

The Effect of Competence and Corporate Culture on Employee Performance at the Suwendho Rinaldy and Rekan Public Appraisal Services Office, Jakarta Branch through Motivation as a Mediating Variable.

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ABSTRACT :

This study investigates several key relationships within the workplace environment at the Suwendho Rinaldy and Rekan Public Appraisal Services Office in Jakarta. The objectives are to 1) analyze the influence of competence and corporate culture on motivation. 2) analyze the influence of competence and corporate culture on employee performance. 3) analyze the influence of motivation on employee performance. 4) analyze the influence of competence on employee performance through motivation 5) analyze the influence of corporate culture on employee performance through motivation. The results: 1) there is a positive and significant influence both partially and simultaneously between competence and corporate culture on employee work motivation, 2) there is a positive and significant influence both partially and simultaneously between competence and corporate culture on employee performance, 3) there is a positive and significant influence between motivation on employee performance, 4) competency factors influence employee performance through motivation 5) corporate culture factors do not influence employee performance through motivation.

Key word : Keywords: competence, corporate culture, motivation, employee performance

INTRODUCTION

Employee performance is one of the important factors that determine the success of a company. High employee performance will be able to increase competitiveness in companies that provide benefits to various stakeholders. Employee performance is something that has been achieved by a company within a certain period of time, both related to input, output, outcome, benefit and impact.

In line with the national priorities in the RPJMN 2025-2029 which are based on the elaboration of Asta Cita, the President's mission. Minister of PPN/Head of Bappenas stated that the future development plan will aim at three main development targets, namely reducing poverty, improving the quality of human resources, and achieving growth. "The RPJMN emphasizes accelerating poverty reduction, improving the quality of human resources, and achieving high, fair and sustainable growth.

One of the goals of the RPJMN is to improve the quality of human resources. Every organization, both public and private, in its human resource management must be oriented towards this goal. This is also in line with Presidential Regulation No. 1 of 2023 which focuses on the achievements of organizational productivity and individual worker productivity.

In a government organization or private company, the productivity of individual workers in the Industrial Revolution 4.0 in the phenomenon of transformation of all lines of

production in the industry that collaborates cyber technology and automation technology. The concept of implementing the industrial revolution 4.0 centers on automation assisted by information technology in the application process. As a result, the involvement of human labor can be reduced. Taking Peter Diamandis' Ds theory as an example, jobs that were previously manual now require an understanding of technology and data analysis. While there are challenges in automating some sectors, the Industrial Revolution 4.0 opens the door to innovation and upskilling, allowing humans to work smarter and more efficiently, and creating a brighter and more opportunity-filled future of work.

It is important in the organizational sector of government and private enterprises that productivity and efficiency are the main sources of growth to achieve sustainable development. Conversely, high and sustained growth is also an important element in maintaining the sustainability of long-term productivity gains. With the same amount of labor and capital, output growth will increase faster if the quality of both resources increases. Although theoretically factors of production can be broken down, measuring their contribution to the output of a production process is often faced with various difficulties. The philosophy and spirit of productivity has existed since the beginning of human civilization because the meaning of productivity is the will and effort of humans to always improve the quality of life and livelihood in all fields. To measure productivity, it must first be understood about what and how productivity itself, so that the purpose of productivity measurement can be achieved. This productivity concept will explain the definition, scope, type, and cycle of productivity.

There are many factors that affect employee performance, one of which is competence and corporate culture. Competence is the ability possessed by employees to carry out their duties and responsibilities effectively. Loyalty is a willingness to cooperate which means a willingness to sacrifice personal interests, a willingness to carry out self-supervision and a willingness to stand out for oneself (Muhyadi, 1989). An appraiser is someone who has the competence, ability and experience in conducting appraisal practices to obtain economic value in accordance with their field of expertise. The value opinion generated by the appraiser then becomes the basis of reference in various transactions. This was conveyed by Director of Appraisal Arik Hariyono during a virtual media talk on Friday (18/10) (Retnowati, 2022).

