

INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION AND COMPETENCE TO EMPLOYEE PERFORMANCE PT MEGA BUANA INDAH BATAM

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Abstract. *This study aims to investigate the influence of organizational culture, work motivation, and competence (independent variables) on employee performance (dependent variable) at Store Edukits, both individually and simultaneously. The research subjects are the 8 Store Edukits stores. The sampling method used is non-probability purposive sampling, targeting all frontline employees, including Supervisors, Cashiers, and Sales Assistants. Questionnaires were distributed to all employees at the 8 Store Edukits stores. A total of 71 employees filled out the questionnaires manually during the research period from May to June 2024. The questionnaires employed a Likert scale for responses. Data from the questionnaires were processed using SPSS 29. Instrument tests were conducted to assess validity and reliability. Furthermore, classic assumption tests, including normality test, heteroscedasticity test, and multicollinearity test, were performed, all yielding satisfactory results. Hypothesis testing (t-test and F-test) was conducted using SPSS 29. The study results indicate that organizational culture has a significant influence on the performance of Store Edukits employees; work motivation significantly affects employee performance at Store Edukits; competence also significantly impacts the performance of Store Edukits employees; and simultaneously, organizational culture, work motivation, and competence significantly influence employee performance at Store Edukits.*

Keywords: *Competence, Employee Performance, Organizational Culture, Work Motivation.*

INTRODUCTION

Employees are a key asset in almost any type of organization because they are the ones who drive the operational and strategic wheels of a company. Employee performance has a very significant impact on company performance. Employee performance is considered more than just productivity, because employee performance concerns a person's natural behavior to be free to act as he or she wishes. The behavior of freedom to act cannot be separated from the regulations in the Company itself (Robbins & Judge, 2017). PT Mega Buana Indah (PT. MBI) is a company engaged in providing office needs and school needs with the concept of "one stop service" for office and school needs in Batam City. PT. MBI was established in 2004. PT. MBI has a store known as EDUKITS Shop. Along with the development of e-commerce, the EDUKITS Store also has an EDUKITS Online Store.

The EDUKITS store is the first local store that provides office and school needs with a self-service concept in Batam. EDUKITS Stores started from 1 Store and now has 8 EDUKITS Stores spread across Batam. PT. MBI also has a marketing team that directly picks up the ball to schools in Batam. Marketing PT. MBI focuses more on the supply of printed books from abroad. PT. MBI competes with different competitors in every line of business. EDUKITS stores must compete with offline stores in Batam and Online Stores in Batam and outside Batam. EDUKITS Marketing must compete with Print Book Publishers and Print Book Distributors. The researcher sees PT MBI as an EDUKITS Store as a unique and interesting object to be researched. The researcher's consideration is that the EDUKITS Store as a stationary supermarket that has grown from 1 store to 8 stores, has not had a balanced competitor for 20 years. EDUKITS stores did not experience a reduction in employees, even store closures were not carried out by owners during the Covid-19 pandemic, even though store sales during the Covid-19 pandemic decreased.

According to the Manpower Law Number 13 of 2003, employees can be defined as any person who works by receiving remuneration from the place he works and has an employment relationship with the existence of an employment agreement between the employer and the worker or employee. Employee performance depends on their human resources. Good human resources will have a

positive effect on the Company. Good employee performance must be maintained to improve the Company's performance.

