



The Influence of Organizational Culture and Competence on Employee Performance at Public Appraisal Service Office Andi Tiffani and Partners Through Motivation as a Mediation Variable

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Abstract: This study aims to determine the effect of competence and organizational culture on the performance of employees of the Public Appraiser Service Office Andi Tiffani and Partners (KJPP ATR). This study used a quantitative method with a total sample of 53 employees. Samples were taken from the entire population or using saturated sampling techniques, namely all KJPP ATR employees. The data analysis method uses the Structural Equation Model (SEM) with the SmartPLS analysis tool. The results showed that competence had a significant positive effect on employee performance, organizational culture had a significant positive effect on employee performance, competence had a significant positive effect on work motivation, organizational culture had a significant positive effect on work motivation,

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

INTRODUCTION

In the current era of globalization, technology is growing and business competition is increasing. The progress and development of technology has resulted in the existence of unlimited information boundaries between regions and countries, this has given rise to business competition, not only coming from where the company is established but from various regions and foreign countries. Human resources are one of the factors that can influence a company. To face increasingly fierce business competition, companies are required to continue to improve employee performance to be more effective and efficient.

The Public Appraiser Service Office, hereinafter referred to as KJPP, is a business entity that has obtained a business license from the Minister as a forum for public appraisers to provide their services. The Public Appraisal Service Office (KJPP) is an asset appraisal and consulting service business. The assessment is carried out based on the assessment

procedure that has been approved in the assessment regulations or SPO. Asset valuation is defined as the process of assessing an appraiser in providing an opinion on the value of an asset, based on the results of an analysis of objective and relevant facts using the applicable methods and principles.

In the era of world globalization which is marked by the opening of independent competition in all fields, appraisal consultant services are included in the field of appraisal consultants, which is a challenge for the development of the Indonesian nation. For this reason, Andi Tiffani and Partners (KJPP ATR) feel the need to improve the ability and quality of human resources in facing challenges in order to survive and be able to compete.

Facing competition between other public appraisal service offices, both at local and national levels, companies must be able to make changes for the better, companies must be adaptive to globalization changes in the world of appraisal services. The following is data on the development of the number of public appraisal service offices and branches of public appraisal service offices (as of 31 December 2020), presented in Figure 1.

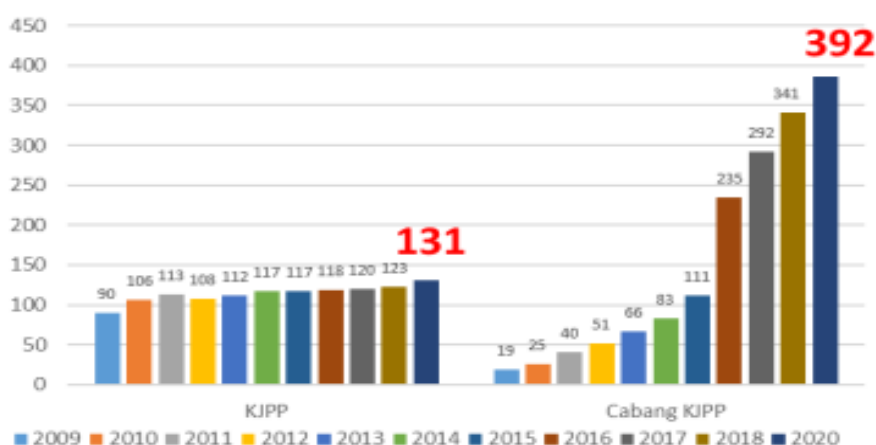


Figure 1. Development of Number of Public Appraisal Service Offices and Branches Office of Public Appraisal Services (as of 31 December 2020)

Source: PPPK. Ministry of Finance

With the increasing growth of KJPP services in Indonesia, there will be competition among KJPPs to get jobs/projects, therefore companies must be able to act better than other companies in the same industry/service environment so as to have a competitive advantage.

The KJPP ATR turnover target for the last 4 (four) years in 2018 to 2021 has also experienced a downward trend. The data is presented in Figure 2 below.

