



The Influence of Competence and Organizational Culture on Employee Performance

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ABSTRACT

Purpose: This study examines the influence of competence and organizational culture on employee performance at PT. Permata Graha Nusantara, West Jakarta. **Method:** This research employed a quantitative descriptive approach using a structured questionnaire. The study involved 50 employees selected through a saturated sampling technique, where all members of the population were included as respondents. Data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, coefficient of determination, correlation analysis, and hypothesis testing with SPSS 20. **Results:** Multiple regression analysis indicates that competence significantly influences employee performance, while organizational culture has a stronger positive effect. Simultaneously, both independent variables significantly affect employee performance. The model explains 70.1% of the variance in employee performance ($R^2 = 0.701$), indicating substantial explanatory power. The findings suggest that managers should prioritize competency development through continuous training while strengthening organizational culture to improve employee performance. Integrating competency enhancement with supportive organizational values can increase productivity and organizational effectiveness.

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INTRODUCTION

Employee performance has become one of the most important determinants of organizational success in today's highly competitive and dynamic business environment because it directly influences organizational productivity, service quality, operational efficiency, and long-term sustainability (Budhwar et al., 2023; Cooke et al., 2024). Organizations are increasingly required to improve productivity and service excellence while responding to rapid technological advancement, digital transformation, globalization, and continuously evolving customer expectations (Vrontis et al., 2022; Cooke et al., 2024). Consequently, improving employee performance is no longer determined solely by employees' technical capabilities but also by organizations' ability to develop human capital and cultivate organizational cultures that promote innovation, collaboration, adaptability, and continuous improvement, thereby strengthening sustainable organizational competitiveness (Al Halbusi et al., 2023; Alshurideh et al., 2024).

Recent global and national trends indicate that organizations are investing more heavily in human capital development to enhance organizational competitiveness. The acceleration of digital transformation, automation, and knowledge-based work has significantly increased the demand for

employees who possess not only technical competencies but also problem-solving skills, adaptability, communication abilities, and continuous learning capabilities. At the same time, organizations have recognized that organizational culture serves as a strategic asset that shapes employee behavior, strengthens organizational commitment, facilitates knowledge sharing, and improves overall organizational effectiveness. As a result, competence development and organizational culture have become central components of strategic human resource management.

Numerous studies have emphasized that employee performance is influenced by both individual capabilities and organizational factors, making competence and organizational culture two essential determinants of organizational effectiveness. Competence refers to employees' knowledge, skills, abilities, and attitudes that enable them to perform their duties effectively. Employees with higher competence are generally more capable of completing tasks accurately, solving workplace problems, adapting to organizational changes, and delivering higher-quality services. Meanwhile, organizational culture represents the shared values, norms, beliefs, and behavioral expectations that guide employees' actions and influence organizational practices. A strong organizational culture encourages collaboration, accountability, innovation, and commitment, thereby improving both individual and organizational performance.

Previous empirical studies consistently demonstrate positive relationships between competence, organizational culture, and employee performance. Employees with higher competence tend to exhibit greater productivity, higher work quality, improved decision-making abilities, and stronger adaptability to organizational change. Likewise, organizational culture has been identified as an important organizational resource that strengthens employee motivation, organizational commitment, job satisfaction, teamwork, and performance. These findings suggest that organizations should simultaneously enhance employee competencies and establish supportive organizational cultures to achieve sustainable organizational success.

Despite the growing body of literature, several research gaps remain. **First**, previous studies have predominantly focused on manufacturing industries, government institutions, educational organizations, or large multinational corporations, while empirical evidence from Indonesian private service companies remains relatively limited. **Second**, many earlier studies have examined competence and organizational culture independently rather than investigating their simultaneous influence using an integrated analytical framework. **Third**, previous studies often emphasize statistical relationships without adequately explaining how organizational characteristics, management practices, and working environments influence the effectiveness of competence and organizational culture in improving employee performance. **Fourth**, differences in organizational context reduce the generalizability of previous findings, indicating the need for company-specific empirical evidence.