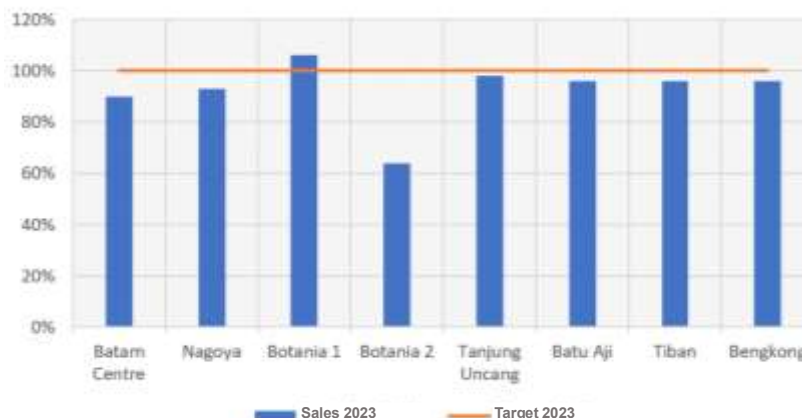


Figure 1. EDUKITS Store Sales Chart 2023

Source: PT MBI Document

The performance of the EDUKITS Store began to decline. This can be seen from Figure 1.1., where the sales target of the EDUKITS 2023 Store did not reach the target. The EDUKITS store does not have a written SOP. EDUKITS Store does not have a system that evaluates the work of EDUKITS Store employees. EDUKITS Store employees are the frontline who deal with EDUKITS Store customers. EDUKITS Store employees are an important factor in the buying and selling process at EDUKITS Stores. The performance of EDUKITS Store employees has a direct effect on the performance of EDUKITS Store. Organizational culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Brown (1998) defines organizational culture as a pattern of beliefs, values, and learned ways of dealing with experiences that have been developed throughout the history of the organization that manifest in the material arrangements and behaviors of the organization.

Based on previous research conducted by Hafid (2023) it is stated that organizational culture has a positive influence on teacher performance, but in contrast to research conducted by Juliansyah et al. (2024) it is concluded that organizational culture has no effect on employee performance. EDUKITS stores also have their own corporate organizational culture. The organizational culture of EDUKITS Stores is built by the owners themselves on the basis of personal experience. The owner of the EDUKITS Store does not have a sufficient formal educational background. The EDUKITS store runs the company's organizational culture self-taught, even without realizing it. The Company's Standard Operating Procedure (SOP) is not written, so there are no clear work operations of EDUKITS Store employees for all employees.

Work motivation is also a key factor that affects employee performance. Work motivation is an internal drive that encourages individuals to achieve personal goals and satisfaction, as well as provide energy and perseverance in carrying out their tasks. According to Robbins et al. (2017), work motivation is "an internal process that triggers individuals to act or strive to achieve a specific goal." Good performance results from employees who are well motivated as well. Likewise, the other way around. The work motivation of EDUKITS Store employees is quite good, because the expectations of compensation (salary, benefits, etc.) given to employees exceed the expectations of EDUKITS Store employees. The compensation provided by the EDUKITS Store is much better than the compensation provided by similar stores. EDUKITS stores pay compensation in accordance with the standards set by the government.

According to previous research conducted by Hafid (2023) motivation has a positive effect on teacher performance, while research Sularsih et al. (2023) the results state that motivation has no effect on performance. Individuals will gain competence, if individuals are willing to increase their

knowledge. Competence shows skills or knowledge that are characterized by professionalism in a certain field as something most important, as a flagship in a certain field, with the indicators being: Knowledge, Skill, Attitude.

Competency is taken as a research variable. This is based on previous research conducted by Hafid (2023) stating that competence has a positive influence on teacher performance, but another study conducted by Rosmaini & Tanjung (2019) "The Influence of Competence, Motivation and Job Satisfaction on Employee Performance", results that competence has a positive, but not significant influence on employee performance. The competence of EDUKITS Store employees is low. Employees with low educational backgrounds, most of whom are high school graduates. The Training Program has not received great attention from management. Employees learn self-taught to improve their own personal competence. Training or knowledge transfer is carried out between employees themselves. The recruitment and placement process of human resources is carried out based on the owner's decision without going through standardization as professional recruitment should be, starting from the candidate's competence or candidate experience. The EDUKITS store does not have a career path structure that is socialized to employees. Employee promotions are based solely on the evaluation of the supervisor and the owner. Employees who have high and low work are visible, but no one monitors and records them, so the appreciation of employee work motivation is not clearly measured.

Kasmida (2022) has conducted research on organizational culture variables, work motivation and competence on the performance of SPK Batam school education staff. The title of the research is The Influence of Organizational Culture, Work Motivation, Interpersonal Competence on the Performance of School Education Personnel of Cooperative Education Units. The results show that the variables of organizational culture, work motivation and competence affect the performance of SPK Batam City school education staff. Based on the above presentation, the researcher is interested in analyzing how the influence of organizational culture, work motivation and competence can affect the performance of EDUKITS Store employees at PT Mega Buana Indah, with the title "The Influence of Organizational Culture, Work Motivation and Competence on Employee Performance of PT. Mega Buana Indah Batam".