High employee competence will improve the Company's performance because competent employees will be able to carry out their duties and responsibilities better. Corporate culture and Industrial Revolution 4.0 that support performance provide various benefits for the production process, such as minimizing the risk of human error because computers have full control so that work results tend to be consistent, increasing productivity efficiency in the production process, data security is guaranteed because it is connected to cloud computing, increasing visibility of the status of goods availability and delivery processes, and the system can be controlled in real time. An organization will need a man-made intelligence that has the ability to perform tasks intelligently without being explicitly instructed to think and act rationally and humanely. which will be able to simplify the work of employees. ANI, AGI and ASI are AIs that help humans to obtain targets easily, as artificial intelligence on this one may sound similar to robots easily found in the market. Examples are Apple's Siri, Google's Alexa, Microsoft's Cortana, or other virtual assistants that just do what we say. This type is designed to solve one problem very well and will increase the potential for employees to work harder

and achieve more. According to the Minister of Finance's regulation on public appraisal services stated in article 1, namely "Public Appraisers are Appraisers who have obtained permission from the Minister to provide services as stipulated in this Minister of Finance Regulation or external appraisers as referred to in the Minister of Finance Regulation in the field of state assets and auctions". So related to the Minister's regulation, the competence of an appraiser is very important.

Despite the fact that the incorporation was developed in 1999, IoT has undergone tremendous changes in the past 20 years. People once connected to each other and the world through landlines, TV, and radio, which provided a limited and one-way perspective. You could listen and watch, but you couldn't use the television or radio. Almost everyone in industrialized countries is now connected to the internet through one or more through gadgets. Internet connectivity is finally spreading beyond devices made for the internet, including cell phones, to items like cars, watches, washers and dryers, and health monitoring. IOT It is a simple notion, but it has far-reaching implications for users in many countries using a single baseline. You want to stay up to date in real-time on the next business deal and the latest messages from around the world. The IOE "internet of everything" application can therefore lead to misunderstandings. IoE is often seen as the next level of IoT by technology experts and research groups. IoE and IoT will advance an organization and will refer to consumer goods and gadgets that are connected to the internet and have increased digital functionality. It is an entire ecosystem where everything is interconnected

In addition to competence and corporate culture, motivation is also an important factor affecting employee performance. Motivation is the drive that moves a person to take an action. High motivation will encourage employees to work harder and more productively.

The public appraisal service office is one of the companies that has an important role in the economy. As written in the Minister of Finance Regulation No. 125 / PMK.01 / 2008 "That in line with the Government's objectives in order to support a healthy and efficient economy, professional and independent Public Appraisers and Public Appraisal Service Offices are needed" The public appraisal service office is tasked with providing valuation services for company assets, both tangible and intangible assets.

The high performance of a public appraisal service office will benefit various stakeholders, including companies, investors and the government. Therefore, it is important for public appraisal service firms to be able to improve their performance. Referring to what was reported by the minister of finance who is assisted in supervision by Komwasjak.

Literature Review

Competence is a combination of various aspects, such as attitudes, behaviors, values, skills and knowledge, and character that a person has in doing work to achieve optimal success (Fitriani, FoEh, & Manafe, 2022). Another aspect of HR competence that resides in a person is when he performs performances in the form of affection, psychomotor behavior and cognition performances supported by abilities and expertise (Sudarmanto, 2019). The competence possessed in an individual is utilized to carry out a task or job, based on the skills or knowledge possessed, through professionalism or

excellence in a particular field (Wibowo, 2016).

Competence can be interpreted as an ability in the form of a basic trait that an individual has by itself. This relates to how the individual executes the various jobs given in an effective way so that it is successful (and underlying characteristics: of an individual which is casually related to effective or superior performance in job), where each person has an advantage, behavior, and achievement that is different due to the background of competencies that are not the same. In the process of carrying out tasks in achieving optimal performance, there is a level of adequacy or average called special competencies, essential competencies or threshold competencies. This boundary competency is in a work structure or system which includes; performance appraisal, task transfer through planning (succession planning), HR development, and guidelines for personnel selection (Rismawati, Hadian, Manik, & Titi, 2021).