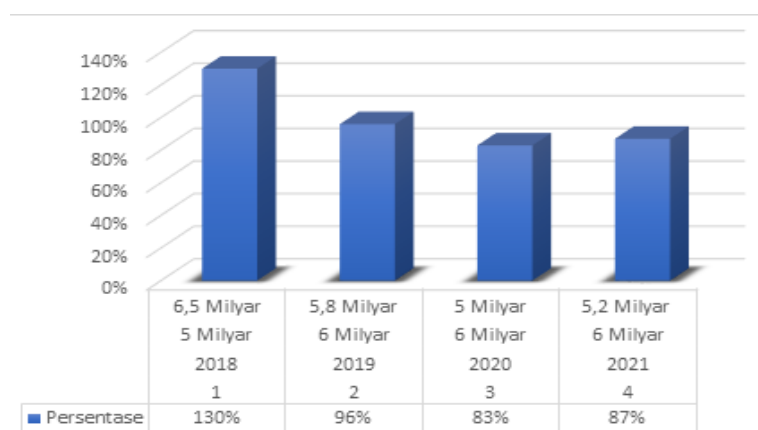


Figure 2. Target and Realization Recapitulation Data

Source: KJPP ATR Internal Data

Targets in 2019, 2020 and 2021 were not achieved, namely only being able to realize 96% in 2019, 83% in 2020 and 87% in 2021. Target achievement was not achieved and tended to decline, impacting the sustainability of the organization in the future front. This is a phenomenon of the gap faced by KJPP ATR in the management of human resources specifically and in general organizational management to achieve organizational performance. Based on the pre-survey, there are various indicators of problems related to employee performance, as presented in Table 1.

Table 1. Pre-Survey Results Data

NO	STATEMENT	Variable	Yes	No
1.	I still feel dissatisfaction with working for this company.	Job satisfaction	14 46%	16 54%
2.	Most of the activities carried out were completed individually rather than in teams.	Organizational culture	18 60%	12 40%
3.	I feel that my career development process is not progressing.	Career development	15 50%	15 50%
4.	I feel unmotivated to improve performance at work.	Work motivation	21 70%	9 30%
5.	I feel less than optimal in my performance	Employee performance	20 66%	10 34%
6.	I feel that I lack competence in relation to the tasks assigned to me.	Job competence	17 56%	13 44%
7.	I have a desire/plan to get out of this job.	turnover intention	14 46%	16 54%

Source: Data processed by researchers 2021

From the results of the pre-survey it can be concluded that the dominant problem indicators felt by employees are related to employee performance, work motivation, competence and organizational culture.

Several previous studies have shown a research gap. Prakoso et al. (2017) and Puspa et al. (2020), states that competence has a significant positive effect on employee performance. While Rahma et al. (2021) states that, there is no significant effect between competence on employee performance, Kharisma (2020) also says that competency has a negative and significant effect on employee performance. Hanifa and Widigdo (2021) state that competence does not affect performance. Lidia and Hutajulu et al. (2021), states that work motivation has a positive effect on employee performance. Meanwhile, Wahyuni (2022) states, work motivation does not affect performance.

Paresti et al. (2022) states that competence can increase work motivation and through high work motivation, employee performance can increase. Poetri et al. (2020) stated that motivation plays an important role in encouraging employees to improve performance. Nasfita et al. (2019) and Siagian (2018), that competency through work motivation has no effect on employee performance. Wahyuni (2022) states that competence does not affect performance through work motivation. Thus, it can be interpreted that work motivation is not a competency intervening variable on employee performance. The phenomenon of gaps related to employee performance and the research gap is the background for this research.

LITERATURE REVIEW

Human Resource Management

According to Hasibuan (2013) human resource management is a science and art that regulates the relationship and role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. According to Dessler

(2015), human resource management is a process for acquiring, training, appraising, compensating employees and for managing relations, workforce, health and safety, as well as matters related to justice. Meanwhile, Mangkunegara (2016) states that human resource management is planning, organizing, coordinating, implementing, and supervising, procurement, development, remuneration, integration, maintenance, and separation of workforce in order to achieve organizational goals.