Employee Performance

Performance is translated from Job Performance, which is also called Actual Performance or work achievements or actual achievements that have been achieved by employees. There are many definitions of performance according to some experts, where all of them have the same meaning and meaning, some of which are; According to Rivai (2006), the definition of performance is the willingness of a person or group of people to carry out an activity and improve it according to responsibility with the expected results. This definition also emphasizes the duties and functions of individuals and groups in completing tasks. According to Pabundu (Busro, 2018), performance is a result of work produced by an employee interpreted to achieve the expected goals. Performance can also be interpreted as the result of the function of a person's or group's activities in an organization or company that are influenced by various factors to achieve organizational goals in a certain period of time. This notion will not emphasize individual performance but also group performance.

Performance according to Mangkunegara (2017), is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From several opinions about performance according to the experts above, the researcher concludes that performance is a process in which an employee does his work from start to finish in order to achieve the goals, goals, mission and vision of the organization or company that has been set.

Performance indicators, according to Robbins & Judge (2016), are tools to measure the extent of employee performance achievement. Here are some indicators to measure employee performance:

1. Quality, which is the level at which the process or adjustment in the ideal way in carrying out an activity or fulfilling an activity according to expectations.



2. Quantity, the amount generated is realized through the value of the currency, the number of units, or the number of cycles of activities that have been completed.
3. Punctuality, which is the degree to which an activity has been completed in a faster time than specified and maximizes the time available for other activities.
4. Effectiveness, which is the level at which the use of the company's resources in the form of humans, finances, and technology is maximized to obtain the highest results or reduce losses from each unit.
5. Independence, is awareness of the employee's obligation to carry out the work provided by the company.

Organizational Culture

Organizational culture according to Newstrom & Davis (2002) is a value rule of belief in long-standing norms, followed by the members of an organization as a guideline for behavior and solving organizational problems. Meanwhile, according to Schein (2010), organizational culture is a pattern of basic assumptions or assumptions found by a group, which is developed through the process of learning to solve problems of external adaptation and internal integration, and which has gone well enough to not just be seen but therefore, taught to new members as the correct way to look, feel, and think in relation to those issues.

Organizational Culture is a set of norms consisting of beliefs, attitudes, core values and patterns of behavior, shared by a person in an organization. Shared beliefs, core values and patterns of behavior that affect performance in an organization. Beliefs are perceptions or assumptions about something, people and organizations as a whole, which are accepted as something true and worthy. So, it can be concluded that organizational culture is a set of belief systems, values, attitudes and behavior patterns that are embraced together and influence the actions and deeds of the organization's members. The dimensions and indicators of organizational culture according to Robbins & Judge (2016) quoted by Nugraha are:

- 1) Innovation and courage in taking risks
 - a. There is support and a working atmosphere for creativity
 - b. There is an appreciation for the aspirations of the Company's employees
 - c. There is consideration for the Company's employees in bearing the risk
 - d. The existence of employee responsibility towards the Company
- 2) Attention to detail
 - a. There is precision in carrying out the work
 - b. Evaluation of work results
- 3) Outcome orientation
 - a. Good target achievement
 - b. Work facilities provided as support of the Institution
- 4) Social orientation
 - a. Attention to comfort at work.
 - b. Attention to recreation
 - c. The company pays attention to personal needs
- 5) Teamwork oriented
 - a. Collaboration between the Company's employees
 - b. There is tolerance between company employees
- 6) Aggressiveness
 - a. Be given freedom to criticize
 - b. A healthy competitive climate within the Company
 - c. Employees have the willingness to improve their abilities

Work Motivation

In the Kamus Besar Bahasa Indonesia (KBBI) (Departemen Pendidikan Nasional, 2005) motivation has the meaning of being an impulse that arises in a person consciously or not to take actions with a certain goal. Meanwhile, Sedarmayanti (2017) motivation is the force that encourages a person to do an action or not which in essence exists internally and externally positive or negative, work motivation is something that causes motivation or work spirit or encouragement of work morale. In addition, according to McCornick in Mangkunegara (2017), work motivation is defined as a condition that has the effect of arousing, directing, and maintaining behaviors related to the work environment.

