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Employee Service Performance in the Telecommunication Sector: The Role of Work Culture, Motivation, and Competence

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Abstract: This study aims to analyze the influence of work culture, motivation, and employee competence on service performance in national telecommunication service companies. The research employs a Systematic Literature Review (SLR) approach using the PRISMA method to synthesize findings from 20 reputable journal articles (Scopus-indexed and SINTA 2 or above) published within the last five years (2020–2025). The findings indicate that work culture plays a crucial role in shaping employee behavior and service orientation, motivation significantly drives employee effort and service quality, and competence determines the effectiveness and consistency of service delivery. Simultaneously, these three variables exhibit a strong and significant influence on service performance. This study contributes by integrating organizational (culture), psychological (motivation), and individual capability (competence) factors into a unified framework for explaining service performance in the telecommunication sector.

Keyword: Work Culture, Motivation, Competence, Service Performance, Telecommunication Industry, SLR.

INTRODUCTION

Employee service performance has become a critical determinant of organizational competitiveness, particularly in the telecommunication service industry where customer expectations are rapidly evolving. Companies are required to deliver high-quality, responsive, and reliable services to maintain customer satisfaction and loyalty. However, many organizations still face challenges in achieving optimal service performance due to internal human resource issues. These challenges are often reflected in inconsistent service quality, low responsiveness, and inadequate employee engagement. Such conditions indicate that service performance is not only a technical issue but also a human resource management issue that requires comprehensive attention.

The telecommunication sector operates in a highly dynamic and competitive environment driven by technological advancements and digital transformation. In such an environment, employees are expected to adapt quickly, possess strong competencies, and demonstrate high levels of service orientation. However, without a supportive organizational system, employees

may struggle to meet performance expectations. This highlights the importance of organizational factors such as work culture, motivation, and competence in shaping employee behavior and performance outcomes. These variables are considered fundamental in influencing how employees perceive their roles and execute their responsibilities.

Work culture plays a crucial role in shaping employee attitudes, values, and behaviors within an organization. A strong work culture promotes shared understanding, discipline, and commitment to organizational goals. In service-based industries, a customer-oriented culture is essential to ensure that employees prioritize service quality in their daily activities. Research indicates that organizations with strong and adaptive cultures tend to achieve better performance outcomes compared to those with weak or inconsistent cultures (Schein, 2021; Abdullahi, M.S., Raman, K., Solarin, S.A., 2021). Therefore, work culture is a key factor in determining the success of service delivery.

In addition to work culture, employee motivation is another critical factor influencing service performance. Motivation drives employees to perform tasks effectively and efficiently. It can be intrinsic, such as personal satisfaction and achievement, or extrinsic, such as rewards and recognition. Motivated employees are more likely to demonstrate initiative, responsibility, and commitment to delivering high-quality services. Previous studies have shown that motivation significantly affects employee productivity and service outcomes (Deci et al., 2021; Gagné et al., 2020). Without sufficient motivation, even highly skilled employees may fail to perform optimally.

Employee competence also plays a significant role in determining service performance. Competence refers to the knowledge, skills, and abilities required to perform job tasks effectively. In the telecommunication industry, employees must possess technical expertise as well as communication and problem-solving skills. Competent employees are able to handle customer inquiries efficiently, resolve issues promptly, and deliver consistent service quality. Studies have confirmed that competence is a strong predictor of job performance and service effectiveness (Salas et al., 2020; Campion et al., 2021).

Despite the importance of work culture, motivation, and competence, previous research often examines these variables separately rather than simultaneously. This fragmented approach limits the understanding of how these variables interact in influencing service performance. In reality, organizational performance is the result of complex interactions between multiple factors. For instance, a strong work culture may enhance motivation, while high competence may amplify the effect of motivation on performance. Therefore, it is necessary to examine these variables in an integrated framework.

Another issue identified in the literature is the inconsistency of findings across different studies and contexts. Some studies report a strong influence of work culture on performance, while others highlight the dominant role of motivation or competence. These inconsistencies suggest the presence of contextual factors such as industry characteristics, organizational structure, and employee demographics. This creates a research gap that requires further investigation, particularly in the telecommunication service sector which has unique operational challenges.

Based on these considerations, this study aims to analyze the influence of work culture, motivation, and competence on employee service performance using a Systematic Literature Review (SLR) approach. By synthesizing findings from reputable journals, this study seeks to provide a comprehensive understanding of the relationships among these variables and to identify research gaps for future studies. The results are expected to contribute to both academic literature and practical human resource management strategies.