Competence is a reflection contained in a person, such as expertise, experience, intuition or education that has been obtained. Where ownership of competence in the form of labor skills, as well as personal knowledge and skills becomes a reference for competent individuals and can provide productivity or economic added value (Soetrisno & Gilang, 2018). According to Yusuf, Tohopi, & Tantu, (2023) HR competence or also called human capital is the lifeblood of an organization, because it is a vital resource in the process of organizational development and innovation so that it becomes a very considered and crucial thing. In line with the theory defined by Hidayat, Mattalatta, Sani, & Nurhadi, (2020), namely HR competence or human capital acts as capital in the form of intelligence that gives birth to improvement and innovation and is a component that is quite difficult to measure.

For an organization, HR competence also means sustainable revenue, namely the added value contribution obtained in the future or the future Rismawati et al., (2021). This investment can be a benefit or profit for an organization or business unit through HR competencies with three essential things according to Septiani & Lilis Karlina, (2020), namely: 1. Investment in an individual will provide reciprocity for the organization in the form of more profit (return), in accordance with the expenditure on the person's education costs. 2. Investment aims to increase individual productivity, both in the aspects of skills, knowledge, attitudes or motivation for the needs of social and economic development. Core investment is pursued through training or education provided formally or informally. 3. Return will be obtained by investment through organized education and training, in the form of personal and social return.

Sudrajat & Hartono, (2022) “the organizational culture is the body of solutions to external and internal problems that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about and feel in relation to those problems” (corporate culture is the principal solution to external and internal problems whose implementation is carried out consistently by a group which then passes on to new members as the right way to perceive, think about, and feel about related problems).

Meanwhile Wibowo, (2016: 15) states that corporate culture is what workers perceive and how these perceptions create patterns, beliefs, values, and expectations. Furthermore, Mangkunegara, (2016:

133) states that corporate culture is a set of assumptions or belief system, values and norms developed in the organization which are used as guidelines for behavior for its members to overcome problems of external adaptation and internal integration. Putra, (2022) says corporate or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can be unarticulated, but shape and determine the way people behave and get things done.

Robbins & Judge, (2017) suggest that corporate culture is the dominant values disseminated in the organization which is used as an employee work philosophy that guides the organization's policies in managing its employees and consumers. A strong corporate culture is one in which the core values of the organization are intensively held and widely shared by members of the organization. From the opinions of experts, it can be concluded that corporate culture is a system of values, norms, beliefs that are mutually agreed upon and used as guidelines for employees in achieving organizational goals.

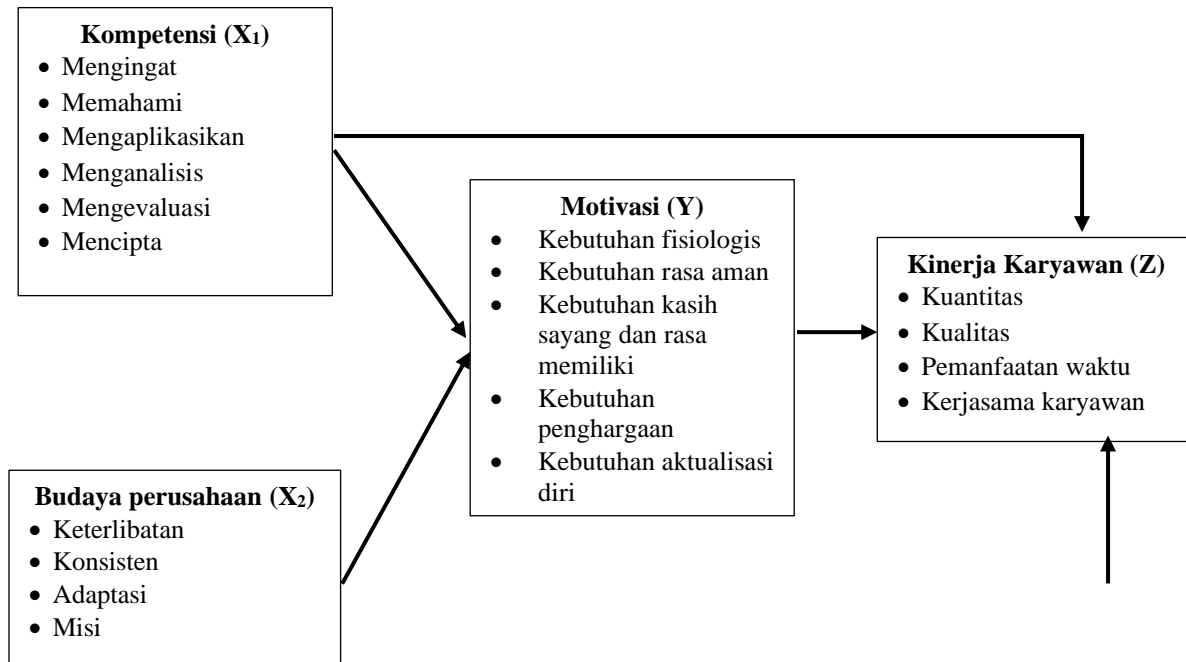
Motivation is something we do to people to get them to move in a certain direction, not by threat or force but by promise of reward. Motivation is the representation of unsatisfied needs that create a state of tension or imbalance, causing individuals to move in a goal-directed pattern to restore a state of balance by fulfilling needs (Rismawati et al., 2021).