From a theoretical perspective, the inconsistency of previous findings regarding the relative contribution of competence and organizational culture indicates the need for further empirical verification, particularly within Indonesian private service organizations. Existing literature has not sufficiently explained how these two variables jointly influence employee performance under different organizational conditions. Consequently, additional empirical investigation is required to enrich human resource management theory by providing evidence from diverse organizational settings. From a practical perspective, PT. Permata Graha Nusantara, a private service company located in West Jakarta, continues to experience several employee performance challenges despite implementing various human resource management practices. Management has identified inconsistencies in work quality, administrative errors, delays in task completion, variations in employee productivity, and differences in service performance among employees. These conditions indicate that employee competence and organizational culture may not yet be fully optimized to support organizational effectiveness. Understanding the influence of these factors is therefore essential for designing more effective human resource development strategies.

Based on these theoretical and practical issues, the research problem can be formulated as follows: **to what extent do competence and organizational culture individually and simultaneously influence employee performance at PT. Permata Graha Nusantara?** Addressing this problem is expected to



provide empirical evidence that supports managerial decision-making in competency development and organizational culture improvement. Accordingly, the objective of this study is to analyze the influence of competence and organizational culture on employee performance at PT. Permata Graha Nusantara, West Jakarta. Specifically, this study aims to (1) examine the effect of competence on employee performance, (2) analyze the effect of organizational culture on employee performance, and (3) investigate the simultaneous influence of competence and organizational culture on employee performance using multiple linear regression analysis.

The novelty of this research lies in several aspects. First, this study provides empirical evidence from an Indonesian private service company, a context that has received relatively limited attention in previous studies. Second, unlike earlier research that frequently investigates competence and organizational culture separately, this study integrates both variables into a single analytical framework to examine their combined contribution to employee performance. Third, this research offers practical insights by linking competency development and organizational culture strengthening to organizational performance improvement within the specific operational context of PT. Permata Graha Nusantara. Therefore, this study contributes both theoretically to the development of human resource management literature and practically by providing evidence-based recommendations for organizational performance improvement.

LITERATURE REVIEW

Employee Performance

Employee performance is widely recognized as one of the most important indicators of organizational success because it reflects employees' ability to achieve organizational objectives effectively and efficiently. Employee performance encompasses not only the quantity of work produced but also work quality, timeliness, responsibility, adaptability, and consistency in carrying out assigned tasks (Aboramadan et al., 2022; Pham et al., 2023). Contemporary human resource management literature further emphasizes that employee performance is influenced by both individual competencies and organizational factors that facilitate productive work behavior and organizational effectiveness (Budhwar et al., 2023; Cooke et al., 2024).

Recent empirical evidence consistently demonstrates that employee performance improves when employees possess appropriate knowledge, skills, abilities, and professional competencies while working within organizations characterized by supportive organizational cultures. Organizations that successfully integrate competency development with strong organizational values tend to achieve higher employee engagement, greater productivity, improved service quality, and sustainable competitive advantage (Afsar et al., 2022; Nguyen et al., 2023; Alshurideh et al., 2024). Consequently, competence development and organizational culture have become strategic priorities in contemporary human resource management practices aimed at enhancing organizational performance.

Competence

Competence is generally defined as an integrated combination of knowledge, skills, abilities, attitudes, and other individual characteristics that enable employees to perform their job responsibilities effectively and achieve expected organizational outcomes (Campion et al., 2021; Shikweni et al., 2023). Within the strategic human resource management perspective, employee competence is considered a critical organizational resource because it enhances employees' capacity to solve work-related problems, adapt to organizational changes, make effective decisions, and continuously improve job performance (Anlesinya & Amponsah-Tawiah, 2022; Al Halbusi et al., 2023).

Recent empirical studies consistently report that competence has a significant positive influence on employee productivity, innovation capability, service quality, and overall organizational performance. Employees who continuously enhance their competencies through education, training, professional certification, and workplace learning tend to demonstrate higher work effectiveness, stronger adaptability, and superior job performance than employees with lower competency levels (Nguyen et al., 2023; Alshurideh et al., 2024; Riana et al., 2024). Consequently, competence has become one of the most important determinants of employee performance and organizational competitiveness in contemporary organizations.