Based on some of the above understandings, it can be concluded that human resource management is the science and art used to regulate the relationships and roles of the workforce so that they act and behave in accordance with applicable regulations and are able to achieve company goals together more effectively and efficiently.

Employee performance

According to Siagian & Khair (2018) Performance is a measure that can be used to determine the comparison of the results of carrying out tasks, responsibilities given by the organization in a certain period and relatively can be used to measure work performance. Rosmaini & Tanjung (2019), performance is a comparison of work results achieved by employees with predetermined standards. Performance also means the results achieved by a person, both quality and quantity in an organization in accordance with the responsibilities given to him. According to Jufrizen (2018), performance is a sign of the success or failure of a person or group in carrying out real work that has been set by an organization. Performance in its function does not stand alone but is related to individual factors,

Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards that have been set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or group if there are no benchmarks for success. Performance indicators according to Sedarmayanti (2012) are work quality, speed, initiative, ability and communication.

Work motivation

According to Robbins and Judge (2016) motivation is a process that explains a person's strength, direction, and persistence in an effort to achieve goals. According to Wibowo (2016) motivation is the impetus for a series of processes of human behavior in achieving goals. Meanwhile, according to Hasibuan (2014), motivation is a stimulus that creates enthusiasm for work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Work motivation according to Juni Priansa (2011: 171) states motivation comes from the Latin word (*movere*) which means encouragement, driving force or force that causes an action or deed. Motivating subordinates to want to work productively in achieving and realizing predetermined goals. Wahjono (2010:

Based on this description, it can be concluded that motivation is a driving force or driving force that arises from within a person to carry out activities or desires in order to achieve satisfaction, one's needs or goals. According to Herzberg in Mangkunegara (2019), indicators of work motivation are intrinsic motivation and extrinsic motivation.

Competence

Competence is an individual characteristic that underlies performance or behavior in the workplace. Marwansyah (2014: 36) explains that competence is a combination of knowledge, skills, attitudes, and other personal characteristics needed to achieve success in a job. Competent human resources will work with their knowledge and skills so they can work easily, quickly, intuitively, and with experience they can minimize errors (Syarifudin, 2014). There are several definitions of competence according to experts. Spencer and Spencer

(1993) in Wibowo (2014: 272) states that competence is the basic foundation of people's characteristics and indicates ways of behaving or thinking, equating situations, and supporting for quite a long period of time.

According to Spencer and Spencer in Wibowo (2017: 273) revealed that there are 3 main dimensional components of competency formation, namely: knowledge, skills and attitudes.

Organizational culture

According to Schein in Herminingsih (2011) Organizational culture is the character of the company which consists of observable and non-observable components. The observable component is the behavior of the members of the organization, which is a manifestation of the basic assumptions, the values held by the members of the organization. Culture is usually formed because of the existence of a group of people in an organization who are used to organize these people to act in their daily lives within the organization. According to Robbins and Judge (2015), organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. Another opinion according to Meryati et. al. (2020), organizational culture is where individuals feel, such as values, beliefs, assumptions, expectations, and so on.

Theoretical Framework and Hypotheses

Based on theory and pre-preview research, a theoretical framework can be created, as shown in Figure 3.