Motivation is a desire in a person that causes that person to take action (Mathis et al., 2019: 89). According to Hasibuan, 2000: 80) Motivation comes from the Latin word “movere” which means “drive” or driving force. Motivation is the driving force that causes a member of the organization to be willing and willing to exert abilities in the form of expertise or skills of energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various organizational objectives that have been determined previously.

The definition of performance according to Sudrajat & Hartono, (2022) states that performance is the result of work in quality and quantity that a person achieves in carrying out the duties and work assigned to him. Rivai, (2016) says that performance is a real behavior that everyone displays as an achievement. work produced by employees in accordance with their role in the company. The results of the work or activities of an employee in quality and quantity in an organization to achieve goals in carrying out the duties and work assigned to him.

METHOD

Research framework



The population in this study were all employees of the Suwendho Rinaldy and Rekan Public Appraisal Services Office, Jakarta Branch, totaling 55. The reason for this research object is the representation of the population as the object of research with the background and research objectives. Because the population is small, namely 55 employees, the sample is taken using the conducive method, where the entire existing population is used as a sample.

Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship (causal model) between variables that have been previously determined based on theory (Ghozali, 2016: 210). In order to answer the problem formulation and prove the hypothesis in this study, the authors use a path analysis model in identifying the relationship between the variables that are the focus of the discussion.

RESULTS AND DISCUSSION

1. The Effect of Competence and Corporate Culture on Motivation

In order to describe the partial effect and regression value of each independent (exogenous) variable on the endogenous (dependent) variable, it can be seen in the following table :

The Coefficient of Competency and Corporate Culture Variables on Motivation

Coefficients ^a						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.760	.565		10.200	.000
	Kompetensi	1.069	.021	1.076	51.474	.000
	Budaya Perusahaan	.087	.021	.086	4.099	.000

Table 1 Source: Processed from primary data, 2025

When viewed from partial hypothesis testing, each independent variable on the dependent variable can be seen from the T test (student's test), namely by comparing the probability sign value with the degree of significance, namely 0.05 or (Psig: 0.05). Based on the table above, the probability sign value for the competency factor and corporate culture is 0.000 and when compared to 0.05, the probability sign value of the two factors is smaller than 0.05 or ($0.000 < 0.05$), thus H_0 is rejected and H_a is accepted. In other words, competency factors and corporate culture partially have a significant influence on employee work motivation.