Based on the background and literature review that have been described, this study focuses on the following research questions:

1. How does work culture influence service performance?
2. How does motivation influence service performance?

3. How does employee competency influence service performance?
4. What are the relationship patterns, consistency of findings, and research gaps regarding working culture, motivation, and competence on employee service performance?

METHOD

This study employs a Systematic Literature Review (SLR) approach to analyze the influence of work culture, motivation, and competence on employee service performance. The SLR method is chosen because it allows for a structured and comprehensive synthesis of existing research findings. By systematically reviewing relevant literature, researchers can identify patterns, consistencies, and gaps in previous studies. This approach enhances the validity and reliability of the findings, as it is based on evidence from multiple reputable sources.

Data collection was conducted through a documentation study by gathering articles from reputable databases such as Scopus, ScienceDirect, Emerald Insight, SpringerLink, and Google Scholar (SINTA indexed journals). Keywords used in the search process included “work culture,” “motivation,” “competence,” and “service performance.” The inclusion criteria were articles published between 2020 and 2025, written in English, relevant to the research variables, and available in full-text format. Articles that did not meet these criteria were excluded.

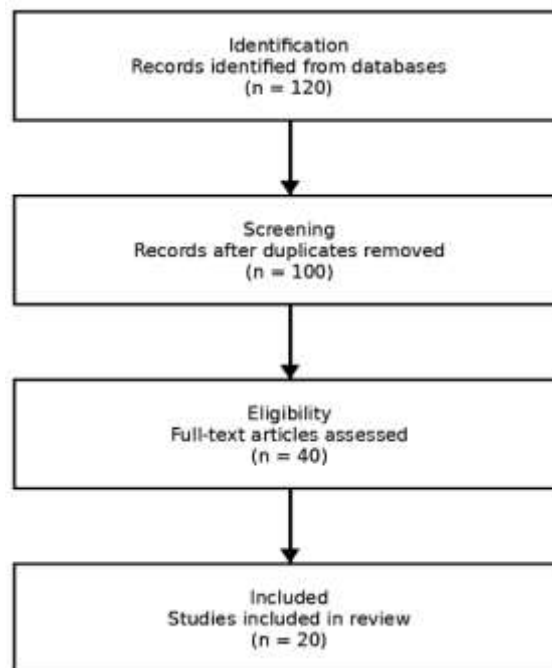


Figure 1. PRISMA Diagram

The article selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework. The process consisted of identification, screening, eligibility assessment, and inclusion stages. Initially, 120 articles were identified, then reduced to 100 after removing duplicates. After screening and eligibility assessment, 20 articles were selected for final analysis.

Data analysis was conducted using thematic analysis and qualitative synthesis. The selected articles were grouped based on variables, and their findings were compared and interpreted to identify patterns and relationships. The results were then presented in a descriptive narrative format to provide an in-depth understanding of how work culture,

motivation, and competence influence employee service performance. This approach allows for a comprehensive interpretation of complex relationships among variables.

RESULTS AND DISCUSSION

Results

Working Culture Theory

Work culture refers to a system of shared values, beliefs, and norms that guide employee behavior within an organization. A strong work culture fosters discipline, collaboration, and commitment, which are essential for achieving high service performance. According to Schein (2021), organizational culture shapes how employees perceive their roles and responsibilities. Similarly, Nguyen et al. (2022) emphasize that a customer-oriented culture enhances service quality and employee engagement. Therefore, work culture acts as a foundational element that influences employee attitudes and behaviors in delivering services.

Employee Motivation Theory

Employee motivation is a psychological factor that drives individuals to perform their tasks effectively. Motivation can be intrinsic or extrinsic, and both play important roles in influencing performance. Deci et al. (2021) explain that intrinsic motivation leads to higher quality performance because employees are internally driven to achieve goals. Meanwhile, Gagné et al. (2020) highlight that external rewards and recognition also significantly impact employee motivation. Thus, motivation is a critical determinant of employee effort, persistence, and service quality.

Employee Competence Theory

Competence refers to the combination of knowledge, skills, and abilities required to perform tasks effectively. According to Salas et al. (2020), competence is essential for ensuring task accuracy and efficiency. Campion et al. (2021) further explain that competency-based management improves organizational performance by aligning employee capabilities with job requirements. In service industries, competence is particularly important because it directly affects the quality and consistency of service delivery.

Employee Service Performance Theory

Employee service performance refers to the effectiveness and quality of services delivered by employees. It includes dimensions such as responsiveness, reliability, and customer satisfaction. Krijgsheld et al. (2022) state that service performance involves both task and contextual performance. Similarly, Li et al. (2025) emphasize that service performance is influenced by psychological and organizational factors. Therefore, understanding service performance requires a holistic approach that considers multiple influencing variables.

