

The Effect of Competence, Motivation, and Organizational Culture on Employees Competence, with Organizational Commitment as an Intervening Variable (A Case Study at Social Office of Sikka Sub-District

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The Effect of Competence, Motivation, and Organizational Culture on Employees Competence, with Organizational Commitment as an Intervening Variable (A Case Study at Social Office of Sikka Sub-District)



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ABSTRACT: This study aimed to find out the effect of competence, motivation, and organizational culture on employees' performance with organizational commitment as a moderating variable; also to find out whether each variable moderated the employees' performance. Moreover, the study was causal comparative with a quantitative approach. The population was 57 employees who worked in the Social Office of Sikka Sub-district; which was in the division of social guarantee and protection, social rehabilitation, social empowerment, and poor people care. It was located at Jl. El Tari Maumere, Nusa Tenggara Timur, Indonesia. Furthermore, the data collection technique used saturated sampling or census. The data analysis technique used descriptive statistics with Smart (PLS). As a result, it concluded that (1) competence had a positive but insignificant effect on employees' performance; (2) motivation had a positive and significant effect on employees' performance; (3) organizational culture had an insignificant effect on employees' performance; (4) competence had an insignificant effect on employees' performance, with organizational commitment as the moderating variable; and (5) motivation had an insignificant effect on employees' performance, with organizational commitment as the moderating variable. On the other hand, organizational culture had a positive and significant effect on employees' performance, with organizational commitment as the moderating variable.

KEYWORDS: Competence, Motivation, Organizational Culture, Employees' Performance. Organizational Commitment

I. INTRODUCTION

The Social Service is one of the implementers of social services to the community under the authority of the Ministry of Social Affairs of the Republic of Indonesia, which is a ministry that serves to fulfill social needs and handle social problems that exist in society. The Social Service is a device that handles problems in the social sector within the scope of regional government and is led by the Head of the Service who has the position and responsibility directly to the Governor through the Regional Secretary (Social Service Website, 2019).

To handle social problems that occur in society, quality human resources are needed so that they can be in line with the era of globalization, so an ability to adapt is needed. If the performance of human resources is good, then the goals of the organization's vision and mission will also be good, and vice versa, productivity, proficiency merit, effort, job performance, initiative, loyalty, leadership potential and work morale. Performance is a term that is widely used today, but there is no generally agreed upon definition. Estimologically, the word performance can be equated in meaning with the word performance which comes from English. Performance or performance is generally defined as a person's success in carrying out the tasks or work assigned to him (Fauzi and Nugroho, 2020: 1).

Employee performance itself is very important in a company, because by knowing employee performance it will be seen how far the employee's ability is to carry out the tasks assigned to him. There are many factors that influence employee performance, including work motivation factors, commitment to the organization, support from organizational culture and job satisfaction received by employees.

Employee performance is very important in an organization's efforts to achieve its goals. One of the things that must be considered in carrying out work is achieving good performance, in accordance with the performance standards applied and

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desired by the organization, and in accordance with the organization's vision and mission. However, so that all employees can achieve the desired performance, many factors may influence employee performance in carrying out their duties, such as individual competence, work motivation and organizational culture and so on.

Thus it can be said that performance is a person's achievement in both quantity and quality due to carrying out work optimally by utilizing existing resources in a certain period. There are many indicators that can be used to assess employee performance in carrying out tasks, one of which is by comparing the realization of achievements. work with targets that have been prepared.

Based on the Sikka Regent's Regulation Number 6 of 2015 concerning Procedures for Measuring Performance Indicators for the Sikka Regency Government, the measurement of performance achievements is carried out based on performance agreements that have been determined through the implementation of programs and activities, so the description of performance achievements is represented by the achievements of the Main Performance Indicators (IKU), as follows following:

Table 1. Achievements of Main Performance Indicators (KI) for 2019 – 2021

Year	Not enough (<50)	Enough (51-60)	Pretty good (61-75)	Good (76-90)	Very good (91-100)
2019	6	9	17	11	14
2020	7	10	15	12	13
2021	5	12	19	10	11

Source: Sikka Regency Social Service Office, 2022.

From table 1 it can be seen that the performance of the Sikka Regency Social Services Office employees is seen from the main performance indicators (IKU), namely: Basic Social Rehabilitation, Social Protection and Security, Professional ASN, and Public Services, for 3 (three) years more in the category quite good (71-80), namely in 2019 with 17 employees in the quite good category, in 2020 with 15 employees in the quite good category and in 2021 with 19 employees in the fair category. This condition shows that the work performance of Sikka Regency Social Service Office employees based on indicators, which is an important part of improving the performance of social service office employees, still needs to be improved. plus problems such as the quantity of employees which is still considered insufficient to support the completion of tasks and work in each section in the labor sector. This can be seen in the table of employee education levels below:

Table 2. Education Level of Sikka Regency Social Service Office Employees in 2021

Level of education	Number of Employees
SENIOR HIGH SCHOOL	10
DIII/DIV	18
S1	26
S2	3
Amount	57

Source: Sikka Regency Social Service Office, 2022

Based on table 2 above, it can be seen that the low performance of Sikka district social service office employees can be seen from the employee's education level. The various educational backgrounds possessed by employees, of course the competencies possessed by each employee also differ according to their field and abilities, this influences the performance of Sikka district social service employees to be less than optimal regarding the level of achievement of the quality of work results with the targets set, because Individual performance influences organizational performance. There is another thing that is also a problem, namely looking at the recapitulation of work attendance of Sikka Regency Social Service employees in the following data:

Table 3. Recapitulation of Attendance of Sikka Regency Social Service Office Employees

No.	Year	Sick	Paid leave	Permission	Without explanation
1	2019	10	5	18	24
2	2020	6	9	20	22
3	2021	9	12	16	20

Source: Sikka Regency Social Service Office, 2022.

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Based on table 3, it can be seen that the number of employees in the permit category and without information to come to work is greater even though they have implemented an attendance system with quite sophisticated technology, namely using finger print. The Sikka Regency Social Service Office has also set a rule that all employees must be in place at 07.30 WIB on Monday due to the flag ceremony on that day, then from Tuesday to Friday at 08.00. This illustrates that the performance of employees is said to be not optimal, which is shown based on the data from the table above, namely that there are employees who sometimes do not come to the office without any information.