Organizational Culture

Organizational culture refers to the system of shared values, beliefs, norms, and behavioral expectations that shapes employees' attitudes and behaviors within an organization. It provides guidance for decision-making, influences interpersonal interactions, strengthens organizational identity, and establishes behavioral standards that support the achievement of organizational goals (Lee & Kim, 2022; Cooke et al., 2024). In the context of strategic human resource management, a strong organizational culture promotes collaboration, employee commitment, accountability, innovation, and continuous organizational learning, thereby creating a work environment that supports sustainable organizational performance (Aboramadan et al., 2022; Budhwar et al., 2023).

Recent empirical studies consistently demonstrate that organizations with positive organizational cultures experience higher employee motivation, stronger organizational commitment, greater job satisfaction, lower turnover intention, and better employee performance. A supportive organizational culture also facilitates knowledge sharing, employee engagement, and organizational adaptability, enabling organizations to respond more effectively to environmental changes and maintain long-term competitiveness (Al Halbusi et al., 2023; Nguyen et al., 2023; Alshurideh et al., 2024). Therefore, organizational culture functions as a strategic organizational mechanism that aligns individual behavior with organizational objectives while improving overall organizational effectiveness.

Relationship between Competence and Employee Performance

Human Capital Theory posits that employees' knowledge, skills, competencies, and experience constitute strategic organizational resources that enhance productivity, innovation, and sustainable competitive advantage (Crook et al., 2021; Nyberg & Wright, 2022). From this perspective, investments in employee competence through education, training, and continuous professional development increase individual capability and enable employees to perform organizational tasks more effectively and efficiently (Budhwar et al., 2023; Cooke et al., 2024). Employees with higher levels of competence are generally better able to solve workplace problems, adapt to organizational change, make effective decisions, and achieve organizational objectives. Accordingly, Human Capital Theory suggests that competence positively influences employee performance and contributes to overall organizational effectiveness (Al Halbusi et al., 2023; Nguyen et al., 2023).

Relationship between Organizational Culture and Employee Performance

Organizational Culture Theory suggests that shared organizational values, beliefs, norms, and behavioral expectations shape employees' attitudes, decision-making processes, and workplace behaviors, thereby influencing overall organizational effectiveness (Aboramadan et al., 2022; Budhwar et al., 2023). A supportive organizational culture fosters collaboration, mutual trust, accountability, innovation, and continuous learning, creating an environment in which employees are motivated to perform effectively and achieve organizational objectives (Cooke et al., 2024; Al Halbusi et al., 2023). Recent empirical evidence further demonstrates that organizations with strong and adaptive



organizational cultures tend to experience higher employee engagement, stronger organizational commitment, improved job performance, and superior organizational outcomes than organizations with weaker cultural environments (Nguyen et al., 2023; Alshurideh et al., 2024). Accordingly, Organizational Culture Theory supports the proposition that a positive organizational culture contributes significantly to employee performance and long-term organizational success.

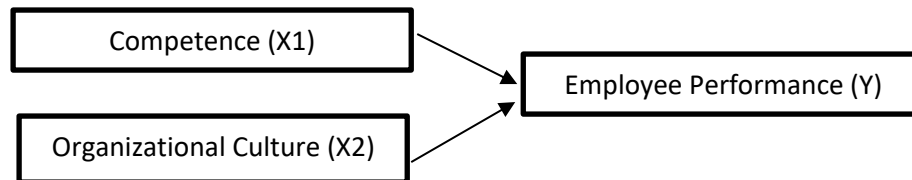
Research Hypotheses

Based on the theoretical review and previous empirical findings, the following hypotheses are proposed:

H1: Competence positively influences employee performance.

H2: Organizational culture positively influences employee performance.

H3: Competence and organizational culture simultaneously influence employee performance.