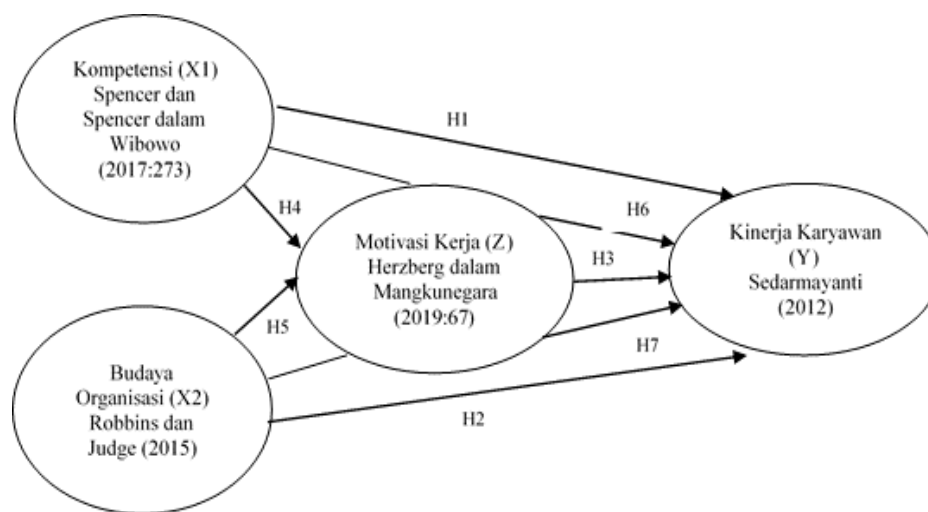


Figure 3. Theoretical Framework

From this picture the hypothesis developed is as follows:

- H1: Competence has a positive and significant effect on employee performance.
- H2: Organizational Culture has a positive and significant effect on employee performance.
- H3: Work motivation has a positive and significant effect on employee performance.
- H4: Competence has a positive and significant effect on work motivation.
- H5: Organizational Culture has a positive and significant effect on Work Motivation.
- H6: Work motivation has a significant positive effect on mediating competency on employee performance.
- H7: Work Motivation has a significant positive effect on mediating Organizational Culture on Employee Performance.

METHOD

This research is a type of quantitative research with primary data collection through interviews and questionnaires as well as secondary data through literature study. Designed with the aim of being able to understand, explain, and analyze the relationship between the independent variable and the dependent variable as well as the influence of mediating variables with statistical analysis that is relevant to testing hypotheses. The independent variables in this study are competence (X1), organizational culture (X2), while the dependent variables are employee performance (Y) and work motivation (Z) as mediating variables. The operational definitions of the variables used in this study are presented in Table 2.

Table 2 Variable Operationalization

Variable	No	Dimensions	Indicator
Competence (X1) Spencer and Spencer (1993) in Wibowo (2017; 273)	1	Knowledge	Outlook
	2		Job understanding
	3	Skills	Ability
	4		Problem solving
	5	Attitude	Helpful
	6		Attention
Organizational Culture (X2) Robbins & Judges (2015)	7	Innovation and risk taking	Creating creative and innovative ideas
	8		Dare to take risks
	9	Attention to details	The organization provides clear and detailed direction and communication regarding work
	10		I complete tasks effectively and efficiently
	11	Results Orientation	Self-development
	12		Results oriented
	13	Individual orientation	Do the job seriously
	14		Feel happy about the work being done
	15	Team orientation	Enjoy getting work done with the team
	16		Solving problems together
work motivation (Z) (Herzberg in Mangkunegara 2019:67)	17	Intrinsic Motivation	Work performance
	18		Responsibility
	19		Workload
	20		Achievement of work targets
	21		Involvement in the company
	22	Extrinsic Motivation	Motivation from leadership
	23		Job promotion
	24		Achievement award
	25		Payroll
	26		Bonuses/incentives
Employee Performance (Y) Sedarmayanti (2012)	27	Quality	The quality of the work
	28		The results of the work achieved
	29	Speed	Effective turnaround time
	30		Number of jobs completed
	31	initiative	Employee creativity
	32		Utilization of working time
	33	Ability	Standardization of work
	34		Practical and tidiness of work done
	35	Communication	Communication relations with the leadership of the company
	36		Communication relationships with colleagues

Source: Literature Review

Population and Sample

The population in this study were employees of the Public Appraisal Service Office of Andi Tiffani and Partners (KJPP ATR), which consisted of 53 employees. In this study, the author took the sample technique by including all members of the population in the study as a sample or called the saturated sample technique, which means including all of the population, totaling 53 KJPP Andi Tiffani and Partners (KJPP ATR) employees as samples in the study.