Based on the description of the three tables, it shows that the problems often faced by social service offices as public service institutions are suspected to be a decline in employee performance, the decline in employee performance is reflected in the high level of employee absenteeism while office hours are still ongoing, therefore management, coaching and resource strategies are needed. Human resources consistently in order to obtain a perfect assessment in order to improve employee performance in the following years. Sikka Regency social service employees as State Civil Apparatus (ASN) carrying out public duties are required to be productive, innovative, creative and loyal to their work, one thing that can form employees with these criteria is proper human resource management with a supportive work environment, This research refers to Attribution Theory, Luthans and Fred (2015:209) which states that attribution theory is related to cognitive processes where individuals interpret behavior as a result of certain parts of the relevant environment or in other words where people draw conclusions about factors that influence or make sense of other people's behavior. It will be a big contribution that a person's behavior is influenced both from within the individual and from outside the individual, as well as the environment has an important role in shaping a person's behavior.

According to Sinambela (2019), various theoretical study approaches have been carried out by experts, including: satisfaction, compensation, commitment, organizational culture and effectiveness. Sedarmayanti (2013:213) revealed that the factors that influence employee performance: attitude, mentality, motivation, perception, level of education, management, salary, work climate and opportunities for achievement. Likewise according to Wibowo (2016:35) states that competence, work stress and work environment are factors that influence employee performance.

One of the factors that influences performance is competence. Researchers took the competency variable with the consideration that employees who have high competence which is characterized by extensive knowledge, capability and initiative and innovative attitudes of employees certainly have higher performance compared to employees who are not competent. According to opinion Dessler (2017:408) Competency is a personal characteristic that can be demonstrated such as knowledge, skills and personal behavior such as leadership.

Competency is a job that is based on skills and knowledge and is supported by the work attitudes required by the job. If competence is good, then performance will increase. Competency has a direct positive and significant effect on employee performance. Human resources have an important role in the organization, therefore it is natural for management to pay more attention through the policies taken.

Improving employee performance requires adequate competency. Competency has a very important role, because in general competence concerns a person's basic ability to do a job. So far, many government agencies do not have employees with adequate competence, this is proven by the low productivity of employees and the difficulty of measuring employee performance. To achieve maximum and satisfactory work results, an employee needs competence in carrying out their work duties so that employee performance can increase.

Several previous studies indicate that there is a research gap in research conducted by Permana, et al. (2019) with research results showing that competence has a positive and significant effect on employee performance. However, the results are different from research conducted by Cahyani (2021) which shows that competency has a negative and insignificant effect on employee performance.

The next factor considered to have an influence on employee performance is work motivation. According to Siagian (2022) Motivation is the driving force that causes a member of an organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations in order to achieve the goals and various targets of the organization that have been determined. For this reason, organizations need to know what motivates their employees, because this factor is one of the factors that determines whether the work progresses from the vision and mission outlined in achieving employee performance and overall organizational goals.

Work motivation is something that plays an important role in increasing work effectiveness, because people who have high work motivation will try as hard as possible so that their work can be as successful as possible and will create work productivity. Work motivation is one of the important factors that supports organizational effectiveness. Nowadays, many companies or organizations do not provide enough motivation to employees, so that many employees are less motivated by their superiors,

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which has an impact that is not desired by the company due to a lack of motivation. For this reason, motivation is really needed for employees so that this motivation can run optimally so that it can increase employee performance enthusiasm so that the company or organization can achieve the desired goals.

Several previous studies indicate that there is a research gap in research conducted by Suwanto (2019) with research results showing that motivation has a positive and significant effect on performance. However, the results are different from research conducted by Changriawan (2017) which shows that motivation has no significant effect on employee performance.

Apart from motivation and competence, other factors considered by researchers to influence employee performance are organizational culture variables. Organizational culture is defined as a comprehensive complex that includes knowledge, beliefs, art, law, morals, habits and other capabilities and habits that a company or organization has, which is a series of values and work practices (values and practices) contributed by members of the company or organization that provides it. a significant influence on the behavior of its members, is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and binding within a particular community.

Gibson (2013) provides a definition of organizational culture as follows: organizational culture is a form of beliefs, values, ways that can be learned to cope and live in an organization, organizational culture tends to be realized by members of the organization referring to a system of shared values held by members who differentiate the organization from other organizations. It can be an important understanding such as norms, values, attitudes and beliefs, habits, which are dominant values that are disseminated within the organization and used as employee work philosophies as a reference for all group members to act and behave.

17 Several previous studies indicate that there is a research gap in the research conducted Taurisa and Ratnawati (2012) shows that organizational culture has a positive and significant effect on employee performance. However, the results are different from research conducted by Girsang (2019) Organizational culture does not have a significant effect on employee performance.

18 Researchers chose organizational commitment as a mediating variable because organizational commitment shows a condition where employees are very interested in the goals, values and targets of their organization. Furthermore, organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve goals (Steers and Porter, 2016). This is in line with opinion Kaswan (2020) Organizational commitment is a measure of an employee's willingness to stay with a company in the future. Organizational commitment often reflects employees' belief in the mission and goals of the organization, a willingness to put forth effort to complete the work and a desire to continue working there.

2 Several previous studies indicate that there is a research gap in research conducted by Helmi et al. (2020) shows that organizational commitment mediates the influence of competence on employee performance. However, the results are different from research conducted by Nursangadah and Tjahjaningsih (2017) shows that organizational commitment does not mediate the influence of competence on employee performance.

2 Then research conducted by Umar and Norawati (2022) states that organizational commitment mediates the influence of motivation on employee performance. However, the results are different from research conducted by Sholikhah (2017) which states that organizational commitment does not mediate the influence of motivation on employee performance.

3 Then research conducted by Nurseta, et al. (2020) states that organizational commitment mediates the influence of motivation on employee performance. However, the results are different from research conducted by Permana, et al. (2019) which states that organizational commitment does not mediate the influence of organizational culture on employee performance.

