture for Employee Performance Transformation

Edduar Hendri¹, Muhammad Kurniawan¹, Benny Usman¹, Erfan Robyardi¹

¹PGRI University of Palembang, Indonesia

*) Corresponding Email: hendriedduar71@univpgri-palembang.ac.id

ARTICLE INFO

Article History:

Submitted October 01, 2026

Revised October 17, 2026

Accepted Online October 26, 2026

Keywords:

HR competence, work motivation,
organizational culture, employee
performance

Copyright ©2026 by the Author,
Published by the Faculty of Economics
and Business, PGRI University of
Palembang

ABSTRACT

This study analyzes the influence of human resource (HR) competence and work motivation on employee performance with organizational culture as a mediating variable. The study was conducted at the South Sumatra Provincial Education Office using a quantitative approach with a survey method of 115 employees. Data was analyzed using the Partial Least Square-Structural Equation Modeling (PLS-SEM) technique. The results of the study show that competence has a significant influence on employee performance, but does not directly affect organizational culture. In contrast, work motivation is key in shaping organizational culture and significantly improving employee performance. Organizational culture was found to play an important mediating role in strengthening the relationship between work motivation and employee performance. Still, it was not

significant in the relationship between competence and performance. These findings highlight the importance of developing competencies, work motivation, and an inclusive organizational culture in improving employee performance. Organizations are advised to implement training that integrates competencies with organizational cultural values, provides rewards that encourage motivation, and builds a work environment that supports collaboration and innovation. This research contributes to developing human resource management strategies in the public sector to achieve superior performance.

A. INTRODUCTION

Human resources (HR) are the main element that is the foundation of organizational success, both in the public and individual sectors. HR has an important role in determining the achievement of the organization's long-term goals. As stated by Abdullahi et al. (2022), employees are the main movers who manage various aspects of the organization to ensure sustainability and success. Quality human resources with high motivation are strategic assets in achieving organizational goals effectively (Astriani et al., 2023). Therefore, professional human resource management is the main need in creating harmony between the interests of the organization and employees (Mappamiring et al., 2020) and every organization certainly wants human resources who can work optimally to support the achievement of organizational goals effectively and efficiently (Ingsih et al., 2022).

Organizations must have superior human resources in increasingly fierce job competition to ensure a competitive advantage. HR needs to be empowered to support productivity and efficiency, as revealed by Hajiali et al. (2022), who mentioned HR management's importance in overcoming organizational obstacles and supporting strategic achievement. Competence, work motivation, and organizational culture are key factors that affect employee performance. With effective management, these three elements can encourage continuous performance improvement (Paais & Pattiruhu, 2020).

Employee performance directly impacts the organization's success, including productivity, efficiency, and innovation. High-performing employees can drive customer satisfaction and maintain a competitive advantage (Priyadharsan & Nithiya, 2020). As stated by Hameed et al. (2020), employee performance is a measure of value creation that reflects the overall contribution to the organization. For this reason, strategic efforts such as creating a conducive work environment and improving employee competence are essential (Parashakti et al., 2020).

The human resource competency gap at the South Sumatra Provincial Education Office found that some employees did not understand work procedures and were not fully competent in operating modern equipment. This is an obstacle in the implementation of duties by their responsibilities (Hajiali et al., 2022). As a key element of HR success, competencies include cognitive, emotional, and social abilities that can be developed over time (Firdausa et al., 2024). In this context, competency development is essential to ensure the effectiveness and professionalism of employees, especially in strategic positions (Parashakti et al., 2020). Findings by several studies such as (Vijh et al., 2022; Nguyen et al., 2020; Rusmayanti et al., 2022; Sudiarmo, 2022; Idayanti et al., 2020; Nugroho et al., 2021; Herwina, 2022; Setiawan et al., 2022) shows that competence has a significant effect on employee performance.

Work motivation is also a challenge, with the finding that there are no adequate awards for outstanding employees and strict sanctions for violations. This condition can reduce employee morale and loyalty (Paais & Pattiruhu, 2020). As revealed by Pacher et al. (2024) motivation is considered an important aspect in the work process that deserves attention in the modern concept of performance measurement. Motivation is recognized as a supporting aspect of organizational productivity and competitiveness (Kudaibergenov et al., 2024). When employees are motivated, they tend to deliver the best performance that has a positive impact on the achievement of their organizational goals (Layek & Koodamara, 2024). A study by Ibitomi et al. (2022) that employee motivation acts as an important organizational tool that motivates and utilizes human resources to achieve organizational goals. Several studies have found evidence of a relationship between motivation and performance in various jobs and significant to performance (Pancasila et al., 2020; Adiguzel & Cakir, 2022; Kumari et al., 2021; Susanto & Nopiyanti, 2020; Kuswati, 2020; Sardjana et al., 2019; Chien et al., 2020; Alshammari & Asaari, 2024; Sitopu et al., 2021).

Organizational culture also shows weaknesses, with the phenomenon of employees' lack of understanding of the organization's mission. Ineffective internal communication hinders collaboration between employees, superiors, and the community. As an embodiment of core values, norms, and beliefs, organizational culture has a great influence on employee motivation and performance (Miao & Zhang, 2024). A strong culture can create an innovative and collaborative work environment (Fidyah & Setiawati, 2020). In this study, the researcher will focus on and examine the role of organizational culture as a mediating variable for factors that affect employee performance, namely HR competence and work motivation. The results of the search conducted by researchers are very few, and other researchers place the organizational culture variable as a mediating variable. Some of the research that can be used as a reference are (Lockhart et al., 2020; Virgiawan et al., 2021; Aggarwal & Agarwala, 2023; Hilman et al., 2020; Upadhyay & Kumar, 2020; Ali et al., 2021) found that organizational culture plays a role as a mediation variable. Then the findings by (Hamzah et al., 2021) show that Islamic organizational culture significantly mediates the influence of Islamic work ethic on employee performance but does not mediate the influence of Islamic leadership on employee performance significantly.