Related Study

Recent studies have consistently highlighted the importance of work culture in influencing employee performance. Nguyen et al. (2022) found that organizational culture significantly affects service quality and employee satisfaction. Similarly, Schein (2021) argues that culture shapes employee behavior and organizational outcomes. These findings suggest that work culture plays a critical role in establishing a foundation for performance improvement.

Motivation has also been widely studied as a determinant of employee performance. Deci et al. (2021) found that intrinsic motivation leads to higher engagement and productivity. Gagné et al. (2020) also demonstrated that motivation significantly influences job performance.

These studies indicate that motivation is essential for encouraging employees to perform beyond minimum requirements.

Competence has been identified as another key factor influencing performance. Salas et al. (2020) found that employee competence improves task performance and efficiency. Campion et al. (2021) also emphasize that competency-based management enhances organizational effectiveness. These findings confirm that competence is crucial for achieving high-quality service performance.

Review of Relevant Articles

Relevant articles serve as a reference for formulating research hypotheses by elaborating on the findings of previous studies, as well as describing the similarities and differences with prior research plans, as presented in Table 1 below:

Table 1. Relevant Research Results

No	Author & Year	Topic	Variable	Methods	Same & Difference	H
1	Abdullahi et al (2021)	Work Culture & Performance	X1, Y	Quantitative	Same: culture → performance; difference: includes engagement mediator	H1
2	Deci et al. (2021)	Motivation Theory	X2, Y	Quantitative	Same: motivation → performance; difference: focuses on intrinsic motivation	H2
3	Salas et al. (2020)	Competence & Performance	X3, Y	Quantitative	Same: competence → performance; difference: focuses on teamwork competence	H3
4	Gagné et al. (2020)	Work Motivation	X2	Quantitative	Same: motivation important; difference: focuses on scale validation	H2
5	Campion et al. (2021)	Competency Model	X3	Quantitative	Same: competence → performance; difference: focuses on HR competency design	H3
6	Krijgsheld et al. (2022)	Job Performance	Y	SLR	Same: performance concept; difference: healthcare context	-
7	Li et al. (2025)	HR Factors & Performance	X1, X2, X3, Y	Quantitative	Same: all variables affect performance; difference: includes engagement pathway	H1, H2, H3
8	López-Cabarcos et al. (2022)	Work Environment & Performance	X1, Y	Quantitative	Same: organizational factors → performance; difference: focuses on environment	H1
9	Jiatong et al. (2022)	Leadership & Engagement	X2, Y	Quantitative	Same: motivation/engagement → performance; difference: leadership mediator	H2
10	Shao et al. (2022)	Leadership & Performance	X1, Y	Quantitative	Same: organizational influence; difference: includes moderating variables	H1
11	Khassawneh & Elrehail (2022)	Participative Leadership	X1, Y	Quantitative	Same: organizational behavior → performance; difference: leadership focus	H1
12	Abdelwahed & Al Doghan (2023)	Engagement & Productivity	X2, Y	Quantitative	Same: motivation → performance; difference: focuses on productivity	H2
13	Fongyi Lai et al. (2020)	Leadership & Work Performance	X2, Y	Quantitative	Same: engagement/motivation → performance; difference: mediation model	H2
14	Ul Hassan & Ikramullah (2024)	Leadership & Engagement	X2	Quantitative	Same: motivation importance; difference: no direct performance analysis	H2

No	Author & Year	Topic	Variable	Methods	Same & Difference	H
15	Acosta-Enriquez et al. (2024)	Knowledge & Performance	X3, Y	Quantitative	Same: competence → performance; difference: focuses on knowledge ethics	H3
16	Zhenjing et al. (2022)	Work Environment	X1, Y	Quantitative	Same: organizational factor → performance; difference: mediation variables	H1
17	Liu (2023)	Innovation & Performance	X3, Y	Quantitative	Same: competence/innovation → performance; difference: firm-level analysis	H3
18	Rembulan et al. (2022)	Motivation & Performance	X2, Y	Quantitative	Same: motivation → performance; difference: includes engagement mediator	H2
19	Ocfa I., Marsono A.D (2023)	Culture, Motivation & Performance	X1, X2, Y	Quantitative	Same: combined variables; difference: excludes competence	H1, H2
20	Hifny et al. (2026)	Competence, Culture & Performance	X1, X2, X3, Y	Quantitative	Same: all variables → performance; difference: integrated model	H1, H2, H3

Discussion

Based on the research results, the discussion of this article is to review relevant articles, analyze the influence between variables and create a conceptual thinking research plan:

The Influence of Work Culture on Employee Service Performance

Work culture significantly influences employee service performance by shaping employee behavior and organizational norms. Schein (2021) explains that culture provides a framework for employee actions and decision-making. Nguyen et al. (2022) found that a strong culture improves service quality and consistency.