4 Based on the description above, researchers are interested in taking up this topic because researchers see that employee performance itself is very necessary in a company or organization, because by knowing employee performance it will be seen how far the employee's ability is to carry out the tasks assigned to him.

5 There are many factors that influence employee performance, including work motivation factors, commitment to the organization, support from organizational culture and job satisfaction received by employees. And in this research the author refers to similar research that has been carried out previously which we can see from the following table:

Table 4. Gap Research

GAP	Writer	Findings
Factors that have a positive and/or significant influence	Permana, et al (2020)	Competency has a positive and significant effect on employee performance
	Suwanto (2019)	Motivation has a positive and significant effect on performance

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on employee performance	Taurisa and Ratnawati (2012)	Organizational culture has a positive and significant effect on performance.
	Aulia (2021)	Organizational Commitment has a positive effect on performance
Factors that have a negative and/or insignificant effect on employee performance	Cahyani (2021)	Competence and motivation have a negative and insignificant effect on employee performance
	Changgriawan (2017)	Motivation has no significant effect on employee performance.
	Girsang (2019)	Organizational culture does not have a significant effect on employee performance
	Diana and Anggreani (2020)	Organizational commitment does not have a significant effect on employee performance

Source: Secondary Data (processed).

From the explanation and description in the table above, it can be seen that there is a research gap on several variables that influence employee performance, including competence, motivation, organizational culture and . The inconsistency of the results obtained in previous research and to obtain clarity on the phenomena described above, the author wants to review the influence of these variables on employee performance.

II. THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

A. Attribution Theory

According to Fritz Heider, the founder of attribution theory, attribution theory is a theory that explains a person's behavior. In observing someone's behavior, it is seen from whether it is generated internally (ability, knowledge or effort) or externally (luck, opportunity and environment). Internally caused behavior is behavior that is believed to be under the personal control of the individual concerned. External behavior is seen as the result of external causes, namely being forced to behave because of the situation (Robbins, 2015:131) Disposition attribution or internal causes refers to aspects of individual behavior, something that exists within a person such as personal traits, self-perception, motivational abilities. Situational attribution or external causes refer to the environment that influences behavior, such as social conditions, social values, societal views. The determinants of attribution or cause for an individual or situation are influenced by three factors(Robbins, 2015:131):

- 1) Consensus behavior shown if all people facing a similar situation respond in the same way.
- 2) Distinctiveness: behavior shown by different individuals in different situations.
- 3) Consistency: the same behavior in a person's actions from time to time.

It is hoped that the existence of attribution theory can help in dealing with problems related to employee performance, because attribution theory itself studies a person's behavior. The behavior caused by someone is not the same from one another and requires different handling in each incident. The existence of attribution theory is very helpful in the process of improving employee performance in an organization by studying every behavior produced by each employee. Existing behavior can be caused by several factors such as the level of religiosity, the level of emotional intelligence, the work environment, and the organizational culture within the organization itself.

B. Hypothesis Development

1) The Influence of Competency on Employee Performance

Competency refers to the behavioral dimensions of a role or behavior that a person needs to be able to carry out their work satisfactorily. Competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge to improve their performance. Compri (2017:1) states that competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job. Then according to (Nursangadah and Tjahjaningsih, 2017) Edison (2017) an individual's ability to carry out a job correctly and have excellence based on matters relating to knowledge, skills and attitude.

Previous research conducted by Permana, et al. (2019) proves that Competency and Organizational Culture have a positive and significant effect on Employee Performance at PT PAG. The same thing was also revealed in research Sirait, et al. (2020) which states that competence has a positive and significant effect on employee performance. The findings above are different from research conducted by Cahyani (2021) which states that competency does not have a significant effect on the performance of employees at Santo Antonius General Hospital Pontianak. Based on the study above and previous research, the researcher formulated the following hypothesis:

H1: competency has a significant effect on employee performance.

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2) The Influence of Motivation on Employee Performance

Motivation is a driving force that causes a member of an organization to be willing and willing to direct their abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various targets of the organization that have been determined previously. A job that is based on skills and knowledge and supported by the work attitudes required by the job. If the competency is good, then performance will increase. Competency has a direct positive and significant effect on employee performance. Based on this, it can be said that the better the competence an employee has, the better his performance will be. Conversely, the smaller the ability or competence an employee has, the lower his performance will be. This is supported by research by Hartono (2015) which states that employees who have high competence, which is characterized by extensive knowledge, Employees' capabilities and initiative and innovative attitudes certainly have higher performance than employees who are not competent. Meanwhile, according to Hasibuan (2017:141) Motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results.

Previous research conducted by Susanto (2019) work motivation, job satisfaction, and work discipline have a positive and significant effect on employee performance in the Sales Division of PT. Rembaka. The same thing was also expressed by Dinata (2018) which states that motivation has a positive and significant effect on employee performance. The findings above are different from research conducted by Changgriawan (2017) which states that motivation has no significant effect on the performance of One Way Production employees. Based on the study above and previous research, the researcher formulated the following hypothesis:

H2: Motivation has a significant effect on employee performance

3) The Influence of Organizational Culture on Employee Performance

Organizational culture is a system of shared meaning held by members of an organization that differentiates the organization from other organizations. Organizational culture also has characteristics that provide values to an organization, so that the organization has characteristics that differentiate it from other organizations. Sulaksono (2015:4) states that organizational or company culture is the values that guide human resources in carrying out their obligations and behavior within the organization. Meanwhile, according to Wardiah (2016:196) Organizational culture is essentially the basic values of the organization, which will act as a basis for behaving, behaving and acting for all members of the organization. Organizational culture is the way people behave in an organization and it is a set of norms consisting of beliefs, attitudes, core values, and behavioral patterns shared within an organization.