METHOD

Data Collection

Primary data were collected using a structured questionnaire distributed directly to employees of PT. Permata Graha Nusantara. The questionnaire measured three research variables—competence, organizational culture, and employee performance—using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Competence was measured through indicators reflecting employees' knowledge, skills, self-concept, personal traits, and motivation, while organizational culture was assessed based on shared values, teamwork, innovation, responsibility, and organizational commitment. Employee performance was evaluated using indicators of work quality, work quantity, responsibility, initiative, and timeliness. The collected data were analyzed using IBM SPSS Statistics Version 27. Prior to hypothesis testing, the research instruments were subjected to validity and reliability tests to ensure measurement accuracy and consistency, followed by classical assumption tests, including normality and autocorrelation tests, to verify that the regression model satisfied the required statistical assumptions. Subsequently, multiple linear regression analysis was employed to examine the relationships among the study variables. The individual effects of competence and organizational culture on employee performance were analyzed using the t-test, whereas their simultaneous effect was evaluated using the F-test. Finally, the coefficient of determination (R^2) was calculated to determine the proportion of variance in employee performance explained by the independent variables.

RESULT AND DISCUSSION

Instrument Testing

Validity Test

The validity test was conducted to evaluate whether each questionnaire item accurately measured the intended construct. The results indicated that all questionnaire items for the competence, organizational culture, and employee performance variables had corrected item-total correlation values greater than the critical value (r -As presented in **Table 2**, the validity test results indicate that all questionnaire items for the competence, organizational culture, and employee performance variables have corrected item-total correlation coefficients greater than the critical r -table value of **0.278**. Specifically, all calculated correlation values exceeded the minimum threshold, indicating that each measurement item is capable of accurately measuring its intended construct. Therefore, all questionnaire items were declared valid and retained for subsequent statistical analyses, including reliability testing and multiple linear regression analysis.

Table 1. Validity Test Results

Variable	Number of Items	r-table	Result
Competence	12	0.278	All items valid
Organizational Culture	10	0.278	All items valid
Employee Performance	10	0.278	All items valid

Reliability Test

Reliability testing was performed using Cronbach's Alpha to evaluate the internal consistency of the research instrument.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Competence	0.804	Reliable
Organizational Culture	0.830	Reliable
Employee Performance	0.843	Reliable

As presented in **Table 3**, the reliability test results show that all research variables have Cronbach's Alpha values exceeding the recommended threshold of 0.70. Specifically, the competence, organizational culture, and employee performance variables demonstrate satisfactory levels of internal consistency, indicating that the measurement instruments are reliable. These findings confirm that the questionnaire items consistently measure their respective constructs and are therefore suitable for subsequent statistical analyses, including multiple linear regression analysis. exceeded the recommended threshold of 0.70, indicating that the measurement instruments possess satisfactory internal consistency.

Classical Assumption Test

The normality test indicated that the regression residuals were normally distributed. In addition, the Durbin–Watson statistic was **1.857**, suggesting that the regression model was free from autocorrelation. Multicollinearity diagnostics also demonstrated that all independent variables met the required assumptions, as the tolerance values exceeded **0.10** and the Variance Inflation Factor (VIF) values were below **10**, indicating no multicollinearity problem.

Table 3. Multicollinearity Test

Variable	Tolerance	VIF	Interpretation
Competence	>0.10	<10	No multicollinearity
Organizational Culture	>0.10	<10	No multicollinearity

Multiple Linear Regression Analysis

The regression analysis produced the following equation:

$$[Y = -14.386 + 0.490X_1 + 0.741X_2]$$

where:

Y = Employee Performance

X₁ = Competence

X₂ = Organizational Culture

The positive regression coefficients indicate that improvements in competence and organizational culture are associated with higher employee performance.

Table 4. Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	-14.386	5.969	-	-2.410	0.020
Competence (X1)	0.490	0.123	0.359	3.973	0.000
Organizational Culture (X2)	0.741	0.110	0.607	6.722	0.000

As presented in **Table 4**, the multiple linear regression results show that both competence and organizational culture have positive standardized regression coefficients, indicating that both variables positively influence employee performance. The standardized beta coefficient for competence is **0.359** ($t = 3.973, p < 0.001$), while organizational culture has a higher standardized beta coefficient of **0.607** ($t = 6.722, p < 0.001$). These results indicate that both independent variables significantly affect employee performance; however, organizational culture has a stronger contribution than competence. The larger standardized beta coefficient of organizational culture suggests that improvements in organizational values, collaboration, and employee commitment have a greater impact on enhancing employee performance than improvements in individual competence alone.