Furthermore, a positive work culture encourages collaboration and accountability among employees. It creates an environment where employees feel responsible for delivering high-quality services. Therefore, organizations must develop and maintain a strong work culture to enhance service performance.

The Effect of Employee Motivation on Employee Service Performance

Motivation plays a crucial role in improving employee service performance. Deci et al. (2021) emphasize that motivated employees are more engaged and productive. Gagné et al. (2020) also found that motivation significantly affects job performance.

Motivation influences employee effort, persistence, and commitment. Employees who are motivated are more likely to provide excellent service and exceed customer expectations. Therefore, organizations should implement effective motivational strategies to enhance performance.

The Influence of Employee Competence on Employee Service Performance

Employee competence has a direct impact on service performance. Salas et al. (2020) highlight that competence improves task accuracy and efficiency. Campion et al. (2021) also emphasize that competency-based management enhances performance.

Competent employees are better equipped to handle complex tasks and deliver consistent service quality. Therefore, organizations should invest in training and development programs to improve employee competence.

Simultaneous Influence

The combined influence of work culture, motivation, and competence creates a comprehensive framework for understanding service performance. Li et al. (2025) suggest that multiple factors interact to influence performance outcomes. Krijgsheld et al. (2022) also emphasize the importance of integrating organizational and individual factors.

Together, these variables provide a stronger influence on service performance compared to individual effects. This highlights the need for a holistic approach in managing human resources.

Conceptual Framework of Study

Based on the formulation, results, and previous studies, a framework is developed as illustrated in Figure 2 below.