Previous research conducted by Chaterina and Intan (2012) showed that organizational culture had a positive and significant effect on the performance of PT employees. Sido Appears Kaligawe Semarang. Amran and Taher (2021) also expressed the same thing, showing that organizational culture has a positive and significant effect on the performance of PT employees. PLN Persero Muara Bungo Area. The findings above are different from research conducted by Girsang (2019) which shows that organizational culture does not significantly influence the performance of employees at Putri Hijau Hospital No. 17 Medan. Based on the study above and previous research, the researcher formulated the following hypothesis:

H3: Organizational culture has a significant effect on employee performance

4) The Influence of Competency on Employee Performance Mediated by Organizational Commitment

Competency is a term that is commonly used, and covers more abilities and skills that receive a lot of attention from management circles. Competence is the ability to carry out work that is based on skills and knowledge and is supported by the work attitudes required by the job (Wibowo, 2016: 85), the higher the competence an employee has, the higher the employee's performance is possible. According to Dessler (2017) competence is a personal characteristic that can be demonstrated such as knowledge, skills and personal behavior such as leadership.

Previous research conducted by Helmi et al. (2020) shows that organizational commitment can mediate the influence of competence on the performance of employees of the Southeast Sulawesi provincial general election commission secretariat. The findings above are different from research conducted by Research Nursangadah and Tjahjaningsih (2017) which shows that organizational commitment does not mediate the influence of competency on employee performance at the Semarang Religious Training Center. Based on the study above and previous research, the researcher formulated the following hypothesis:

H4: Organizational Commitment mediates the effect of competency on employee performance.

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5) The Influence of Motivation on Employee Performance Mediated by Organizational Commitment

Motivation is the driving force that causes a member of an organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities for which they are responsible and fulfill their obligations in order to achieve the goals and various targets of the organization that have been determined. Hafidzi et al. (2019: 52) states that motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively and be integrated with all their efforts to achieve satisfaction. Meanwhile, according to Sedarmayanti (2013:154) Motivation is a force that encourages a person to carry out an action or not which is essentially positive or negative internally and externally.

For this reason, organizations need to know what motivates their employees, because this factor is one of the factors that determines whether the work progresses from the vision and mission outlined in achieving employee performance and overall organizational goals. Previous research conducted by Umar and Norawati (2022) Organizational commitment mediates the influence of motivation on employee performance at UPT Sungai Duku Pekanbaru. The findings above are different from research conducted by Sholikhah (2017) which shows that organizational commitment does not mediate the influence of motivation on employee performance at PT Terminal Teluk Lamong. Based on the study above and previous research, the researcher formulated the following hypothesis:

H5: Organizational Commitment mediates the influence of motivation on employee performance.

6) The Influence of Organizational Culture on Employee Performance Mediated by Organizational Commitment

Organizational culture is a value system that is developed and applies within an organization, which makes it a distinctive characteristic of an organization. As a means of uniting the activities of organizational members, organizational culture has the following characteristics of individual initiative. According to Wibowo (2016) which states that organizational culture is the philosophy that underlies organizational policies, the rules of the game for socializing, and the feelings or climate brought by the physical preparation of the organization. Meanwhile, according to Rivai and Mulyadi (2013:374) states that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. Organizational culture is a pattern of organizational beliefs and values that is understood, imbued and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for rules of behavior in the organization.

Previous research conducted by Nurseta, et al. (2020) Organizational commitment mediates the influence of organizational culture on employee performance at the UPTP of the Indonesian Ministry of Manpower in Kendari. The findings above are different from research conducted by Permana, et al. (2019) which shows that organizational commitment does not mediate the influence of organizational culture on employee performance at PT PAG. Based on the study above and previous research, the researcher formulated the following hypothesis:

H6: Organizational Commitment mediates the influence of Organizational Culture on employee performance.

III. RESEARCH METHODS

A. Types of Research and Description of the Research Population (Object).

This research is a type of research that has a comparative causal type of research. Causal comparative is a type of research that has a cause - effect relationship between two variables or more than two variables which aims to find out the relationship between organizational commitment which moderates the relationship between the variables of competence, motivation and organizational culture on the performance of employees of the Sikka Regency Social Service Office.

Population is a collection of subjects or objects that will be observed and then analyzed. According to Sugiyono (2014: 80) Population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.. In this research, the population observed was employees who worked at the Sikka Regency Social Service Office which consisted of several fields including social protection and security, social rehabilitation, social empowerment, and handling the poor. The Sikka Regency Social Services Office is located at Jl. El Tari Maumere, East Nusa Tenggara, Indonesia, with a total of 57 employees.

Considering that the population used is small, the researcher is able to access all the data, so that all members of the population are used as samples, so the sampling method used is saturated sampling or census (Sugiyono, 2017: 85).

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B. Operational Definition of Variables

1) Employee Performance (KP)

Performance is the result of the work of an employee at the Sikka Regency Social Service Office in carrying out the assigned duties and responsibilities. Referring to the opinion of Mathis and Jackson (2012), employee performance indicators that have been adapted to the object of this research are as follows: Quality, Quantity, Timeliness, Effectiveness and Attendance

2) Organizational Commitment (KO)

Organizational commitment is the attitude or behavior of an employee at the Sikka Regency Social Services Office in the form of loyalty and achieving the vision, mission and goals. Referring to the opinion of Allen and Meyer (2013:45), indicators of organizational commitment are appropriate to conditions The Sikka Regency Social Service Office adapted to the objects of this research are as follows: Affective commitment, Continuance commitment and Normative commitment.

3) Competency (KT)

Competency is the potential of Sikka Regency Social Service Office employees in carrying out tasks or work, individual work effectiveness, personality and knowledge, and which includes the employee's motives, character, self-concept, knowledge and skills. Referring to Ruky's (2014) opinion, competency indicators are in accordance with The conditions of the Sikka Regency Social Service Office adapted to the object of this research are as follows: Traits, Self concept, Knowledge, Skills and Motives

4) Motivation (MT)

Motivation is the encouragement an employee has to act and cooperate optimally in carrying out their duties as an employee at the Sikka Regency Social Service Office. Referring to the opinion of Mangkunegara (2016: 111), the motivation indicators that are appropriate to the conditions of the Sikka Regency Social Service Office which are adapted to the object of this research are as follows: Hard work, Future orientation, Effort to progress, Selected co-workers, Level of aspiration high, Task or goal orientation, Perseverance and Time utilization.