The model diagram for the substructure 1 equation can be seen in the following figure.
Substructure Model 1

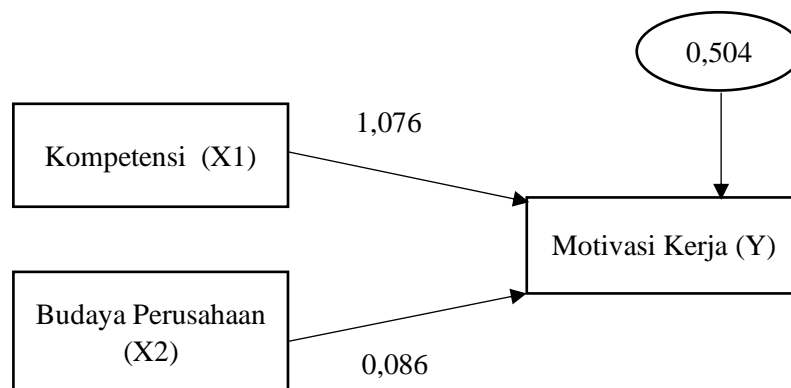


Table 2 Source: Processed from primary data, 2025

2. The Effect of Competence, Corporate Culture and Motivation on Employee Performance

In this section, the influence between variables will be identified both simultaneously and partially. Overall, the substructure equation 2 reflects the relationship between competency, corporate culture and motivation factors on employee performance.

Variable Regression Coefficient of Competence, Corporate Culture and Motivation on employee performance
Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	12.020	1.877		6.405	.000
	Kompetensi	.295	.287	.267	1.027	.000
	Budaya Perusahaan	.300	.047	.264	6.383	.000
	Motivasi	1.659	.266	1.490	6.235	.000

a. Dependent Variable: Kinerja

Table 3Source: Processed from primary data, 2025

In partial hypothesis testing, each independent variable on the dependent variable can be seen from the T test (student's test), namely by comparing the probability sign value with the degree of significance, namely 0.05 or (Psig: 0.05). Based on the table above, the probability sign value for the competency factor, corporate culture and work motivation is 0.000 and when compared to 0.05, the probability sign value of the three factors is smaller than 0.05 or (0.000 < 0.05), thus H_0 is rejected and H_a is accepted. In other words, competency factors, corporate culture and work motivation partially have a significant influence on employee performance.

The model diagram for the substructure 2 equation can be seen in the following figure
Substructure 2 Equation

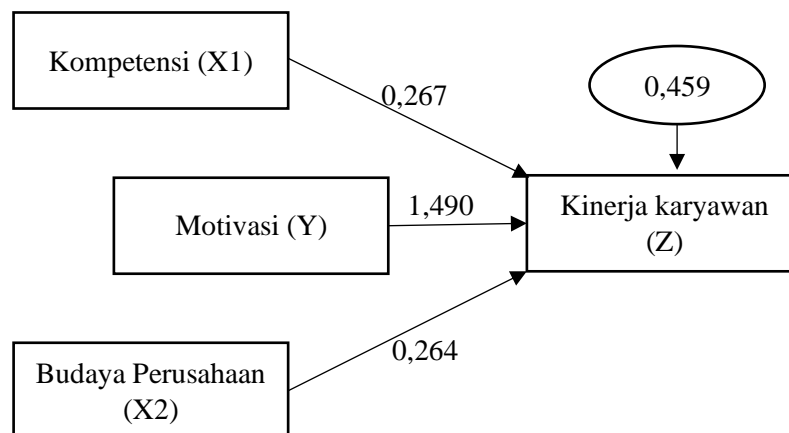
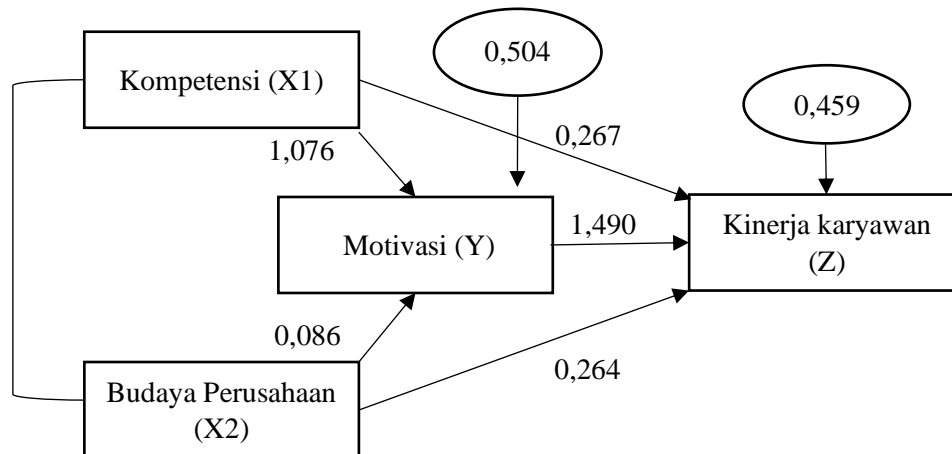


Table 4Source: Processed from primary data, 2025

Based on equations (1) and (2), a path analysis model is obtained as follows.