Data analysis

The data analysis method uses the Structural Equational Model (SEM) with the Smart-PLS analysis tool. Partial Least Square (PLS) is a study of structural equations on the basis of variance which simultaneously tests the measurement model and tests the structural model. The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with predictive models). Ghozali (2016) explained that PLS is an analytical technique that is soft modeling because it does not assume data must be of a certain scale of measurement, which means the number of samples can be small (under 100 samples).

FINDINGS AND DISCUSSION

Characteristics of Respondents

In this study, respondents were employees of the Andi Tiffani and Partners Public Appraisal Service Office (KJPP ATR), this included gender, age, last education, and length of service.

The characteristics of respondents based on gender were dominated by men, namely as many as 36 people (68%) and the rest, namely women, as many as 17 people (32%). Based on age, it was dominated by respondents with an age range of 21-30 years with a total of 27 people (50.94%). Age is an intrinsic factor that can affect a person's work. Because based on the field of work which is sometimes also carried out outside the city or on remote islands which requires extra time and effort to get to the object of assessment, KJPP ATR should have employees who are predominantly young. The last education was dominated by bachelor's degree graduates with 25 respondents (47.17%). Based on the length of work, the most dominant were employees with a length of service between 1-3 years as many as 23 people (43.40%).

Evaluation of the Reflective Measurement Model (Outer Model)

Convergent Validity

Evaluation of the measurement model aims to determine the validity and reliability that connects indicators with their latent variables, including testing convergent validity and testing discriminant validity. Based on the results of calculations with Smart-PLS, it can be seen that the indicator X2.1.2; X2.3.2; Z.2.1 and Z.2.5 produce a loading factor value of less than 0.7. therefore, will be removed from the model. Then modifications or re-tests are carried out so that all indicators can meet convergent validity (data is valid), namely by removing several indicators that have a loading factor value of > 0.7 from the model. The following results of the modified or retested output are presented in Figure 4.

Furthermore, by looking at the Average Variance Extracted (AVE) value, an acceptable value must be > 0.5 (Hair et al. 2021). The calculation results show that the AVE value of all variables has a value of > 0.5 , which means that the representation of the latent construct manifest variable is quite good. The results can be seen in Table 3.

Table 3. Convergent Validity Test with Average Variance Extracted (AVE)

Variable	AVE	cut off	Information
Competence	0.773	0.5	Valid
Organizational culture	0.679	0.5	Valid
Work motivation	0.650	0.5	Valid
Employee performance	0.794	0.5	Valid

Source: Data processed by the author using SmartPLS version 3.0, (2023)

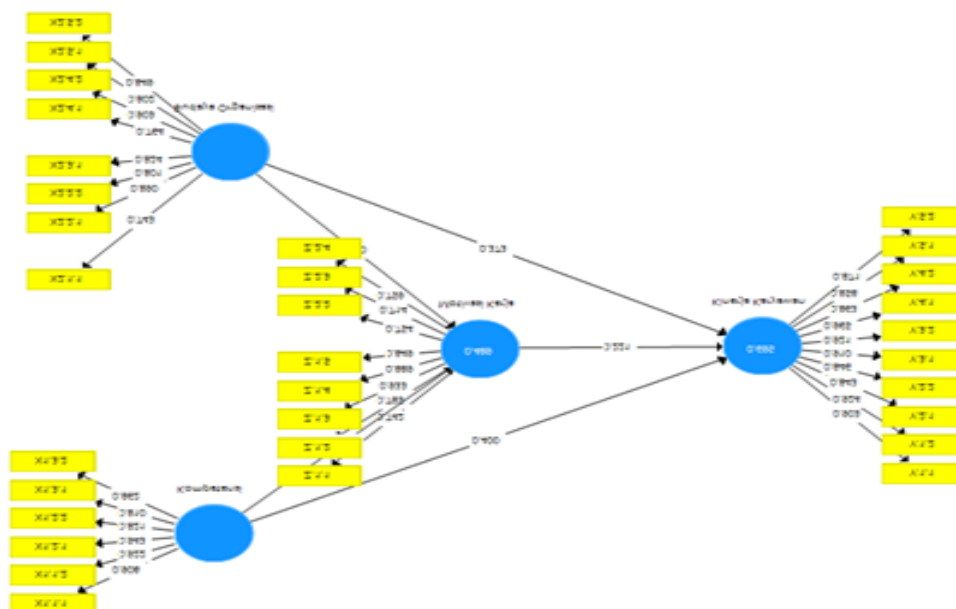


Figure 4. Outer Model Results (Modification)