5) Organizational culture

Organizational culture is the values that employees guide in carrying out their obligations and behavior at the Sikka Regency Social Service Office. Referring to the opinion of Robbins and Judge (2015), organizational culture indicators that are appropriate to the conditions of the Sikka Regency Social Service Office which are adapted to the object of this research are as follows: Innovation and risk taking, precision, results orientation, people orientation, team orientation, aggressiveness and stability.

C. Data Analysis Technique

Data analysis techniques are a method used by a researcher to analyze data so as to obtain accurate conclusions. The data used in this research is quantitative data. The data analysis technique used in this research is descriptive statistics. This research uses a computer software analysis tool in the form of Smart (PLS), a structural equation model that compares dependent and independent variables. According to Ghozali (2015:35) Partial Least Square (PLS) is a structural equation model that makes comparisons between multiple dependent variables and multiple independent variables.

IV. RESEARCH RESULTS AND DISCUSSION

A. Path Diagram Analysis

This research uses the help of the SmartPLS 3.0 application. From the results of SmartPLS 3.0, a variable structural relationship design is obtained which is displayed in the form of a path diagram as shown in the image below:

1
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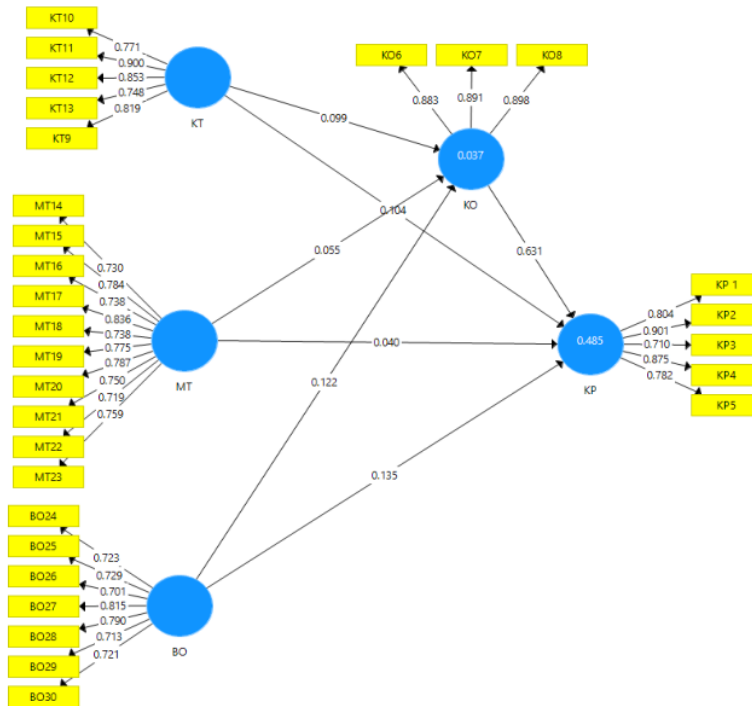


Figure 1. Path Diagram Frame Work Results

From the results of the path diagram above, it can be seen that the structural equation model formed in this research includes the following:

Model Equation 1

$$KO = 0.099KT + 0.055MT + 0.122BO + e1$$

Model Equation 2

$$KP = 0.104KT + 0.040MT + 0.135BO + 0.631KO + e2$$

B. Analysis of Measurement Models (Outer Model)

1) Internal Consistency

Internal consistency is a test used to measure the level of reliability of measuring instruments in research. If the Cronbach's alpha and composite reliability values are more than 0.7, it can be said that the research questionnaire is quite good at reflecting the research variables. The results of internal consistency testing can be seen from the following table:

Table 5. Cronbach's Alpha and Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability
Employee Performance	0.874	0.909
Organizational Commitment	0.871	0.920
Competence	0.893	0.911
Motivation	0.926	0.933
Organizational culture	0.868	0.896

Source: Smart PLS 3.0 output (processed)

From table 20 it shows that the Cronbach's alpha and composite reliability values for all constructs in this study have values greater than 0.7 with the research being reliable. Apart from construct validity testing, construct reliability testing was also carried out which was measured using criteria tests, namely composite reliability and Cronbach alpha from the indicator block

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that measured the construct. So it can be concluded that the construct has good reliability. In reflecting the variables used, namely employee performance, organizational commitment, competence, motivation and organizational culture.

2) Convergent Validity

Convergent validity is a test used to show the extent to which an indicator has a correlation with other indicators in reflecting the variables used in research. Convergent validity testing is based on the outer loading and Average Variance Extracted (AVE) values. The standard outer loading and AVE values for each indicator and variable are 0.5 or more. The outer loading values in this research are presented in the following table:

Table 6. Outer Loadings Value

Variable	Indicator	Factor Loading
Employee Performance	KP-1	0.804
	KP-2	0.901
	KP-3	0.710
	KP-4	0.875
	KP-5	0.782
Organizational Commitment	KO - 1	0.883
	KO - 2	0.891
	KO - 3	0.898
Competence	KT - 1	0.771
	KT - 2	0.900
	KT - 3	0.853
	KT - 4	0.748
	KT - 5	0.819
Motivation	MT - 1	0.730
	MT - 2	0.784
	MT - 3	0.738
	MT - 4	0.836
	MT - 5	0.738
	MT - 6	0.775
	MT - 7	0.787
	MT - 8	0.750
	MT - 9	0.719
	MT - 10	0.759
Organizational culture	BO - 1	0.771
	BO - 2	0.900
	BO - 3	0.853
	BO - 4	0.748
	BO - 5	0.819
	BO - 6	0.730
	BO - 7	0.784

Source: Smart PLS 3.0 Output.

From table 6 it shows that the outer loadings for the employee performance variable have an outer loadings value greater than 0.5, which means that all indicators meet the requirements for convergent validity. The organizational commitment variable has an outer loading value of more than 0.5, which means the indicator meets the requirements for convergent validity. The competency variable has an outer loading value of more than 0.5, which means the indicators used meet the requirements for convergent validity. The motivation variable has an outer loading value of more than 0.5, which means the indicators used meet the requirements for convergent validity. Variable Organizational culture has an outer loading value of more than 0.5, which means that the indicators used meet the convergent validity requirements.