In addition, several meta-studies on the relationship between organizational culture and performance have found that a balanced organizational culture is essential for improving performance outcomes (Reino et al., 2020). In a study researched by (Hendrato et al., 2021; Lau et al., 2020; Purnomo et al., 2020; Santoso & Soehari, 2020) revealed that organizational culture has a significant effect on employee performance. Empirical studies by (Sapta et al., 2021) show different results that organizational culture is not significant to performance. Furthermore, organizational culture affects how workers communicate in the workplace



(Naveed et al., 2022). Workplace culture also promotes healthy competitiveness in the workplace (Al Halbusi et al., 2020; Hassani & Mosconi, 2022). In this case, a leader needs to direct motivation by creating an organizational climate through the formation of a work culture or company culture, so that employees feel encouraged to work harder to achieve a high level of performance (Paais & Pattiruhu, 2020).

Based on this phenomenon, this study aims to examine the relationship between competence, work motivation, and organizational culture in influencing employee performance. Organizational culture is positioned as a mediation variable to identify the extent of the influence of competence and work motivation on employee performance. This study is important considering the lack of research that places organizational culture as a mediating variable (Lockhart et al., 2020; Hamzah et al., 2021).

The results of this study are expected to provide deeper insights into human resource management strategies in the public sector. By integrating competency development, increasing work motivation, and strengthening organizational culture, organizations can create a productive work environment and support the achievement of strategic goals.

B. THEORETICAL STUDY

Resource-Based Theory (RBT)

Resource-Based Theory (RBT) was initially proposed by Wernerfelt (1984) in *A Resource-Based View of the Firm* and further developed by Barney (1991) in *Firm Resources and Sustained Competitive Advantage*. The theory explains that an organization's sustainable competitive advantage derives from unique internal resources and capabilities that are difficult for competitors to imitate. The resource-based view (RBV) emphasizes how firm-specific assets, resources, and capabilities contribute to sustainable competitive advantage (Giustiziero et al., 2023). Organizations possessing resources that are valuable, rare, difficult to imitate, and non-substitutable can achieve sustained competitive advantage and superior performance (Zhang et al., 2021).

RBT focuses on four key concepts. First, internal resources, including physical assets, knowledge, skills, technology, and reputation, should satisfy the VRIN criteria: *Valuable*, *Rare*, *Inimitable*, and *Non-substitutable*. Second, such resources can generate sustainable competitive advantage. Third, organizational capabilities enable firms to effectively manage, combine, and deploy resources through internal processes, systems, and organizational culture. Fourth, isolating mechanisms, such as patents, copyrights, or complex organizational processes, protect valuable resources and capabilities from imitation by competitors.

Resource-Based Theory (RBT) is applied in this study to explain how an organization's internal resources and capabilities can contribute to achieving superior performance and sustainable competitive advantage. The theory assumes that resources that are valuable, rare, difficult to imitate, and non-substitutable can become strategic assets that strengthen organizational performance (Barney, 1991; Wernerfelt, 1984). In this study, the variables examined are viewed as organizational resources or capabilities that enable the organization to utilize its assets more effectively and create value. Thus, RBT provides a theoretical basis for explaining the relationship between the independent variables and the dependent variable. The theory suggests that organizations with stronger strategic resources and capabilities are better positioned to improve efficiency, respond to environmental challenges, and achieve better outcomes. Therefore, RBT serves as the underlying theoretical framework for examining how the resources and capabilities identified in this study contribute to the achievement of the research outcome.

Employee Performance

Employee performance is a key factor in organizational success. It refers to the actions or processes through which tasks, responsibilities, and obligations are performed (Hassan et al., 2020). According to Alkandi et al. (2023), performance encompasses actions used to evaluate employees' competence in successfully completing assigned tasks, their contribution to organizational financial outcomes, and the effective and efficient utilization of organizational

resources. Employee performance also reflects value-added work outcomes measured by quantity, quality, efficiency, and effectiveness (Saban et al., 2020).

Performance involves evaluating the quantitative and qualitative implementation of planned efforts and their outcomes to achieve organizational objectives (Kudaibergenov et al., 2024). Adiguzel & Cakir (2022) define performance as the output or work results achieved through a process over a certain period, indicating the extent to which organizational goals or specific tasks have been accomplished. Highly motivated employees can improve work quality and contribute to organizational goal achievement (Bredenkamp et al., 2023). Task-related behavior may also be evaluated through performance rewards, which can subsequently enhance employee performance (Hameed et al., 2020).

Based on these definitions, employee performance can be synthesized as the evaluation of task execution and planned outcomes, encompassing quantitative and qualitative aspects. In this study, employee performance indicators are adapted from TR Mitchell and developed by Zaenudin & Widigdo (2022), including promptness, initiative, and communication, as well as work quality, work quantity, knowledge, cooperation, and effectiveness adopted from Hewagama et al. (2019) and Rubel et al. (2020).

Competence

Competence, a concept popularized by David McClelland in 1973, focuses on a broad set of characteristics beyond traditional intelligence testing to predict performance (McClelland, 1973). The term competence originates from the word "competent," which refers to the ability to perform or demonstrate capability. This ability refers to an individual's capacity to behave and act in ways that help them achieve their goals (Amrutha & Geetha, 2021; González-González & García-Almeida, 2021). Thus, competence is defined as the ability to apply knowledge, skills, and attitudes to achieve observable outcomes (Kipinä et al., 2024). Competence can also be understood as an individual's capacity to perform and successfully accomplish assigned tasks (Ahti et al., 2023). The ability to adapt to and manage change requires skills to develop new solutions when facing challenges and emerging situations (Ahti et al., 2023). In other words, competence refers to possessing specific skills and knowledge required to perform a job (Windon & Buchko, 2022). Competence is determined by an individual's ability to utilize two types of resources, namely environmental resources and individual resources (Flacandi et al., 2024).

Based on these definitions, competence can be concluded as an individual's ability to apply knowledge, skills, and attitudes in performing tasks and achieving desired outcomes. Competence encompasses the capacity to adapt, develop new solutions in changing situations, and possess relevant skills and specialized knowledge required for the work performed.

Motivation

Work motivation refers to an individual's desire or expectation that generates the willingness and drive to work optimally in fulfilling responsibilities toward an organization. Motivation provides psychological support that encourages individuals to act toward achieving their goals (Ingsih et al., 2022). Individuals are extrinsically motivated to exert effort when they expect that their efforts will produce favorable outcomes (Vroom, 1964).