Based on the opinions of the experts above, researchers conclude that motivation is a factor that encourages and directs a person's behavior in doing an activity or work willingly without feeling forced to do their work to run well or carry out activities to achieve goals. The indicators used to measure motivation variables in this study are based on the opinion expressed by MC Clelland in Busro (2018) who explains that there are three prominent human needs, which can be used as an indicator of an individual's motivation, namely:

- 1) There is a need for achievement, that is, the drive to excel and achieve in relation to a set of standards, willing to wrestle for success. Indicators of achievement needs include:
 - a. have a high level of personal responsibility
 - b. Dare to take risks and take risks
 - c. have realistic goals
 - d. Have a comprehensive work plan
 - e. Striving to achieve goals
 - f. Leverage concrete feedback
 - g. An effort to perform well
 - h. Efforts to avoid being left behind by other employees
 - i. Efforts to develop themselves Efforts to get recognition from the results of work
- 2) There is a need for power, which is a motivational impulse driven by the need for power, the impulse to achieve authority and influence over others. The need for power has the following indicators:
 - a. Trying to help others even when the help is not requested
 - b. Actively determine the direction of organizational activities
 - c. Become a member of an association that can reflect achievements
 - d. Sensitive to the interpersonal influence structure of the group/organization.
 - e. Trying to be appreciated by colleagues, superiors and the environment.
 - f. An effort not to be underestimated
 - g. Wanting his presence is very necessary for others
- 3) There is a need for affiliation, which is a motivational drive for affiliation, a desire to have good and close interpersonal relationships. The need to affiliate has the following indicators:
 - a. pay more attention to the aspect of personal relationships in work,
 - b. attach importance to cooperation with others,
 - c. Seeking Deals from Others

Competence

According to (Wibowo, 2016) competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Competence is the capacity to mobilize diverse cognitive resources to meet certain types of situations. According to LeBoterf (2000), competence is not itself a resource in the sense of knowing how to act, knowing how to do, or attitude, but mobilizing, integrating and regulating those resources. According to Jackson and Schuler (2006), competence is defined as "skills, knowledge, abilities, and other characteristics that a person needs to perform their job effectively".

According to Yusoff & Armstrong (2011) competence is a combination of knowledge, experience, productive attitudes/attributes and the right combination of functional and technical skills to make something happen. According to FPeople Soft Competencies are a set of knowledge, measurable and observable skills and behaviors that contribute to success in a job/position. From the above description, competencies can be concluded as follows: "Competencies" are the knowledge, skills, abilities, and behaviors that an employee applies in doing his or her job and which are the key related to employees to achieve results that are relevant to the organization's business strategy. Competency is the ability of an employee to apply skills to the workplace environment. Competencies can also be conceptualized as collective learning, skills and technologies that can provide a competitive advantage for organizations. Building on core competency theory and resource-based view theory (Barney, 1991), Wright et al. (1994) propose that an organization's human resources can form core competencies, and thus generate sustainable competitiveness and profitability.

An employee can have all the skills, but may not be able to translate those skills into job success. A competency combines the skills, behaviors, knowledge, and abilities that enable an employee to effectively perform the job and competencies describe exactly how an employee performs the job and succeeds in the position.

According to Rahadi et al. (2021) several aspects of competency are:

- 1) Knowledge
An in-depth understanding of information, facts, and skills gained through education, training, and experience relevant to a particular field.
- 2) Understanding
is the ability to interpret and relate information to relevant contexts, so as to be able to make informed decisions and solve problems effectively.
- 3) Skill
As one aspect of competence, it refers to the practical ability that a person has in applying knowledge and experience to perform certain tasks or activities effectively and efficiently.
- 4) Value
are principles or standards that guide a person's behavior and decisions, reflecting what is considered important and valuable in a professional as well as personal context.
- 5) Attitude
are a person's mental and emotional tendencies that are reflected in a positive attitude, motivation, openness, and responsibility in completing tasks or interactions with others.
- 6) Interest
is a strong internal drive or a deep desire to learn, grow, and contribute in a particular field, that motivates a person to achieve achievement and success in that regard.