All indicators have met the convergent validity requirements in this research, which means that the indicators used are able to have good correlation and are able to reflect variables with statements that match the indicators. Apart from using the outer

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loading value, the convergent validity test also uses the Average Variance Extracted (AVE) value. The results of the Average Variance Extracted (AVE) values are shown in table 7 below:

Table 7. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance	0.552
Organizational Commitment	0.793
Competence	0.668
Motivation	0.672
Organizational culture	0.581

Source: Smart PLS 3.0 Output

Table 7 shows that the Average Variance Extracted (AVE) value for all variables in this study has a value above 0.5, which means it meets the requirements for convergent validity. This also means that the construct in this study is able to explain more than half of the variance originating from the indicators. the indicator.

3) Discriminant Validity

Discriminant validity is a test used to ensure that variables are not correlated with each other and measure different constructs. Measuring discriminant validity uses cross loading values. The results of the discriminant validity test are shown in table 8 below:

Table 8. AVE Root Value

	KP	KO	KT	MT	BO
KP	0.743				
KO	0.158	0.891			
KT	0.263	0.669	0.817		
MT	0.067	0.111	0.186	0.820	
BO	0.540	0.129	0.202	0.080	0.762

Source: Smart PLS 3.0 Output.

In table 8 it can be seen that the AVE root value has a high correlation with each variable. This can be proven by the high value of each correlation between the variables. With this it can be said that the variables used in the research meet the requirements for discriminant validity.

4) Coefficient of Determination(R²)

The coefficient of determination test (R²) is a test used to measure the extent to which the dependent variable used in research is influenced by independent variables and variables outside the research model. More concisely the coefficient of determination is used to show the predictive power of the research path model. The R2 value ranges between 0-1, the closer it is to 1, it indicates that the greater the influence of the independent variable on the dependent variable. The R2 value in this study is shown in the following table:

Table 9. R-Square Value

Variable	R Square
KP	0.485
KO	0.037

Source: Smart PLS 3.0 Output

Table 9 shows that employee performance as the dependent variable has an R square value of 0.485 or 48.5%. This shows that 48.5%. Changes in employee performance variables can be explained by organizational commitment, competency, motivation and organizational culture variables, the remaining 51.5% is explained by other variables not included in the research. Apart from being an independent variable, organizational commitment is also included in the dependent variable. Organizational commitment as the dependent variable has an R square value of 0.037 or 3.7%. This shows that 3.7% of changes in the variable I

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of organizational commitment can be explained by the variables of competence, motivation and organizational culture, the remaining 96.3% can be explained explained by other variables outside this research.

6
C. Hypothesis Testing

Hypothesis testing is a test carried out to determine whether the hypothesis that has been formulated in the research is accepted or rejected. Hypothesis testing uses a comparison of the P value with the significance value (α) in the smart PLS bootstrapping menu. A P value that is smaller or equal to the significance value (α) indicates that the hypothesis is accepted, while a P value that is greater than the significance value (α) indicates that the hypothesis is rejected. The results of hypothesis testing in this research are presented in table 10 below:

Table 10. Hypothesis Testing Results

Independent Variable	Dependent Variable	P Value	Significant Value	Information
Organizational Commitment	→ Employee performance	0,000	0.050	Accepted
Competence	→ Employee performance	0.410	0.050	Rejected
Motivation	→ Employee performance	0.026	0.050	Accepted
Organizational culture	→ Employee performance	0.340	0.050	Rejected
Competence	→ Organizational Commitment	0.652	0.050	Rejected
Motivation	→ Organizational Commitment	0.822	0.050	Rejected
Organizational culture	→ Organizational Commitment	0.516	0.050	Rejected

Source: Smart PLS 3.0 Output.

From table 10 above, the direct influence of each variable according to the previous hypothesis formulation can be described as follows:

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1) The Influence of Competency on employee performance

Based on the results of the bootstrapping test on organizational culture variables on employee performance, it shows a P value of 0.410 or greater than 0.05, this indicates that competency has no significant effect on employee performance. Therefore, hypothesis 1 which states that competency influences employee performance is rejected (H1 is rejected).

2) The influence of motivation on employee performance

Based on the results of the bootstrapping test that was carried out on the motivation variable on employee performance, the resulting P value was obtained 0.026 smaller than 0.05; this indicates that motivation has a significant effect on employee performance. Therefore, the third hypothesis states that motivation for employee performance is accepted (H2 is accepted).

3) The Influence of Organizational Culture on Employee Performance

Based on the results of the bootstrapping test on the variable Organizational Commitment to Employee Performance, it shows a P value of 0.340 or smaller than 0.050. This proves that organizational culture has no significant effect on employee performance. Thus, the third hypothesis which states that organizational culture has an influence on employee performance is rejected (H3 is rejected).

To see the indirect effect in this research, we use specific indirect effects which can be seen in the following table:

Table 11. Specific Indirect Effects

Variable	Original Sample	P Value
KT→KO→KP	0.062	0.649
MT→KO→KP	0.035	0.820
BO→KO→KP	0.077	0.020

Source: Smart PLS 3.0 Output

From table 12 above, the hypothesis test for indirect effects in this research is as follows:

4) The influence of competency on employee performance through organizational commitment

Based on the results of the bootstrapping test, it is known that the P value is 0.649 (greater than 0.05), thus it can be concluded that the influence of competency on employee performance through organizational commitment is not significant.

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Therefore, the fourth hypothesis which states that competence influences employee performance through organizational commitment is rejected (H4 is rejected)

5) The influence of motivation on employee performance through organizational commitment

Based on the results of the bootstrapping test, it is known that the P value is 0.820 (greater than 0.05), thus it can be concluded that the influence of motivation on performance through organizational commitment is not significant. Therefore, the fifth hypothesis which states that motivation influences employee performance through organizational commitment is rejected (H5 is rejected).

6) The influence of organizational culture on employee performance through organizational commitment

Based on the results of the bootstrapping test, it is known that the P value is 0.020 (smaller than 0.05), thus it can be concluded that the influence of organizational culture on performance through organizational commitment is significant. Therefore, the 6th hypothesis which states that organizational culture influences performance through organizational commitment is accepted (H6 is accepted)

D. Discussion

1) Influence of Competency on Employee Performance

Partially reviewing the relationship between competence and performance shows that competence is an underlying characteristic of a person related to effectiveness in the sense that a person doing work must have the required abilities based on knowledge, skills and work attitudes. It is not enough for the district social service office to believe that its employees have more knowledge, skills and work attitudes, they should continue to improve performance related to career development by increasing knowledge, skills, for example by providing training and further studies even though organizational competence is not able to produce insignificant or meaningless results.