Comprehensive Path Analysis Model



Direct Effect

To calculate the direct effect or DE (direct effect), the following formulation is used.

- The effect of competency variables on work motivation $X1 \rightarrow Y = 1.076$
- The effect of corporate culture variables on work motivation $X2 \rightarrow Y = 0.086$
- The effect of competency variables on employee performance $X1 \rightarrow Z = 0.267$
- The influence of corporate culture variables on employee performance $X2 \rightarrow Z = 0.264$
- The influence of work motivation variables on employee performance $Y \rightarrow Z = 1.490$

Indirect Effect

To calculate the indirect effect or IE (indirect effect), the following formulation is used.

- The effect of competency variables on employee performance through work motivation $X1 \rightarrow Z \rightarrow Y = (1.076 \times 1.490) = 1.603$
- The effect of corporate culture variables on employee performance through work motivation $X2 \rightarrow Z \rightarrow Y = (0.086 \times 1.490) = 0.128$

Total Effect

To calculate the total effect or TE (total effect), the following formulation is used.

- The effect of competency variables on employee performance through work motivation $X1 \rightarrow Z \rightarrow Y = (1.076 + 1.490) = 2.566$
- The effect of corporate culture variables on employee performance through work motivation $X2 \rightarrow Z \rightarrow Y = (0.086 \times 1.490) = 1.576$

In order to identify the mediating variable functions as an intermediate variable (intervening variable) or not expressed by comparing the direct effect with the total effect.

The direct effect of competency variables on employee performance $X1 \rightarrow Z$ has a value of 0.267 and when compared to the total effect of competency variables on employee performance through work motivation ($X1 \rightarrow Z \rightarrow Y$) = obtained a value of $(1.076 + 1.490) = 2.566$. Then $2.566 > 0.267$ thus, in relation to competency factors to employee performance through work motivation, work motivation factors function as intervening variables.

As for the corporate culture variable on employee performance through work motivation, it has a direct effect of 0.264 ($X2 \rightarrow Z$) and its total effect ($X2 \rightarrow Z \rightarrow Y$) of 1.576 by comparing these values it can be seen that the total effect value is greater than the direct effect value, $1.576 > 0,264$. Thus, in relation to corporate culture factors on employee performance through work motivation, work motivation factors function as intervening variables.

A recapitulation of the calculation of direct, indirect and total effects and other coefficient values is presented in the following table.

Overall Path Coefficient

Variabel	Koefisien Jalur	Pengaruh			R ²
		Langsung	Tidak Langsung	Total	
Kompetensi (X1)	1,076	0,267	$1,076 \times 1,490 = 1,603$	$1,076 + 1,490 = 2,566$	
Budaya Organisasi (X2)	0,086	0,264	$0,086 \times 1,490 = 0,128$	$0,086 + 1,490 = 1,576$	
Motivasi (Y)	1,490	1,490			
Koefisien e1	0,504				
Koefisien e1	0,459				
X1, X2, X3					0,746
X1, X2, Y					0,789

Table 5Source: processed from primary data, 2025

1. The Effect of Competence and Corporate Culture on Motivation

Partially, the competency factor has a positive and significant effect on employee motivation. This is in line with research conducted by Atikah, Cahyono, & Qomariah, (2021) and Dewanggi & Sawitri, (2016) which state that competency factors have a positive and significant effect on work motivation in their respective research objects.

Furthermore, the results of the study also state that the corporate culture factor has a positive and significant influence on employee work motivation within the Suwendho Rinaldy and Rekan Public

Appraisal Services Office, Jakarta Branch. This is in line with research conducted by Andayani & Tirtayasa, (2019) and Kesumah & Pringgabayu, (2018).