The term motivation originates from the Latin word *movere*, meaning "to move," and encompasses the process of sustaining goal-directed behavior. While a motive represents an internal mental state, motivation reflects the dynamic force that drives individuals toward action (Dörnyei & Henry, 2022). Motivation is a driving force that encourages individuals to devote their energy toward achieving specific goals (Astriani et al., 2023) and represents an inner desire that stimulates action (Hajiali et al., 2022). It is also a force that enables individuals to act toward particular objectives (Indahingwati et al., 2019). Employee motivation refers to the force that drives employees to achieve organizational goals and targets (Layek & Koodamara, 2024). Furthermore, motivation involves the stimulation, direction, and maintenance of work-related employee behavior (Adiguzel & Cakir, 2022).



Thus, motivation can be defined as a dynamic driving force originating from individual desires that sustains goal-directed behavior and encourages employees to achieve organizational objectives through work-related behavior.

Organizational Culture

Organizational culture serves as a shared reference that guides how individuals interact within an organization. When people join an organization, they bring values and beliefs shaped by their previous experiences. Organizations develop structures based on norms, values, and goals, which contribute to the formation of organizational culture (Shuaib & He, 2021). Organizational culture can also be understood as the established habits and practices within an organization (Paais & Pattiruhu, 2020). Since each organization has distinct patterns and traditions, organizational culture consists of fundamental assumptions and beliefs shared by employees and developed to address external adaptation and internal integration (Limaj & Bernroider, 2019).

Understanding an organization requires examining its culture, as it provides insight into how the organization functions. Organizational culture represents core values, belief systems, and behavioral norms that reflect shared cognition and behavioral standards within an organization (Miao & Zhang, 2024). It also refers to the values, beliefs, and behaviors that shape how individuals interact and collaborate at work (Reino et al., 2020). Misalignment between organizational culture and its principles, beliefs, work methods, communication, and strategic direction may limit organizational effectiveness (Upadhyay & Kumar, 2020). Therefore, organizational culture plays an important role in employee performance (Bhardwaj & Kalia, 2021).

Thus, organizational culture can be defined as a combination of values, beliefs, and behavioral norms that shape how individuals interact and work together, while cultural alignment is essential for organizational effectiveness and employee.

Research Hypothesis

From the background and study of previous research, the following hypotheses can be formulated:

- H1: There is an influence of HR competence on employee performance at the South Sumatra Provincial National Education Office.
- H2: There is an influence of work motivation on employee performance at the South Sumatra Provincial National Education Office.
- H3: There is an influence of HR competence on organizational culture at the South Sumatra Provincial National Education Office.
- H4: There is an influence of work motivation on organizational culture at the South Sumatra Provincial National Education Office.
- H5: There is an influence of organizational culture on employee performance at the South Sumatra Provincial National Education Office.
- H6: There is an influence of HR competence on employee performance through the mediation role of organizational culture at the South Sumatra Provincial National Education Office.
- H7: There is an influence of work motivation on employee performance through the role of organizational culture mediation at the South Sumatra Provincial National Education Office.

C. RESEARCH METHODS

This research was conducted at the South Sumatra Provincial Education Office from July to December 2024. The method used is a survey with a closed questionnaire to measure competency variables, work motivation, organizational culture, and employee performance. The population of this study is 161 Civil Servants (PNS) at the South Sumatra Provincial Education Office, with a sample of 115 employees who were randomly selected using a

proportional random sampling technique based on the Slovin formula at a significance level of 5% ($\alpha = 0.05$).

Competence is measured through indicators of knowledge, skills, work attitudes, experience, beliefs, and values (Zaenudin & Widigdo, 2022; Vijn et al., 2022; Parashakti et al., 2020). Work motivation is divided into two dimensions: intrinsic (desire to succeed, responsibility, desire to grow) and extrinsic (policy, supervision, interpersonal relationships, salary, recognition) (Maryani et al., 2021). Organizational culture is measured based on indicators such as human orientation, adaptation, mission, values, individual initiatives, direction, integration, and organizational support (Robbins, 2019; Tika, 2014; Hosseini et al., 2020; Sapta et al., 2021). Employee performance is assessed through speed, initiative, communication, quality and quantity of work, knowledge, cooperation, and effectiveness (Zaenudin & Widigdo, 2022; Hewagama et al., 2019; Rubel et al., 2020).

The data was analyzed using the Partial Least Square (PLS) technique in Structural Equation Modeling (SEM) which allows the analysis of complex models without requiring data normality. The evaluation is carried out in two stages: the outer model for validity and reliability, and the inner model to test the causal relationship between variables. The hypothesis is tested by bootstrapping at a significance level of 5%.

D. RESULTS AND DISCUSSION

Outer Model Analysis

The initial stage in processing quantitative data from surveys is the analysis of measurement models, which are often referred to as validity and reliability tests. Validity was evaluated through *average variance extracted* (AVE) and *outer loading* values, while reliability was measured using *Cronbach's alpha* and composite reliability. This stage is an important step to ensure that the data used meets the expected quality standards.

Table Measurement Model Analysis Result

Construct	Outer Loading	CA	CR	AVE
Competence (KO)		0.857	0.893	0.581
Knowledge	0.756			
Skills	0.753			
Work attitude	0.726			
Experience	0.765			
Self-confidence	0.773			
Organizational values	0.798			
Work Motivation (MK)		0.875	0.901	0.532
Desire for success	0.745			
Responsibility	0.724			
Desire to grow	0.760			
Policy and administration	0.721			
Supervision	0.741			
Interpersonal relationships	0.716			
Salary	0.714			
Confession	0.714			
Organizational Culture (BO)		0.862	0.895	0.548
Human orientation	0.724			
Adaptability	0.725			
Mission	0.770			
Individual initiative	0.702			
Direction	0.701			
Integration	0.779			
Organizational support	0.778			
Employee Performance (KP)		0.872	0.899	0.526
Speed	0.735			
initiative	0.743			



Communication	0.716
Quality of work	0.701
Quantity of work	0.735
Knowledge	0.750
Collaborate	0.710
Effectiveness	0.712

Source: Primary Data processed by Smart PLS 2026

Table presents a summary of the analysis results of the measurement model, including *Average Variance Extracted* (AVE), composite reliability (CR), and *outer loading* values. With AVE and *outer loading* values exceeding the minimum limit of 0.5 and 0.6 (Hair, Junior et al., 2014; Hair et al., 2019), these findings confirm the validity of the adequate construct. In addition, composite reliability values (CR) and *Cronbach's alpha* show excellent internal consistency, ranging from 0.8–0.9 for CR and 0.6–0.8 for *Cronbach's alpha* (Hair et al., 2019). These results strengthen the validity and reliability of the overall research indicators and variables.