The results of this research are in line with research conducted by Cahyani (2021) which states that competency does not have a significant effect on the performance of employees at Santo Antonius General Hospital Pontianak. The findings above are different from research conducted by Rahayuningsih (2017) which proves that competency, compensation and career development have a positive and significant effect on employee performance at PT. Aquafarm Nusantara Semarang.

2) The Influence of Motivation on Employee Performance

Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Basically, motivation can encourage employees to work hard so they can achieve their goals. Based on the results of hypothesis testing or tests that have been carried out regarding variables Motivation (MT) is known to have a positive and significant effect on employee performance. This explains that changes in the motivation given to employees will have a significant influence on the performance of employees at the Sikka district social service office. If we look at the coefficient value, it can be seen that there is an influence of motivation on the employee's performance encourage those who actively complete various tasks according to their responsibilities.

Employee performance is also assessed as good as an implication of good employee knowledge, skills and attitudes. The reflection is that employees always achieve good quality work results, complete tasks according to the volume of work, use facilities/facilities, complete tasks/work on time according to standards set by the leadership, and never violate procedures in carrying out assigned tasks, assignments/work, and never received a warning from the leadership for being late in completing assignments. A motivated employee will have high job satisfaction and performance, so that employee performance also increases. One form of motivation from the Sikka district social service is by paying attention to the emotional and psychological aspects of its employees.

This is in line with this research and previous research conducted by Susanto (2019) regarding work motivation, job satisfaction, and work discipline have a positive and significant effect on employee performance in the Sales Division of PT. Rembaka. The same thing was also expressed by Dinata (2018) which states that motivation has a positive and significant effect on employee performance. The findings above are different from research conducted by Changgriawan (2017) which states that motivation has no significant effect on the performance of One Way Production employees.

3) The Influence of Organizational Culture on Employee Performance

Culture is an understanding of shared values in an organization that is deliberately socialized and implemented both in the behavior and attitudes of each employee, respecting each other and respecting each other to create a harmonious environment. Looking at the respondents' responses from one of the indicators regarding culture, namely aggressiveness, which is the desire to hurt other individuals by expressing negative feelings such as hostility between fellow employees to achieve goals, where

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employees of the Sikka district social service office stated that they were more valuable than other employees or employees. On the other hand, this results in the emergence of ego traits (superiority) from other employees, which has the effect of bringing down other employees (unhealthy competition) which ultimately results in conflict.

One of the main roles in shaping employee behavior is organizational culture and the results obtained not in line with the theory used in research, namely attribution theory. Where is Attribution theory was chosen as the developer of information regarding procedures for assessing human differences, where behavior can be caused internally or externally. And The results of a questionnaire distributed to social service office employees stated that many organizational culture indicators had the highest mean, so that sometimes it caused work stress, which actually made their performance unstable and their performance did not increase.

The results of this research are in line with those carried out by which is conducted Girsang (2019) which shows that organizational culture does not significantly influence the performance of employees at Putri Hijau Hospital No. 17 Medan. Meanwhile, other research of significant value was conducted by Logahan et al (2014) which showed that organizational culture had a positive and significant effect on employee performance. The research results showed that the organizational culture applied to the company was good and generally meant that employees were able to accept and be able to carry out the organizational culture. applied in an organization, employee work involvement in an organization is good and overall there is a high diversity of values among employees in an organization which is good, meaning that in general the company makes its employees comfortable in the company and their answers also tend to be uniform.

4) The Influence of Competency on Employee Performance Through Organizational Commitment as a Mediating Variable

The influence of competency on employee performance through organizational commitment is not has a significant effect on Employee Performance through Organizational Commitment as a mediating variable. Employees who have high competence will be supported by high performance improvements. Attribution theory used to explain a person's behavior and their reactions to events happening around them. This research uses attribution theory to explain and predict the influence of competence on employee performance because a person's competence or ability towards an organization or company is very important, especially in a person's performance at work. If you look at table 28, it can be said that the influence of competence is better without mediation by the Organizational Commitment variable. It is known that organizational commitment does not have a good or positive impact on competence due to the lack of competence possessed by each employee. This condition has an impact on reducing employee performance, in other words, the less competence or expertise possessed by employees means that the resulting performance will get worse or decrease, conversely, the better the competency possessed by employees, the higher the employee's organizational commitment, so that they can improve employee performance.

The results of this research are in line with research conducted by Nursangadah and Tjahjaningsih (2017) shows that organizational commitment does not mediate the influence of competence on employee performance at the Semarang Religious Training Center. Another thing is the research carried out by Helmi et al. (2020) shows that organizational commitment can mediate the influence of competence on the performance of Southeast Sulawesi provincial general election commission secretariat employees. The findings above are different from research conducted by Azhar (2018) states that locus of control mediates the relationship between motivation and performance.

5) The Influence of Motivation on Employee Performance Through Organizational Commitment as a Mediating Variable

Partially, the relationship between motivation and performance provides meaningful results. The Sikka district social service office, especially the leadership, provides encouragement and influences employees to raise enthusiasm for work and create better work behavior in achieving their work targets. The encouragement given by the Sikka district social services office is the cause of a person's behavior which will later form an impression. This impression arises because employees want to show their existence and abilities.

This explains that by providing encouragement on the basis of giving the impression of existence and ability, employees or employees will have a meaningful influence on performance. Reviewing the motivational objectives that employee behavior in the organization is encouraged to achieve goals which are always observed, supervised and directed in the context of carrying out tasks in achieving the goals set by the Sikka district social services office is triggered by building one's character to become a better person and able to appreciate the things one has so that these employees are more disciplined, persistent and never give up. Often accept jobs that are less suited to their position, while they are required to immediately complete the task as best as possible, therefore it often makes employees feel stressed and stressed in carrying out their responsibilities. On the basis that employees who feel stressed feel that they experience excessive stress at work, the results in this study have no impact on the relationship between motivation and employee performance, mediated by organizational commitment.