Meanwhile, for the simultaneous influence of competency factors and corporate culture on work motivation based on research results and testing, it was found to have a positive and significant influence. This aligns with studies conducted by Dewanggi & Sawitri, (2016), Aditia & Yuniawan, (2015), and Kesumah & Pringgabayu, (2018).

Thus, the formulation of the problem and hypothesis 1 is answered and proven that there is an influence of competency and corporate culture on motivation at the Public Appraisal Service Office of Suwendho Rinaldy and Partners Jakarta Branch.

Competency is a combination of various aspects, such as attitudes, behaviors, values, skills and knowledge, as well as the character possessed by an individual in performing work to achieve optimal success (Hermawan, 2016). The competencies possessed by an individual are utilized to carry out a task or job based on the skills or knowledge they possess, through professionalism or excellence in certain fields (Wibowo, 2016).

Meanwhile, the corporate culture, as conveyed by Pane (2019), states that corporate culture is the essential means for resolving external and internal problems, implemented consistently by a group that then passes it on to new members as an appropriate way to understand, think about, and feel about related issues.

Both factors, whether competency or corporate culture, will significantly shape employees' work motivation. Having competencies that align with educational background, experience, and relevant training in the job field will greatly assist in building employees' self-confidence and work motivation. In addition, the positive values that are formed and become habits within the organizational environment as corporate culture will greatly aid employees in fulfilling their responsibilities. Moreover, regarding the Public Appraisal Office of Suwendho Rinaldy and Partners, Jakarta Branch, almost all employees have adequate competencies in asset appraisal, which is the core business of the Public Appraisal Office. The conducive environment, bolstered by habitual values that constitute corporate culture, will strongly support the Public Appraisal Office of Suwendho Rinaldy and Partners, Jakarta Branch, in achieving the organizational goals that have been set.

2. The Influence of Competence and Company Culture on Employee Performance

Based on the results of the research and hypothesis testing that has been conducted, both partial and simultaneous influences indicate that there is a positive and significant effect between the factors of competence and corporate culture towards employee performance. This is in line with the research conducted by Atikah et al., (2021), Andayani & Tirtayasa, (2019), Kesumah & Pringgabayu, (2018), Dewanggi & Sawitri, (2016), and Aditia & Yuniawan, (2015) on their respective research objects.

As discussed in the previous discussion, the factors of competence and corporate culture have an impact on work motivation. This can also affect the performance of employees, because with good and high work motivation, all existing tasks can be completed well. Thus, the formulation of the problem and hypothesis 2 are answered and proven that there is an influence of competence and corporate culture on employee performance at the Public Appraisal Service Office of Suwendho Rinaldy and Partner Jakarta Branch.

3. The Influence of Motivation on Employee Performance

The research findings indicate that there is a positive and significant influence of motivational factors on employee performance in the Office of Public Appraisers Suwendho Rinaldy and Partners Jakarta Branch. This aligns with previous studies mentioned above conducted by Atikah et al. (2021), Andayani & Tirtayasa (2019), Kesumah & Pringgabayu (2018), Dewanggi & Sawitri (2016), as well as Aditia & Yuniawan (2015). This is because these studies state that employee performance is the dependent variable, while motivational factors are presented as the mediating variable. Thus, the formulation of the problem and hypothesis 3 is answered and it is proven that there is an influence of motivation on employee performance at the Office of Public Appraisers Suwendho Rinaldy and Partners Jakarta Branch.

As stated by Mathis, Valentine, Meglich, & Jackson (2019:138), motivation questions how to stimulate work passion among subordinates, so they are willing to work hard by providing all their abilities and skills to achieve the company's goals. Motivation is the driving force that causes an organization member to willingly and gladly spend their time to carry out various activities that are their responsibilities and fulfill their obligations in achieving the goals and various objectives of the organization that have been predetermined. This will be achieved if the internal and external factors in the environment of an organization support it. When the needs of employees are met and the work environment is conducive, employee work motivation also relatively increases, allowing the organization or company to hope that employees can work better and more professionally.