Table Fornell-Larcker Criterion Result

Construct	Competence	Work Motivation	Organizational Culture	Employee Performance
Competence	0.762			
Work Motivation	0.377	0.730		
Organizational Culture	0.381	0.674	0.741	
Employee Performance	0.478	0.567	0.564	0.725

Source: Primary Data processed by Smart PLS 2026

This study applies *the Fornell-Larcker Criterion* as an additional measure to verify validity and reliability. Based on the Fornell & Larcker (1981) approach, the value of the square root of AVE of a construct must be greater than the correlation of that construct with other constructs. In this analysis, the correlation between constructs is calculated and compared with the AVE values of each construct to ensure data consistency. The rules outlined in the table support the validity between items, indicating that each item has met the evaluation criteria. Overall, the results of the analysis of this measurement model confirm the validity and reliability of the measure, so that the data is ready for further analysis using the structural model.

Structural Model Analysis

The next step in evaluating the results of PLS-SEM is to assess the structure of the model. In the structural model, the assessment criteria that need to be considered are the determination coefficient (R²) and the effect size (f²). The R² value is grouped into three, namely weak (0.25), medium (0.50), and strong (0.75) (Henseler, 2017). Then, the F² value is higher than 0.02; 0.15; and 0.35, respectively, indicating that the magnitude of the influence is small, moderate, and large (Cohen, 1988).

Table The Structural Model Analysis Result

Construct	R-Square	Interpretation
Organizational Culture	0,473	Keep
Employee Performance	0,441	Keep

Source: Primary Data processed by Smart PLS 2026

The R² value is an indicator that shows the extent to which independent variables are able to influence dependent variables. Based on the values listed, organizational culture and employee performance have contributed 47.3% and 44.1%, respectively. For organizational culture, 47.3% is influenced by competency and work motivation factors. Meanwhile, employee

performance can be explained by a combination of the influence of competence, work motivation, and organizational culture, with a total contribution of 44.1%.

Table Effect Size Analysis Result

<i>Path</i>	<i>F²</i>	<i>Interpretation</i>
Competence → Organizational Culture	0.036	Small
Competence → Employee Performance	0.107	Small
Work Motivation → Organizational Culture	0.622	Big
Work Motivation → Kinerja Pegawai	0.076	Small
Organizational Culture → Employee Performance	0.069	Small

Source: Primary Data processed by Smart PLS 2026

Based on table of the results of the effect size analysis, the influence between variables shows a difference in the level of significance. In the relationship between competence and organizational culture, an F^2 value of 0.036 indicates that competence has a small influence on organizational culture. Similarly, the influence of competence on employee performance with an F^2 value of 0.107 is also relatively small. On the other hand, the influence of work motivation on organizational culture has an F^2 value of 0.622, which shows a great influence. This indicates that work motivation plays an important role in shaping organizational culture. Meanwhile, the effect of work motivation on employee performance with an F^2 value of 0.076 is in the small category. Finally, the influence of organizational culture on employee performance is also relatively small, with an F^2 value of 0.069. From these results, it can be concluded that the most significant relationship occurs in the work motivation pathway to organizational culture, while the influence on other pathways is relatively small. This underscores the importance of work motivation in creating an effective organizational culture.

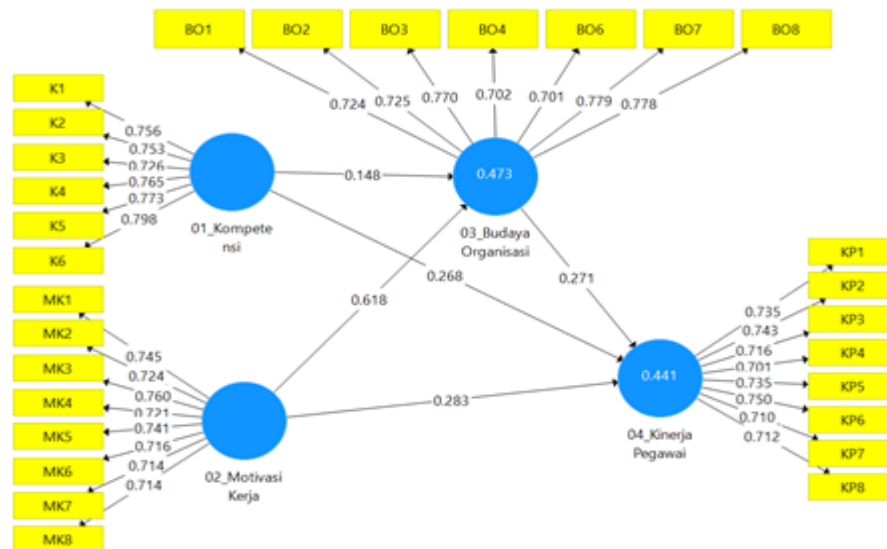
Table Results of Hypotheses Testing

<i>Hypothesis</i>	<i>Construct Path</i>	<i>Path Coefficient</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Test Results</i>
H ₁	CO → OC	0.148	1.552	0.121	No Supported
H ₂	CO → EP	0.268	2.952	0.003	Supported
H ₃	WM → OC	0.618	9.027	0.000	Supported
H ₄	WM → EP	0.283	2.403	0.016	Supported
H ₅	OC → EP	0.271	2.526	0.012	Supported
H ₆	CO → OC → EP	0.040	1.214	0.225	No Supported
H ₇	WM → OC → EP	0.168	2.436	0.015	Supported

Source: Primary Data processed by Smart PLS 2026

Based on table of the results of hypothesis testing, the results show that not all hypotheses are supported. Based on the path analysis, HR competencies do not have a significant influence on organizational culture (β : 0.148; T: 1,552; p: 0.121), so H₁ is not supported. However, competence has a positive and significant influence on employee performance (β : 0.268; T: 2,952; p: 0.003), so H₂ is supported. Other results showed that work motivation had a positive and significant effect on organizational culture (β : 0.618; T: 9,027; p: 0.000), so that H₃ is supported and work motivation also has a positive and significant influence on employee performance (β : 0.283; T: 2,403; p: 0.016), so H₄ is supported. Organizational culture was found to have a significant influence on employee performance (β : 0.271; T: 2,526; p: 0.012), so H₅ is supported. Meanwhile, competence does not have a significant influence on employee performance through organizational culture (β : 0.040; T: 1,214; p: 0.225), so H₆ is not supported. However, work motivation has been proven to affect employee performance indirectly through organizational culture (β : 0.168; T: 2,436; p: 0.015), so H₇ is supported.