Discriminant Validity

Discriminant validity is calculated using cross loading with the condition that the indicator is declared valid if the cross loading value in an appropriate variable is greater than the indicator correlation value in other dimensions. Based on cross loading measurements, overall the indicators for all dimensions produce a loading on that dimension that is greater than the loading value on the other dimensions. All indicators are able to measure the latent dimension corresponding to the indicator. The cross loading value can be seen in Appendix 1.

Reliability Test

Testconstruct reliability is done by looking at the composite reliability value which is declared reliable with a value of > 0.7 and the Cronbach alpha value if the value is > 0.7 can be declared valid. The results of composite reliability and Cronbach alpha can be presented in Table 4.

Table 4. Reliability Testing

Dimensions	Cronbach's Alpha	Ket	Composite Reliability	Ket
Employee performance	0.971	Reliable	0.975	Reliable
Organizational culture	0.932	Reliable	0.944	Reliable
Competence	0.941	Reliable	0.953	Reliable
Work motivation	0.922	Reliable	0.937	Reliable

Source: Data processed by the author using SmartPLS version 3.0, (2023)

From Table 4. It can be seen that the composite reliability and Cronbach alpha values are > 0.7, in other words all indicators are stated to be reliable or consistent.

Evaluation of the Structural Measurement model (Inner Model)

This evaluation is carried out by evaluating the path coefficient value, R2 value, effect size (f2), Goodness of Fit Index (GoF) and predictive relevance (Q2). Evaluation of the path coefficient value can be presented in Table 5.

Table 5. Partial Hypothesis Testing Results

Influence	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competency (X1)→Employee performance (Y)	0.400	0.410	0.100	3,982	0.000
Organizational Culture (X2)→Employee Performance (Y)	0.373	0.372	0.118	3,165	0.002
Competency (X1)→Work Motivation (Z)	0.371	0.375	0.102	3,636	0.000
Organizational Culture (X2)→Work Motivation (Z)	0.440	0.430	0.119	3,706	0.000
Work Motivation (Z)→Employee Performance (Y)	0.221	0.216	0.079	2,804	0.005

Source: Data processed by the author using SmartPLS version 3.0, (2023)

R-Square (R2)

The results showed that the R-square value of work motivation was 0.489 or 48.9%, it can be concluded that the structural model is quite good, while the R-square value of employee performance is 0.695 or 69.5% which is quite strong. The results of calculating R2 using the smart-PLS application are presented in Table 6.

Table 6. R-square value (R2)

Variable	R-Square	R-Square Adjusted	Information
Work Motivation (Z)	0.489	0.468	Moderate
Employee Performance (Y)	0.695	0.676	substantial

Source: Data processed by the author using SmartPLS version 3.0, (2023)

In Table 6, it shows that the R-square value of work motivation is worth 0.489 or 48.9%, in other words this can indicate that the diversity of work motivation variables can be explained by competency and organizational culture variables of 48.9% or it can be said that the variable contribution competence and organizational culture on work motivation by 48.9% while the remaining 51.1% is the contribution of other variables not discussed in this study.

Effect Size (f2)

Effect Size (f2) in research, is used to determine the proportion of the variance of exogenous variables to endogenous variables. The f2 results can be presented in Table 7.

Table 7. Effect Size Test Results (F2)

Variable	F2	Ket
Competency (X1)→Work Motivation (Z)	0.208	Moderate
Organizational Culture (X2)→Work Motivation (Z)	0.292	Moderate
Competency (X1)→Employee Performance (Y)	0.333	Big
Organizational Culture (X2)→Employee Performance (Y)	0.271	Moderate
Work Motivation (Z)→Employee Performance (Y)	0.082	Small

Source: Data processed by the author using SmartPLS version 3.0, (2023)

The results showed that the competency variable on work motivation has an effect size of 0.208 in the moderate category, meaning that the competency variable has a fairly good

influence on increasing work motivation. Furthermore, the organizational culture variable has an effect size of 0.292 in the moderate category. It can be said that organizational culture has a fairly good (moderate) role in increasing work motivation.