In principle, every organization or company always strives to utilize all of its resources optimally and to the best of its ability. Due to the current situation where companies are trying to survive by minimizing expenses and optimizing revenue, as the economy is not yet stable. The most important factor in human resources is determining the success of a company. To optimally utilize human resources, companies need to encourage employees to work more enthusiastically in order to achieve good performance and results at work.

4. The Influence of Competence on Employee Performance Through Motivation

If viewed from the results of the research conducted, it is found that the competence factor influences employee performance through motivation. This is evidenced by the motivation factor acting as an intervening variable. This research aligns well with the study conducted by Atikah, Cahyono, & Qomariah, (2021). In that study, it was clearly stated that the competence variable influences employee performance through motivation. Thus, the formulation of the problem and hypothesis 4 is answered and proven that there is an influence of competence on employee performance through motivation at the Suwendho Rinaldy Public Appraisal Service Office and Partners Jakarta Branch.

As discussed in the discussion above, the competence factor and corporate culture have an impact on employee performance. These two factors will contribute more significantly if supported by the intrinsic work motivation of the employees themselves. With the results of the research, the company can strive to enhance employee work motivation through constructive improvements in motivational factors by fulfilling the needs of employees, whether physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. Thus, in turn, the company or organization can expect much from the performance to be achieved by the employees.

5. The Influence of Corporate Culture on Employee Performance Through Motivation

If we look at the results of the research that has been conducted, it has been found that the corporate culture factor does not influence employee performance if mediated by motivation. This is

evidenced by the motivational factor acting as an intervening variable. This research aligns perfectly with the research conducted by Widyastuti & Hasan, (2015). In that research, it clearly states that the corporate culture variable does not influence employee performance through motivation.

Thus, the formulation of the problem and hypothesis 5 is answered but it is not proven that there is an influence of corporate culture on employee performance through motivation at the Public Appraisal Services Office Suwendho Rinaldy and Partners Jakarta.

CONCLUSION

The conclusions that can be drawn after conducting research, testing, and interpretation of computational calculations are as follows. Based on the results of the research and discussions conducted, it can be stated that there is a positive and significant influence both partially and simultaneously between competence and company culture on employee work motivation at the Public Appraisal Service Office Suwendho Rinaldy and Partners Jakarta Branch. Based on the results of the research and discussions conducted, it can be stated that there is a positive and significant influence both partially and simultaneously between competence and company culture on employee performance at the Public Appraisal Service Office Suwendho Rinaldy and Partners Jakarta Branch.

The results of the research and discussions indicate that there is a positive and significant influence of motivation on employee performance at the Public Appraisal Service Office Suwendho Rinaldy and Partners Jakarta Branch. The results of the research and discussions indicate that the competence factor influences employee performance through motivation at the Public Appraisal Service Office Suwendho Rinaldy and Partners Jakarta Branch. This also indicates that the work motivation factor functions or plays a role as an intervening variable. The results of the research and discussions indicate that the company culture factor does not influence employee performance through motivation at the Public Appraisal Service Office Suwendho Rinaldy and Partners Jakarta Branch. Therefore, this research cannot prove that the work motivation factor functions or plays a role as an intervening variable.

Based on the results of the research, discussions, and conclusions presented in the previous sections, the author can provide the following suggestions. In this study, competence as a variable is analyzed based on the respondents' responses to the statements presented. The results show that on the indicator "understanding," which refers to the employees' understanding of the importance of competence, as well as the indicator "evaluation," which relates to the employees' ability to assess their own work results as material for future learning, scores the highest compared to other indicators. Therefore, the management of the Public Appraisal Office Suwendho Rinaldy and Partners Jakarta Branch needs to maintain and improve employee competence aspects, particularly in these two indicators. Improvements can be made through the provision of a more comprehensive understanding of competencies relevant to the employees' tasks and responsibilities, as well as strengthening the self-evaluation system that allows employees to reflect on and continuously improve their performance. Thus, the enhancement of competence is expected to further strengthen employee performance in supporting the achievement of organizational goals.

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