Picture Research Conceptual Framework

Discussion

This study aims to investigate the influence of HR competence and work motivation on employee performance through organizational culture as a mediating variable. The results of the study show that HR competencies do not have a significant relationship with organizational culture. This is due to the lack of integration between competency development and organizational culture goals. More targeted training is needed so that individual competencies can support the strengthening of organizational values and norms (Windon & Buchko, 2022; Firdausa et al., 2024). Meanwhile, work motivation has a significant influence on organizational culture. This finding is consistent with previous research by Paais & Pattiruhu (2020), which emphasized the importance of motivation as a key driver in creating an effective organizational culture. Employees who are motivated tend to be more active in contributing to creating strong organizational values. High motivation, such as a desire to grow or recognition from superiors, helps to form an adaptive and collaborative work environment (Paais & Pattiruhu, 2020; Ingsih et al., 2022.; Miao & Zhang, 2024).

In addition, organizational culture was found to have a significant positive influence on employee performance, supporting the theory put forward by Miao & Zhang (2024) that a good organizational culture can encourage the achievement of higher performance. Employees who work in an environment with a strong culture feel more valued and motivated to perform at their best. To ensure optimal results, organizational culture must be aligned with the needs and aspirations of employees (Priyadharsan & Nithiya, 2020; Santoso & Soehari, 2020).

In terms of direct influence, HR competence and work motivation significantly affect employee performance. These findings are in line with the results of research by Pacher et al. (2024) which show that competencies have an important impact on professional performance in various industry contexts and for the continuous development of competencies, such as competency-based training and evaluation systems, to be a strategic step to maintain high performance ((McClelland, 1973; Ahti et al., 2023; Parashakti et al., 2020). Work motivation has also been shown to play an important role in improving performance, according to the findings of Chien et al. (2020). Support in the form of fair awards and recognition from organizations further strengthens the relationship between work motivation and employee performance (Astriani et al., 2023; Kudaibergenov et al., 2024; Layek & Koodamara, 2024).

However, the indirect relationship between HR competencies and employee performance through organizational culture is not significant, highlighting the need for a more strategic approach to leverage organizational culture in improving employee performance. One possible cause is the lack of alignment between the development of individual competencies and the core values that exist in the organizational culture (Firdausa et al., 2024). For example,

strong competencies in individuals will be more effective in improving performance if the organization has a culture that supports collaboration, innovation, and adaptation to change (Miao & Zhang, 2024). In addition, the success of organizational culture mediation also depends on the extent to which the organization is able to internalize core values into daily work behavior. Research by Virgiawan et al. (2021) shows that a good organizational culture can be a catalyst for strengthening the impact of competence on performance. However, if the organizational culture is not applied consistently, this potential for mediation cannot be fully realized.

The results of the hypothesis statistical test show that the work motivation pathway through organizational culture on employee performance has a significant mediating effect. This supports the hypothesis that organizational culture can be a catalyst that amplifies the impact of work motivation on employee performance. High work motivation, when translated through a strong organizational culture, results in work behaviors that are consistent with the organization's vision and mission, which ultimately increases efficiency and productivity (Santoso & Soehari, 2020). Furthermore, this study confirms that organizational culture can increase the impact of work motivation on employee performance by creating supportive norms and values. For example, rewarding individual contributions within an organization not only motivates employees but also strengthens their perception of an inclusive and supportive organizational culture (Layek and Koodamara, 2024). Conversely, when an organizational culture is not well internalized, high work motivation may not fully translate into optimal performance.

E. CONCLUSION AND SUGGESTIONS

This study examines the influence of competence, work motivation, and organizational culture on employee performance at the South Sumatra Provincial Education Office. The results show that work motivation is the most substantial factor in shaping organizational culture, which then has an impact on employee performance. Competence is proven to have a direct influence on employee performance, although its influence on organizational culture is not significant. High work motivation, supported by an inclusive and adaptive organizational culture, creates a work environment conducive to improved performance. The findings also reveal the importance of competency development and rewarding as key strategies to support employee effectiveness.

Organizations are advised to strengthen work motivation by implementing policies that encourage rewards, career development, and recognition that are able to create high work motivation among employees. In addition, it is necessary to develop training that is oriented towards integrating individual competencies with organizational cultural values to ensure that these competencies are aligned with strategic goals. In an effort to maximize employee contributions, it is important for organizations to improve the quality of organizational culture by building a collaborative, inclusive, and innovation-supporting work environment. Finally, organizations need to implement a competency-based evaluation system to ensure that individual competencies develop continuously and in accordance with organizational needs.

BIBLIOGRAPHY

- Abdullahi, M. S., Raman, K., & Solarin, S. A. (2022). Talent management practices on employee performance among academic staff of Malaysian private universities: employee engagement as a mediator. *Journal of Applied Research in Higher Education*, 14(1), 135–158. <https://doi.org/10.1108/JARHE-08-2020-0283>
- Adiguzel, Z., & Cakir, F. S. (2022). Examining the effects of strategic orientation and motivation on performance and innovation in the production sector of automobile spare parts. *European Journal of Management Studies*, 27(2), 131–153. <https://doi.org/10.1108/ejms-01-2022-0007>