Competency and organizational culture variables on employee performance have an effect size of 0.333 and 0.271 respectively, namely in the large and moderate categories. This means that the variables of competence and organizational culture on employee performance have a significant role in improving employee performance. Then the work motivation variable has an effect size in the small category on employee performance, so it can be said that the work motivation variable has a small effect on improving employee performance.

Predictive Relevance(Q2)

The results of predictive relevance (Q2) are said to be good if the value is > 0, which indicates a good (appropriate) exogenous latent variable as an explanatory variable capable of predicting its endogenous variables. The results of predictive relevance (Q2) are presented in Table 8.

Table 8. Predictive Relevance Value (Q2)

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Work Motivation (Z)	424,000	296,315	0.301
Employee Performance (Y)	530,000	248,578	0.531

Source: Data processed by the author using SmartPLS version 3.0, (2023)

Based on Table 8. the test results show the value of Q2 = 0.303. The calculation results show a predicted relevance value > 0, so the model can be said to be feasible and has a relevant predictive value. The construct cross-validation community test can be seen in Table 9.

Table 10. Construct Cross-Validation Community Testing Results

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Employee performance	530,000	135,227	0.745
Work motivation	424,000	193,203	0.544
Competence	318,000	103,435	0.675
Organizational culture	424,000	175,202	0.587

Source: Data processed by the author using SmartPLS version 3.0, (2023)

Based on Table 9. it can be concluded that all variables have a value above 0.35, meaning that all variables are stated to have a very strong value with the highest number, namely the employee performance variable, namely the value of Q2 = 0.745. This means that the employee performance variable can be said to be feasible and has a relevant predictive value.

Goodness of Fit(GoF)

According to Edalmen and Ngadiman (2020), the GoF value is obtained from the square root of the average communalities index multiplied by the average value of the R2 model and spans the range from 0 – 1 with the interpretation of the value divided into three, namely 0.1 (small), 0.25 (medium), and 0.38 (large). Goodness of Fit (GoF) is used to validate the overall model.

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,788 \times 0,406}$$

$$GoF = \sqrt{0,319}$$

GoF = 0.564

Results from the calculation above it can be concluded that the GoF value obtained is 0.697 (large) thus this model has a high ability to run empirical data, so that the overall model formed is valid.

Discussion

a) The effect of competence on employee performance

Based on the results of hypothesis testing from data analysis, it can be concluded that competence has a significant positive effect on employee performance. These results are in line with previous research conducted by Bukhori and Pasaribu (2019), Prakoso et al. (2017), Fortune and Widigdo (2021), Apriansyah and Widigdo (2022), Herianto and Widigdo (2021), Suyitno (2017), Sujati et al. (2017). According to Rivai (2016) competence is a fundamental characteristic possessed by someone who has a direct effect on performance, or can predict very good performance. Competence is a benchmark for employees to be able to carry out the best performance.

b) The influence of organizational culture on employee performance

The test results of the statistical test values can be concluded that organizational culture has a significant positive effect on employee performance and fulfills the significance of the variable relationship. This means that the higher the organizational culture tends to improve employee performance. This is in line with previous research conducted by Hardalina (2018), Djastuti (2012) and Haqq (2016), concluding that work culture has a positive and significant effect on employee performance.

c) Effect of work motivation on employee performance

Statistical data analysis shows that work motivation has a significant positive effect on employee performance. According to Hasibuan (2016) motivation is a willingness to try as optimally as possible in achieving organizational goals which is influenced by the ability of businesses to satisfy some individual needs. The results of this study are also in accordance with the results of previous research conducted by Suprpto and Widigdo (2021) and Apriansyah and Widigdo (2022). The research says that the motivation of human resources is very important and influential in improving employee performance.