METHOD

Research Model Framework

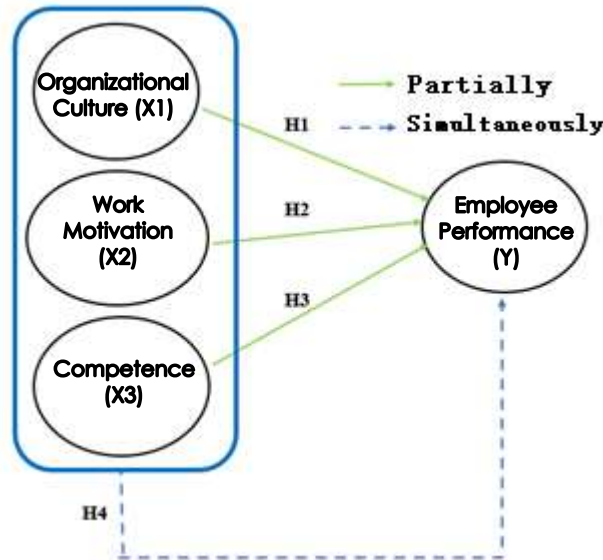


Figure 2. Research Conceptual Framework
 Source: Author's Own Work

1. Hypothesis 1 = It is suspected that there is a significant influence between organizational culture variables on the performance of EDUKITS Store employees at PT. MBI.
2. Hypothesis 2 = It is suspected that there is a significant influence between work motivation variables on the performance of EDUKITS Shop employees at PT. MBI.
3. Hypothesis 3 = It is suspected that there is a significant influence between competency variables on the performance of EDUKITS Store employees at PT. MBI.
4. Hypothesis 4 = It is suspected that there is a significant influence between organizational culture variables, work motivation, and competency simultaneously on the performance of EDUKITS Store employees at PT. MBI.

Types and Approaches

The approach used in this study is Quantitative Research to analyze the hypotheses made. The researcher distributed a questionnaire to the respondents. Respondents fill out the questionnaire form manually. The questionnaire was created using the Likert scale. The location of the research is 8 EDUKITS Stores located in Batam. The research time is from March – June 2024. The respondents were front office employees who worked at 8 EDUKITS Batam Stores. The number of respondents was 71 people. Questionnaire data using the Linkert scale were processed using SPSS 29 software.

RESULTS AND DISCUSSION

Respondent Characteristics:

Gender : Male 49.3% & Female 50.7%
 Age : 21 – 30 years 51%; 31 – 40 years 24% & > 40 years 4%
 Education : High School/Vocational School 92%; D1/D2/D3 4%
 Tenure : < 5 years 51%; 6 – 10 years 28%; 11 – 15 years 13%; > 15 years 8%

Instrument Test: Validity Test

The Validity Test is performed using Pearson Product Moment correlation. The test results showed that all statement items in the variables Organizational Culture (X1), Work Motivation (X2), Competency (X3), and Employee Performance (Y) had a calculation value greater than the table (the value of this study was 0.234), so that all items were declared valid and suitable for use in this study.

Instrument Test: Reliability Test

Cronbach's Alpha score for the Test of the reliability of organizational culture, work motivation, competence and employee performance variables are greater than 0.6. This means that all variables in this study are declared reliable.

Classical Assumption Test: A Test of Normality

Asymp value. Sig. (2-tailed) is 0.200. The value > 0.05 . This means that the research data is distributed normally.

Classical Assumption Test: Multicollinearity Test

The VIF value of organizational culture, work motivation and competence variables in this study < 10 and tolerance value close to 1. This means that multicollinearity does not occur.

Classical Assumption Test: Heteroscedasticity Test

The VIF value of organizational culture, work motivation and competence variables in this study < 10 and tolerance value close to 1. This means that multicollinearity does not occur.

Multiple Linear Regression

$$Y = 0.050 + 0.262 \cdot X_1 + 0.372 \cdot X_2 + 0.293 \cdot X_3$$

Where: The three independent variables of organizational culture (X1), work motivation (X2), and competence (X3) simultaneously showed a positive and significant relationship with employee performance (Y), as reinforced by an **R² value of 91.1%** and a significant F-test result.

Coefficient Determination Test

The value of the R Square is 0.911 or 91.1%. This means that the influence of organizational culture, work motivation and competence on the performance of EDUKITS Store employees is 91.1% (meaning very influential). The influence of other factors on the performance of EDUKITS Store employees is 8.9%.

Hypothesis test: t-test

The t_{cal} value of each variable $>$ from the t_{table} value (t_{table} value = 1.996) and the Sig. value < 0.05 . This means that every variable (organizational culture, work motivation and competence) has a significant influence on the performance of EDUKITS Store employees.

Hypothesis Test: F Test

The F_{cal} value is $>$ from the F_{table} value (F_{table} value = 2.74) and the Sig. value of 0.000 < 0.05 . This means that organizational culture, work motivation and competence simultaneously have a significant influence on the performance of EDUKITS Store employees.

The variables of Organizational Culture, Work Motivation and Competence have a significant impact on the performance of Store Edukits employees limited by the characteristics of the employee's age under 40 years old, high school/vocational education level and work period of less than 10 years. The gender characteristics of Edukits Shop employees do not affect much. Research conducted by Kasmida et al. (2022) entitled *The Influence of Organizational Culture, Work Motivation, Interpersonal Competence on the Performance of School Education Personnel in Cooperative Education Units*, which concluded that good performance can be influenced by organizational culture and interpersonal competence, while work motivation does not make a significant contribution to the achievement of education staff performance in schools in Cooperative Education Unit schools.