- Aggarwal, P., & Agarwala, T. (2023). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*, 30(7), 2351–2376. <https://doi.org/10.1108/BIJ-08-2021-0474>
- Ahti, M., Taipale-Walsh, L., Kuha, S., & Kanste, O. (2023). Health-care leaders' experiences of the competencies required for crisis management during COVID-19: a systematic review of qualitative studies. *Leadership in Health Services*, 36(4), 595–610. <https://doi.org/10.1108/LHS-10-2022-0104>
- Al Halbusi, H., Williams, K. A., Mansoor, H. O., Hassan, M. S., & Hamid, F. A. H. (2020). Examining the impact of ethical leadership and organizational justice on employees' ethical behavior: Does person–organization fit play a role? *Ethics and Behavior*, 30(7), 514–532. <https://doi.org/10.1080/10508422.2019.1694024>
- Ali, A. B. J., Ismail, F. B., Sharif, Z. M., Hamawandy, N. M., Abubakr, Z. A., Qader, K. S., & Othman, B. (2021). The organizational culture influence as a mediator between training development and employee performance in Iraqi Academic sector: University of Middle Technical. *Journal of Contemporary Issues in Business and Government*, 27(1), 2021.
- Alkandi, I. G., Khan, M. A., Fallatah, M., Alabdulhadi, A., Alanizan, S., & Alharbi, J. (2023). The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee Job Satisfaction. *Sustainability (Switzerland)*, 15(4). <https://doi.org/10.3390/su15043415>
- Alshammari, F. M. M., & Asaari, M. H. B. A. H. (2024). The Impact of Ability, Motivation and Opportunity-Enhancing SHRM on Employee Performance: Moderating Role of Digital Transformation. *International Journal of Religion*, 5(3), 399–412. <https://doi.org/10.61707/msmys475>
- Amrutha, V. N., & Geetha, S. N. (2021). Linking organizational green training and voluntary workplace green behavior: Mediating role of green supporting climate and employees' green satisfaction. *Journal of Cleaner Production*, 290, 125876. <https://doi.org/10.1016/j.jclepro.2021.125876>
- Astriani, F., Noviyanti, Wibisono, C., & Kenedi, J. (2023). Determination of Motivation, Work Environment, and Work Communication on Performance Through Competence at the Public Health Centers In Batam City. *Journal of Optimization in Industrial Engineering*, 16(2), 41–47. <https://doi.org/10.22094/JOIE.2023.1987020.2074>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: role of employee engagement and organizational culture in hospitality industry. *Vilakshan - XIMB Journal of Management*, 18(2), 187–201. <https://doi.org/10.1108/xjm-08-2020-0089>
- Bredenkamp, D., Botma, Y., & Nyoni, C. N. (2023). Higher education students' motivation to transfer learning: a scoping review. *Higher Education, Skills and Work-Based Learning*, 13(1), 36–52. <https://doi.org/10.1108/HESWBL-03-2022-0057>
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality and Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* Second Edition. In Lawrence Erlbaum Associates (2nd Editio). <https://doi.org/https://doi.org/10.4324/9780203771587>

- Dörnyei, Z., & Henry, A. (2022). Accounting for long-term motivation and sustained motivated learning: Motivational currents, self-concordant vision, and persistence in language learning. *Advances in Motivation Science*, 9, 89–134. <https://doi.org/10.1016/bs.adms.2021.12.003>
- Fidyah, D. N., & Setiawati, T. (2020). Influence of Organizational Culture and Employee Engagement on Employee Performance: Job Satisfaction as Intervening Variable. *Review of Integrative Business and Economics Research*, 9(4), 64–81.
- Firdausa, M., Suryania, E., Nadlifatina, R., & Tjahyanto, A. (2024). Enhancing Organizational Culture and Productivity through Innovative Performance Appraisal : A Design Science Research Approach. *Procedia Computer Science*, 234, 1128–1136. <https://doi.org/10.1016/j.procs.2024.03.108>
- Flacandi, M., Vlad, M., & Lunardo, R. (2024). The effects of retail apps on shopping well-being and loyalty intention: A matter of competence more than autonomy. *Journal of Retailing and Consumer Services*, 78. <https://doi.org/10.1016/j.jretconser.2024.103762>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50.
- Giustiziero, G., Kretschmer, T., Somaya, D., & Wu, B. (2023). Hyperspecialization and hyperscaling: A resource-based theory of the digital firm. *Strategic Management Journal*, 44(6), 1391–1424. <https://doi.org/10.1002/smj.3365>
- González-González, T., & García-Almeida, D. J. (2021). Frontline employee-driven innovation through suggestions in hospitality firms: The role of the employee's creativity, knowledge, and motivation. *International Journal of Hospitality Management*, 94. <https://doi.org/10.1016/j.ijhm.2021.102877>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: SAGE Publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hajiali, I., Kessi, A. M. F., Budhiandriani, Prihatin, E., & Sufri, M. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of Manpower*, 41(7), 1061–1079. <https://doi.org/10.1108/IJM-08-2019-0407>
- Hamzah, Z., Basri, Y. Z., & Zulhelmy. (2021). The Influence of Islamic Leadership and Islamic Work Ethics on Employee Performance of Islamic Banks in Riau Province Mediated By Islamic Organizational Culture. *International Journal of Islamic Business & Management*, 5(1), 23–34. <https://doi.org/10.46281/ijibm.v5i1.1136>
- Hassan, A., Hassan, J., & Yen, T. A. (2020). E-Training and development, motivation and employee performance among academicians: Case study of academicians in UniMAP. *Journal of Physics: Conference Series*, 1529(3). <https://doi.org/10.1088/1742-6596/1529/3/032011>
- Hassani, A., & Mosconi, E. (2022). Social media analytics, competitive intelligence, and dynamic capabilities in manufacturing SMEs. *Technological Forecasting and Social Change*, 175. <https://doi.org/10.1016/j.techfore.2021.121416>