d) The effect of competence on work motivation

The results of the data analysis show that the competence variable has a significant positive effect on employee performance. This is in accordance with previous research conducted by Silaban et al. (2021) and Basori et al. (2017) that employee competence influences work motivation. Wibowo (2017) says that competence is the ability to carry out or do a job. The competency dimensions are based on Indonesian national work competency standards, namely knowledge, skills and attitudes.

e) The influence of organizational culture on work motivation

Based on the results of the analysis that has been done, it shows that organizational culture variables have a significant positive effect on work motivation. This is in accordance with the research of Greeks and Mulyanto (2014), Masiyono and Widigdo (2022), Hardiyana et al. (2013). Organizational culture are shared values, principles, traditions and ways of doing things that can affect the way members of the organization will act towards something (Robbins & Coulter, 2012).

f) The influence of work motivation mediates competency on employee performance

Based on the results of the analysis that has been carried out using the SmartPLS program in answering the hypothesis in this study that competence has a positive and significant effect on performance mediated by work motivation. In line with previous research conducted by Basori et al. (2017:150), Kurniasari et al. (2018: 8), Apriansyah and Widigdo (2022) which state that employee competence influences employee performance through work motivation.

g) The influence of work motivation mediates organizational culture on employee performance

Based on the results of the analysis that has been carried out using the SmartPLS program in answering the hypothesis in this study that organizational culture has a positive and significant effect on performance mediated by work motivation. This is in line with previous research conducted by Al Ayyubi (2019), Dewi and Kustini (2022), Masiyono and Widigdo (2022). Organizational culture is an archetype of shared values and assumptions that govern the way employees in an organization think and act based on problems and opportunities (McShane and Von Glinow in Hartati & Wiroko, 2019).

CONCLUSIONS AND SUGGESTION**Conclusion**

The conclusions that can be drawn from this research are as follows:

1. Competence has a positive and significant effect on the performance of Public Appraisal Service Office employees Andi Tiffani and Partners. The higher the competency possessed by the employee and in accordance with the demands of the job role, the employee's performance will increase.
2. Organizational culture has a positive and significant effect on the performance of Public Appraisal Service Office employees Andi Tiffani and Partners. The higher the organizational culture applied by employees, the higher the employee performance.
3. Work motivation has a significant positive effect on the performance of employees of the Public Appraisal Service Office Andi Tiffani and Partners. The higher the employee motivation, the employee's performance will increase.
4. Competence has a positive and significant effect on the work motivation of Public Appraiser Service Office employees Andi Tiffani and Partners. Good competence can motivate an employee to improve performance even better.
5. Organizational culture has a positive and significant effect on the work motivation of Public Appraisal Service Office employees Andi Tiffani and Partners. With a good organizational culture, the motivation of an employee can increase even better in carrying out his work.
6. Work motivation has a significant positive effect mediating competence on the performance of employees of the Public Appraisal Service Office Andi Tiffani and Partners. The higher the motivation, the employee is motivated and willing to spend a high level of effort towards organizational goals that are aligned with the ability and commitment to achieve goals.
7. Work motivation has a significant positive effect mediating organizational culture on the performance of employees of the Public Appraisal Service Office Andi Tiffani and Partners. The higher the organizational culture owned by the company, the higher the employee performance.

Suggestion

a) For Company

- 1) To increase the application of corporate values by carrying out good habits. It is important for companies to know employee competencies in terms of good attitude, which employees need to have including problem solving, adaptability, collaboration, communication and achievement motivation.
- 2) To consider any effects from the results of implementing organizational culture on individuals in the organization. Employees who like their jobs will carry out their duties seriously and responsibly.
- 3) To pay attention to a solid work team so that fellow employees can provide good motivation to each other. A co-worker relationship that always supports or motivates one another is a healthy relationship.
- 4) To increase employee productivity by imposing sanctions on employees who cannot complete work on time so that employees are disciplined in carrying out their tasks, so that employee performance increases

b) For further researchers

- c) To research other variables that affect employee performance such as job satisfaction, career development, turnover intention and compensation which can be implications for further research.

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