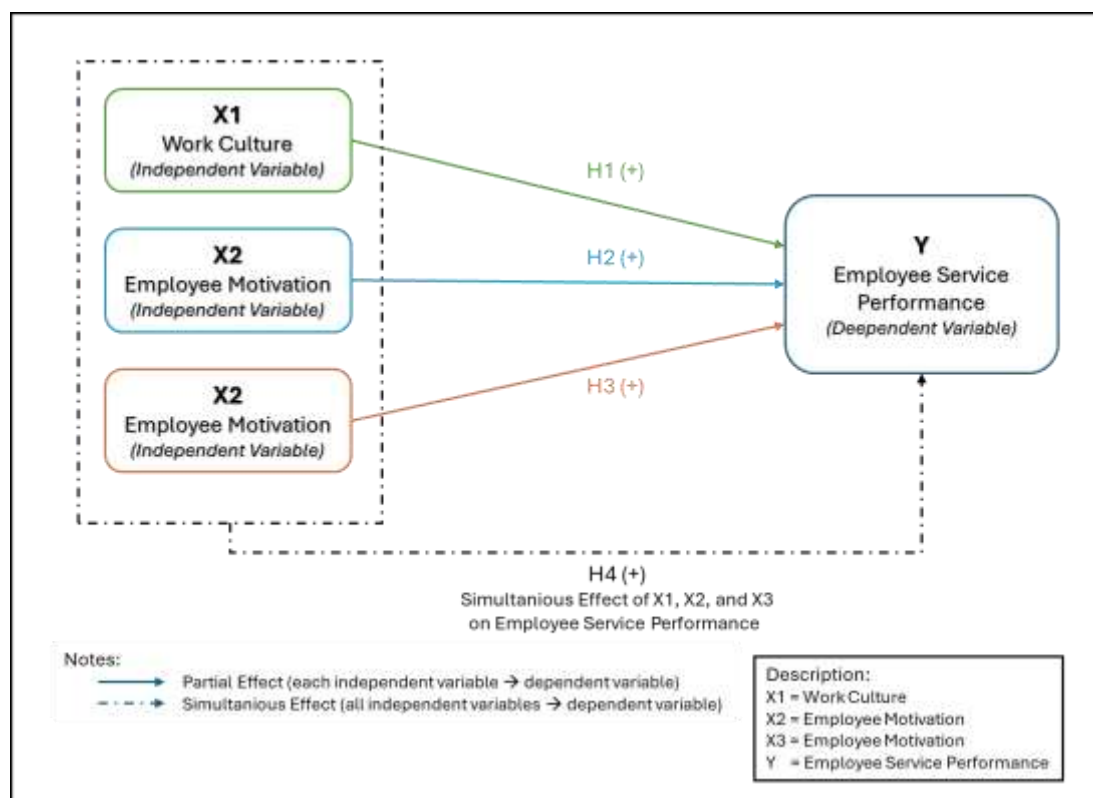


Figure 2. Conceptual Framework

Work culture (X1) positively influences employee service performance (Y) because organizational values, norms, and behavioral standards shape employee attitudes and service orientation. A strong work culture encourages discipline, collaboration, adaptability, and commitment to organizational goals, which ultimately improve service quality and employee productivity. Previous studies consistently show that organizations with supportive and customer-oriented cultures tend to achieve higher service performance outcomes. Employees working within a positive culture are more likely to demonstrate responsibility, responsiveness, and proactive behavior in serving customers. Therefore, the stronger the work culture implemented within the organization, the higher the employee service performance achieved. This relationship is supported by several studies that confirm a positive correlation between work culture and employee performance (Abdullahi, M.S., Raman, K., Solarin, S.A., 2021;

López-Cabarcos et al., 2022; Zhenjing et al., 2022; Li et al., 2025; Hifny et al., 2026). Thus, stated in hypothesis H1 (+).

Employee motivation (X2) positively affects employee service performance (Y) because motivation functions as a driving force that encourages employees to perform tasks effectively and consistently. Employees with high motivation levels tend to exhibit greater enthusiasm, dedication, and persistence in completing their responsibilities. Motivation also increases employee willingness to provide better services, solve problems quickly, and achieve organizational targets. Both intrinsic and extrinsic motivation contribute significantly to employee productivity and service quality. In service organizations, motivated employees are more likely to maintain positive interactions with customers and deliver superior performance outcomes. Previous research findings consistently demonstrate that employee motivation significantly improves service performance and organizational effectiveness. These findings are supported by studies conducted by Deci et al. (2021), Gagné et al. (2020), Abdelwahed and Al Doghan (2023), Rembulan et al. (2022), Fongyi Lai et al. (2020), and Jiatong et al. (2022). Therefore, stated in hypothesis H2 (+).

Employee competence (X3) positively influences employee service performance (Y) because competence reflects the knowledge, skills, abilities, and professional capabilities needed to perform work effectively. Competent employees are able to complete tasks accurately, efficiently, and consistently according to organizational standards. In telecommunication service companies, employee competence is highly important because employees are required to possess both technical expertise and interpersonal communication skills in handling customer needs and operational challenges. Employees with strong competencies are more capable of adapting to technological changes, solving customer problems, and maintaining service reliability. Previous studies have consistently found that employee competence significantly contributes to performance improvement and service quality enhancement. This positive relationship is supported by research conducted by Salas et al. (2020), Campion et al. (2021), Acosta-Enriquez et al. (2024), Liu (2023), Hifny et al. (2026), and Li et al. (2025). Therefore, stated in hypothesis H3 (+).

Simultaneously, work culture (X1), employee motivation (X2), and employee competence (X3) collectively have a positive influence on employee service performance (Y). These three variables complement one another in shaping employee behavior, work effectiveness, and service quality. Work culture provides organizational values and behavioral direction, motivation encourages employees to perform optimally, while competence ensures employees possess the necessary capabilities to execute tasks successfully. The integration of these organizational, psychological, and capability factors creates a stronger impact on service performance compared to the influence of each variable individually. Previous studies indicate that organizations achieving high employee performance generally maintain supportive cultures, strong motivational systems, and continuous competency development simultaneously. This integrated relationship is supported by findings from Li et al. (2025), Hifny et al. (2026), Rembulan et al. (2022), López-Cabarcos et al. (2022), Nguyen et al. (2022), Jiatong et al. (2022), and Fongyi Lai et al. (2020). Therefore, stated in hypothesis H4 (+).

CONCLUSION

Based on the results of the review using the SLR approach with the PRISMA method on 20 relevant articles, the conclusions are:

- 1) Work culture positively influences employee service performance because organizational values, norms, and behavioral standards shape employee attitudes and service orientation.
- 2) Employee motivation positively affects employee service performance because motivation functions as a driving force that encourages employees to perform tasks effectively and consistently.
- 3) Employee competence positively influences employee service performance because competence reflects the knowledge, skills, abilities, and professional capabilities needed to perform work effectively.
- 4) Simultaneously, work culture, employee motivation, and employee competence collectively have a positive influence on employee service performance.

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