- Hendrato, M. L., Subyantoro, A., & Wisnalmawati. (2021). The Effect of Organizational Culture and Information Technology on Employee Performance with Employee Satisfaction as a Mediator in The Electronic Court System (E-Court) in District Court of Sleman, Yogyakarta. *Proceedings of the 4th International Conference on Sustainable Innovation 2020-Accounting and Management (ICoSIAMS 2020)*, 176(ICoSIAMS 2020), 242–246. <https://doi.org/10.2991/aer.k.210121.033>
- Henseler, J. (2017). Partial Least Squares Path Modeling. P.S.H. Leeflang et Al. (Eds.), *Advanced Methods for Modeling Markets*, International Series in Quantitative Marketing, 361–381. https://doi.org/10.1007/978-3-319-53469-5_1
- Herwina, Y. (2022). The Influence of Competence on Employee Performance: Investigation of Automotive Companie. *International Journal of Management and Business Applied*, 1(1), 1–8. <https://doi.org/10.54099/ijmba.v1i1.97>
- Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, 81, 73–82. <https://doi.org/10.1016/j.ijhm.2019.03.006>
- Hilman, H., Ali, G. A., & Gorondutse, A. H. (2020). The relationship between TQM and SMEs' performance: The mediating role of organizational culture. *International Journal of Productivity and Performance Management*, 69(1), 61–84. <https://doi.org/10.1108/IJPPM-02-2019-0059>
- Hosseini, S. H., Hajipour, E., Kaffashpoor, A., & Darikandeh, A. (2020). The mediating effect of organizational culture in the relationship of leadership style with organizational learning. *Journal of Human Behavior in the Social Environment*, 30(3), 279–288. <https://doi.org/10.1080/10911359.2019.1680473>
- Ibitomi, T., Ojatuwase, O., Emmanuella, O., & Eke, T. (2022). Influence of Intrinsic Reward on Employees' Performance in Deposit Money Banks in Ondo State, Nigeria. *Journal of Human Resource and Sustainability Studies*, 10(03), 528–541. <https://doi.org/10.4236/jhrss.2022.103032>
- Idayanti, E., Ayu, I. D. A., Piartrini, & Saroyini, P. (2020). The Effects of Communication, Competency and Workload On Employee Performance in Hotel Puri Saron, Seminyak, Kuta, Bali. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 4(6), 29–37.
- Indahingwati, A., Launtu, A., Tamsah, H., Firman, A., Putra, A. H. P. K., & Aswari, A. (2019). How digital technology driven millennial consumer behaviour in Indonesia. *Journal of Distribution Science*, 17(8), 25–34. <https://doi.org/10.15722/jds.17.08.201908.25>
- Ingsih, K., Jamalia, F. D., & Suhana, S. (2022). Increasing OSH, Work Motivation, Employee Performance and Organizational Commitment of Hospital Employees. *Academic Journal of Interdisciplinary Studies*, 11(6), 194–202. <https://doi.org/10.36941/ajis-2022-0161>
- Kipinä, P., Oikarinen, A., Mikkonen, K., Kääriäinen, M., Tuomikoski, A. M., Merilainen, M., Karsikas, E., Rantala, A., Jounila-Iloa, P., Koivunen, K., & Jarva, E. (2024). Competence of healthcare professionals in stroke care pathways: a cross-sectional study. *Journal of Vascular Nursing*. <https://doi.org/10.1016/j.jvn.2024.02.004>
- Kudaibergenov, Z., Bolatova, B., Kurmanalina, A., & Balginova, K. (2024). Analyzing the Influence of Hygienic and Motivating Factors on Employee Performance: Insights of University'S Hrm Practices and Industry Settings. *Journal of Eastern European and Central Asian Research*, 11(2), 202–217. <https://doi.org/10.15549/jeecar.v11i2.1429>
- Kumari, K., Ali, S. B., Khan, N. un N., & Abbas, J. (2021). Examining the Role of Motivation and Reward in Employees' Job Performance through Mediating Effect of Job

- Satisfaction: An Empirical Evidence. *International Journal of Organizational Leadership*, 10, 401–420. <https://doi.org/https://doi.org/10.33844/ijol.2021.60606>
- Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- Lau, I., Jie, C., Djubair, R. A., Zainal, M., & Harun, M. (2020). Impact of Organizational Culture on Employees' Performance: A Study in Multinational Corporations in Sarawak. *International Journal of Business and Technopreneurship*, 10(2), 133–152.
- Layek, D., & Koodamara, N. K. (2024). Motivation, work experience, and teacher performance: A comparative study. *Acta Psychologica*, 245, 104217. <https://doi.org/10.1016/j.actpsy.2024.104217>
- Limaj, E., & Bernroider, E. W. N. (2019). The roles of absorptive capacity and cultural balance for exploratory and exploitative innovation in SMEs. *Journal of Business Research*, 94, 137–153. <https://doi.org/10.1016/j.jbusres.2017.10.052>
- Lockhart, P., Shahani, N. K., & Bhanugopan, R. (2020). Do organisational culture and national culture mediate the relationship between high-performance human resource management practices and organisational citizenship behaviour? *International Journal of Manpower*, 41(8), 1179–1197. <https://doi.org/10.1108/IJM-04-2018-0129>
- Mappamiring, M., Akob, M., & Putra, A. H. P. K. (2020). What millennial workers want? Turnover or intention to stay in company. *Journal of Asian Finance, Economics and Business*, 7(5), 237–248. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO5.237>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies (IJOSMAS)*, 2(2), 1–16.
- McClelland, D. C. (1973). Testing for competence rather than for "intelligence". *The American Psychologist*, 28(1), 1–14. <https://doi.org/10.1037/h0034092>
- Miao, Y., & Zhang, W. (2024). Big Data Analysis and Model Construction of the Correlation Between Organizational Culture and Employee Performance. *Journal of Logistics, Informatics and Service Science*, 11(1), 416–428. <https://doi.org/10.33168/JLISS.2024.0127>
- Naveed, R. T., Alhaidan, H., Halbusi, H. Al, & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation and Knowledge*, 7(2), 100178. <https://doi.org/10.1016/j.jik.2022.100178>
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors That Influence Employee Performance: Motivation, Leadership, Environment, Culture Organization, Work Achievement, Competence and Compensation (A Study Of Human Resource Management Literature Studies). In *Dinasti International Journal of Digital Business Management* (Vol. 1, Issue 4, pp. 645–662). <https://doi.org/10.31933/DIJDBM>
- Nugroho, T., Erari, A., & Adji, S. S. (2021). The Effects of Leadership, Competence, and Organizational Culture on Employee Performance Mediated By Employee Satisfaction. *Britain International of Humanities and Social Sciences (BloHS) Journal*, 3(2), 332–346. <https://doi.org/10.33258/biohs.v3i2.454>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>