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A balanced organizational commitment will stimulate employee morale and vice versa, employees who are too dependent on superiors based on closeness or personal relationships will be detrimental to these employees because their abilities are not well honed in the workplace and if there is an evaluation due to the quality of work If they decline, employees will consider this to be a form of bad luck.

The results of this research are in line with those carried out by Umar and Norawati (2022) Organizational commitment mediates the influence of motivation on employee performance at UPT Sungai Duku Pekanbaru. The findings above are different from research conducted by Sholikhah (2017) which shows that organizational commitment does not mediate the influence of motivation on employee performance at PT Terminal Teluk Lamong.

6) The Influence of Organizational Culture on Employee Performance Through Organizational Commitment as a Mediating Variable

The influence of organizational culture on performance through organizational commitment is significant. Therefore, the 6th hypothesis which states that organizational culture influences performance through organizational commitment is accepted (H6 is accepted) These significant results mean that organizational commitment functions as partial mediation where exogenous variables are able to influence endogenous variables directly or indirectly by involving mediator variables. As previously discussed, organizational culture directly has a significant influence on employee performance, with the addition of the mediating variable organizational commitment, the indirect influence of organizational culture on employee performance becomes significant. Organizational culture has a significant effect on employee performance gives the meaning that the higher the organizational culture, the higher the employee performance, conversely the lower the organizational culture, Employees who have high self-esteem will try to do their jobs well so that the quality of their performance will increase. With organizational commitment it is hoped that can guide daily behavior and make decisions for employees and direct their actions to achieve organizational goals. Organizational culture is a pattern of organizational beliefs and values that is understood, imbued and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for rules of behavior in the organization. The influence of organizational culture can further increase employee performance. The relationship between organizational culture and organizational commitment as shown in table 28 shows that organizational culture and organizational commitment, which means employees who have The following characteristics are individual initiative but prioritize the interests of the organization or group because cooperation and good relations between colleagues will provide. The impact is that their performance also increases. This is in line with attribution theory which states that the existence of attribution theory is very helpful in the process of improving employee performance in an organization by studying every behavior produced by each employee. Employees who have strong relationships and organizational culture within their scope of work will feel appreciated by the surrounding environment so that a high sense of self-confidence and integrity will grow. Employees of the Sikka district social services office also believe that what they do will have an impact on their lives and career path. they start from relationships between people in the work environment and try their best and give positive thoughts to their work so that the quality of their work will be better every day. This research is in line with research conducted by Previous research conducted by Nurseta, et al. (2020) Organizational commitment mediates the influence of organizational culture on employee performance at the UPTP of the Indonesian Ministry of Manpower in Kendari. The findings above are different from the research conducted by Nursangadah and Tjahjaningsih (2017) shows that organizational commitment does not mediate the influence of competence on employee performance at the Semarang Religious Training Center.

V. CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the results of the research and analysis that has been carried out, the following conclusions are obtained:

- 1) The competency variable (KT) has a positive and insignificant effect on employee performance. These results explain that the competency factor does not have a significant influence on the performance of employees of the Sikka district social services office, but seen from the coefficient value which is positive, this is caused by the influence of competency on employee performance in the same direction. The ability or competency factor of employees should be measured properly because with high abilities, employee performance will be better, making it easier to achieve the goals planned by the Sikka district social services office.
- 2) Variable Motivation (MT) is known to have a positive and significant effect on employee performance. This explains that changes in the motivation given to employees will have a significant influence on the performance of employees at the Sikka district social service office.

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- 3) Variable Organizational culture (BO) has no significant effect on employee performance. This shows that organizational culture does not always have an impact or influence on the scope of work so that efforts expected to improve performance are less than optimal.
- 4) Variable competence on employee performance through organizational commitment nothas a significant effect on Employee Performance through Organizational Commitment as a mediating variable. Employees who have high competence will be supported by high performance improvements.
- 5) Motivational Variables on employee performance through organizational commitment nothas a significant effect on Employee Performance through Organizational Commitment as a mediating variable. These significant results prove that motivation is able to directly influence employee performance without involving organizational commitment or this means that the mediating variable cannot do its job of mediating exogenous variables against endogenous variables.
- 6) Organizational culture variables have a positive and significant effect on employee performance through organizational commitment. These significant results mean that organizational commitment functions as partial mediation where exogenous variables are able to influence endogenous variables directly or indirectly by involving mediator variables. As previously discussed, organizational culture directly has a significant influence on employee performance, with the addition of the mediating variable organizational commitment, the indirect influence of organizational culture on employee performance becomes significant.

B. Research Limitations

In this research, researchers have tried to carry out it in accordance with existing scientific procedures. However, researchers realize that there are still many limitations in this research. Limitations in this research include the fact that this research uses primary data obtained through questionnaires, namely the possibility of perceptions between researchers and respondents. Therefore, research is more representative if it combines the interview method.

C. Suggestions

Based on the research results, analysis and research conclusions, the suggestions that researchers can give are as follows:

- 1) The Sikka Regency Social Service Office should improve the competence of its employees because the competence possessed by the employees can improve the work performance of the employees.
- 2) For the Sikka Regency Social Service Office, it is best to maintain that providing motivation can directly improve performance. Apart from that, companies should look for other variables that can scientifically mediate the relationship between motivation and performance better because they have been proven to be able to improve employee performance significantly.
- 3) The Sikka Regency Social Service Office should maintain organizational culture because Organizational culture functions as a tool to drive high performance from employees, transcending personal interests and is able to increase commitment and increase the consistency of employee behavior.
- 4) For further researchers, the employee performance variables in this study are only influenced by the variables of competence, motivation, organizational culture and organizational commitment. Meanwhile, outside of research, there are still many things that can influence employee performance, such as work discipline, work environment, transformational leadership, workload, OCB, and others.
- 5) Future researchers should be able to pay attention to and improve the questionnaire questions in order to produce more valid and reliable data.
- 6) For further research, it is hoped that data collection techniques such as interviews and documentation will be added to produce more valid data.

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