Juliansyah et al. (2024) conducted a study on the Effect of Work Motivation and Work Discipline on Employee Performance Through Organizational Culture as Intervening Variables, concluding that work motivation and work discipline on employee performance through organizational culture as intervening variables have some influential results and some results have no effect. Conclusion: from the results of this study, the author found that the work discipline contained in PT. Cipta Mandiri through organizational culture has no effect on employee performance. Azizah Dina Sularsih et al.'s research entitled The Influence of Leadership, Motivation, Organizational Culture, and Competence on Performance and the results of this study show that organizational culture contributes to the performance variables of PT. X, while the variables of leadership, motivation, and compensation did not contribute to the influence of PT X's employee performance variables in part.

Research conducted by Rosmaini and Tanjung (2019) entitled The Influence of Competence, Motivation and Job Satisfaction on Employee Performance, and from the research conducted, it was concluded that partially competence has a positive and insignificant effect on employee performance, motivation has a positive and insignificant effect on employee performance, job satisfaction has a positive and significant effect on employee performance. Simultaneously, competence, motivation and job satisfaction have a significant effect on employee performance.

CONCLUSION

1. The results of the study variable test were that the r_{cal} value was greater than the r_{table} (the value of this study was 0.234); Cronbach's Alpha > 0.6 ; Asymp value. Sig. (2-tailed) is 0.200; The VIF value of organizational culture, work motivation and competence variables in this study < 10 and tolerance value close to 1. These results illustrate that the variables and questionnaires used by the research have passed the instrument test and the classical assumption test.
2. Data processing results with multiple linear regression: $Y = 0.050 + 0.262 \cdot X_1 + 0.372 \cdot X_2 + 0.293 \cdot X_3$ Where: The three independent variables of organizational culture (X_1), work motivation (X_2), and competence (X_3) simultaneously show a positive and significant relationship with employee performance (Y)
3. Based on the results of the hypothesis test, there is a significant influence between organizational culture variables on the performance of EDUKITS Shop employees at PT. MBI.
4. Based on the results of hypothesis testing, there was a significant influence between work motivation variables on the performance of EDUKITS Store employees at PT. MBI.
5. Based on the results of hypothesis testing, there is a significant influence between competency variables on the performance of EDUKITS Store employees at PT. MBI.
6. Based on the results of hypothesis testing, there is a significant influence between organizational culture variables, work motivation and competency simultaneously on the performance of EDUKITS Store employees at PT. MBI.

RECOMENDATION

1. From the results of this research, the management of PT. Mega Buana Indah can optimize employee performance by focusing on improving organizational culture, work motivation and competence, in detail suggestions on each variable as below;
 - a. Organizational Culture Improvement Program
 1. Company Values and Vision: Increase the understanding and absorption of the company's values and vision among employees. Conduct effective communication about the importance of organizational culture.
 2. Employee Engagement: Encourages employee involvement in decision-making and provides space for them to provide input related to work culture.

3. Team Building Program: Holding team building activities that aim to strengthen relationships between employees and build a collaborative and harmonious work atmosphere.
- b. Competency Enhancement Program
 1. Regular Training Program: The company must provide regular training programs to improve employees' skills and knowledge. Focusing on training that is relevant to their duties and responsibilities will be very beneficial.
 2. Mentorship and Coaching: Develop a mentorship and coaching program where employees can learn from more experienced colleagues.
 3. Skills Evaluation: Conduct periodic evaluations to assess employees' skills and competencies and identify areas that require further development.
- c. Motivation Enhancement Program
 1. Awards and Recognition: Companies need to strengthen a system of rewards and recognition for outstanding employees. Giving them bonuses, incentives, or other rewards will increase their motivation.
 2. Training and Career Development: Providing opportunities for employees to grow and advance in their careers can increase motivation. Targeted training programs and internal promotional opportunities are important steps.
 3. Supportive Work Environment: Creating a positive and supportive work environment, where employees feel valued and supported in their work, can greatly increase their motivation.
2. Further research can be developed, not only employees of Store Edukits, but all employees of PT. Mega Buana is beautiful.
3. Further research can be developed on other variables that affect employee performance in the store, not only organizational culture variables, work motivation and competencies, for example variables about compensation and incentives, leadership, work environment, training and development, interpersonal relationships, work discipline, and others.

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