- Pacher, C., Woschank, M., & Zunk, B. M. (2024). The Impact of Competence on Performance in Industrial Engineering and Management: Conceptualization of a Preliminary Research Model. *Procedia Computer Science*, 232, 794–803. <https://doi.org/10.1016/j.procs.2024.01.079>
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387–397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector. *Advances in Economics, Business and Management Research*, 135, 259–267. <https://doi.org/10.2991/aebmr.k.200410.040>
- Priyadharsan, S., & Nithiya, P. (2020). Association between the Organizational Culture and Employees' Performance. *International Journal of Research and Innovation in Social Science (IJRISS)*, IV(VIII), 692–696.
- Purnomo, B. R., Eliyana, A., & Pramesti, E. D. (2020). The effect of leadership style, organizational culture and job satisfaction on employee performance with organizational commitment as the intervening variable. *Systematic Reviews in Pharmacy*, 11(10), 446–458. <https://doi.org/10.31838/srp.2020.10.68>
- Reino, A., Rõigas, K., & Mürsepp, M. (2020). Connections between organisational culture and financial performance in Estonian service and production companies. *Baltic Journal of Management*, 15(3), 375–393. <https://doi.org/10.1108/BJM-01-2019-0017>
- Robbins, S. P. (2019). *Perilaku Organisasi*. Jakarta Selatan: Salemba Empat.
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2020). High-performance work practices and medical professionals' work outcomes: the mediating effect of perceived organizational support. *Journal of Advances in Management Research*, 18(3), 368–391. <https://doi.org/10.1108/JAMR-05-2020-0076>
- Rusmayanti, P. A., Martini, N. N. P., & Qomariah, N. (2022). The Effect of Competence and Job Satisfaction on Organizational Citizenship Behavior and Employee Performance. *International Journal of Business and Management Invention (IJBMI)*, 11(1), 21–29. <https://doi.org/10.35629/8028-1101012129>
- Saban, D., Basalamah, S., Gani, A., & Rahman, Z. (2020). Impact Of Islamic Work Ethics, Competencies, Compensation, Work Culture On Job Satisfaction And Employee Performance: The Case Of Four Star Hotels. *European Journal of Business and Management Research*, 5(1), 1–8. <https://doi.org/10.24018/ejbmr.2020.5.1.181>
- Santoso, T. B., & Soehari, T. D. (2020). The Influence Of Organizational Culture, Work Satisfaction And Generation Y Characteristics Of Employee Performance (Case Study at DKI Jakarta Regional Office BPJS Ketenagakerjaan (BPJSTK). *Dijemss*, 1(4), 454–467. <https://doi.org/10.31933/DIJEMSS>
- Sapta, I. K. S., Muafi, M., & Setini, N. M. (2021). The Role of Technology, Organizational Culture, and Job Satisfaction in Improving Employee Performance during the Covid-19 Pandemic. *Journal of Asian Finance, Economics and Business*, 8(1), 495–505. <https://doi.org/10.13106/jafeb.2021.vol8.no1.495>
- Sardjana, E., Sudarmo, S., & Suharto, D. G. (2019). The Effect of Remuneration, Work Discipline, Motivation on Performance. *International Journal of Multicultural and Multireligious Understanding*, 5(6), 136–150. <https://doi.org/10.18415/ijmmu.v5i6.529>
- Setiawan, Y., Nursaid, & Qomariah, N. (2022). The Role of Competence, Leadership, Work Environment and Motivation in Improving Employee Performance. *International Journal*

- of Humanities and Social Science Invention (IJHSSI), 11(2), 47–58. <https://doi.org/10.35629/7722-1102014758>
- Shuaib, K. M., & He, Z. (2021). Impact of organizational culture on quality management and innovation practices among manufacturing SMEs in Nigeria. *Quality Management Journal*, 28(2), 98–114. <https://doi.org/10.1080/10686967.2021.1886023>
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Human Resource Management*, 1(2), 72–83. <https://doi.org/10.61397/mfc.v1i2.48>
- Sudiarso, S. (2022). The Effect of Transformational Leadership, Competence and Work Environment on Employee Performance of Pt Waskita Karya (Persero) Tbk in Becakayu 2A Ujung Project. *Dinasti International Journal of Management Science*, 3(3), 535–546. <https://doi.org/10.31933/dijms.v3i3.1103>
- Susanto, A. J., & Nopiyanti, E. (2020). Leadership, Cultural Values and Motivation on Employees Performance about Green Hospital. *Journal of Physics: Conference Series*, 1625(1). <https://doi.org/10.1088/1742-6596/1625/1/012065>
- Tika, P. (2014). *Budaya Organisasi dan Peningkatan Kinerja Karyawan*. Jakarta: Bumi Aksara, August, 1–43.
- Upadhyay, P., & Kumar, A. (2020). The intermediating role of organizational culture and internal analytical knowledge between the capability of big data analytics and a firm's performance. *International Journal of Information Management*, 52. <https://doi.org/10.1016/j.ijinfomgt.2020.102100>
- Vijh, G., Sharma, R., & Agrawal, S. (2022). Effect of competency on employee performance and the mediating role of commitment: An empirical investigation in the IT Industry. *Journal of Information and Optimization Sciences*, 43(7), 1573–1587. <https://doi.org/10.1080/02522667.2022.2128518>
- Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67–79. <https://doi.org/10.36941/AJIS-2021-0065>
- Vroom, V. H. (1964). *Work and motivation*. In New York: John Wiley & Son. Wiley.
- Wernerfelt, B. (1984). The Resource-Based View of the Firm. *Strategic Management Journal*, 5, 171–180. <https://doi.org/10.1177/105649269500400402>
- Widon, S., & Buchko, O. (2022). Relationship Between Volunteer Stewardship Action-Taking Experiences and Their Leadership Competencies During the Covid-19 Pandemic. *Journal of Leadership Education*, 21(2), 114–145. <https://doi.org/10.12806/v21/i2/r7>
- Zaenudin, P., & Widigdo, A. M. N. (2022). The Effect of Independence and Competence on Performance of Employees with Integrity as Moderation (Case Study on the Corruption Eradication Commission in Indonesia). *European Journal of Business and Management Research*, 7(2), 28–36. <https://doi.org/10.24018/ejbmr.2022.7.2.1312>
- Zhang, Y., Hou, Z., Yang, F., Yang, M. M., & Wang, Z. (2021). Discovering the evolution of resource-based theory: Science mapping based on bibliometric analysis. *Journal of Business Research*, 137(August), 500–516. <https://doi.org/10.1016/j.jbusres.2021.08.055>