Simultaneous Effect (ANOVA)

The ANOVA results confirmed that competence and organizational culture simultaneously have a significant effect on employee performance.

Table 5. ANOVA Results

Model		Sum Of Squares	df	Mean Square	F	Sig.
1	Regression	1793,822	2	896,911	55.141	.000
	Residual	754,498	47	16,266		
	Total	2558,320	49			

As presented in **Table 5**, the ANOVA results indicate that the regression model is statistically significant, with an **F-value of 55.141** and a **significance level of $p < 0.001$** . The calculated F-value is substantially greater than the critical F-table value ($55.141 > 2.80$), indicating that the regression model provides a good fit to the observed data. These findings demonstrate that competence and organizational culture, when considered simultaneously, have a significant effect on employee performance. Therefore, the proposed regression model is appropriate for explaining the relationship between the independent variables and employee performance at PT. Permata Graha Nusantara. **Coefficient of**

Determination

The coefficient of determination demonstrates the explanatory power of the regression model.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	,837 ^a	,701	,688	4.03310

As presented in **Table 6**, the model summary results show a coefficient of determination (**R²**) of **0.701**, indicating that **70.1%** of the variation in employee performance can be explained jointly by competence and organizational culture. The remaining **29.9%** of the variation is attributable to other factors that were not included in the present study, such as leadership style, employee motivation, job satisfaction, compensation, or employee engagement. These findings indicate that the regression model has strong explanatory power and confirms that competence and organizational culture are important determinants of employee performance at PT. Permata Graha Nusantara.

The results presented in **Table 5** indicate that competence has a positive and statistically significant effect on employee performance ($\beta = 0.359$; $t = 3.973$; $p < 0.001$). These findings suggest that employees possessing higher levels of knowledge, skills, abilities, and professional attitudes are more capable of completing their tasks effectively, solving work-related problems, adapting to organizational changes, and achieving organizational objectives. This result supports the Human Capital Theory, which emphasizes that employee competencies represent valuable organizational resources capable of improving organizational productivity and competitiveness. The findings are consistent with those reported by Nguyen et al. (2023), who found that employee competence significantly enhances work effectiveness and service quality in service organizations. Similarly, Al Halbusi et al. (2023) demonstrated that employee competence positively influences job performance through improved adaptability and problem-solving capability. The positive regression coefficient obtained in the present study further confirms that competency development through continuous learning, professional training, and skill enhancement remains an important strategy for improving employee performance within Indonesian private service companies.

The findings reported in **Table 5** further demonstrate that organizational culture has a positive and significant influence on employee performance ($\beta = 0.607$; $t = 6.722$; $p < 0.001$). Compared with competence, organizational culture exhibits a larger standardized regression coefficient, indicating that organizational culture is the strongest predictor of employee performance in the present study. This finding implies that employees tend to achieve higher performance when they work in organizations characterized by shared values, mutual trust, collaboration, accountability, and innovation. The result is consistent with Organizational Culture Theory, which argues that organizational values shape employee attitudes and workplace behaviors that ultimately determine organizational effectiveness. Similar findings have been reported by Aboramadan et al. (2022), who concluded that supportive organizational cultures strengthen employee commitment and performance. Likewise, Cooke et al. (2024) emphasized that organizational culture is a strategic organizational resource that promotes employee engagement, innovation, and sustainable organizational performance. Compared with previous studies, the present findings indicate that organizational culture exerts a stronger influence than employee competence, suggesting that organizational values and work climate play a particularly important role in determining employee performance within private service organizations.

The simultaneous regression analysis presented in **Table 6** shows that competence and organizational culture jointly have a significant effect on employee performance ($F = 55.141$; $p < 0.001$). Furthermore, the coefficient of determination reported in **Table 7** indicates that the independent variables explain **70.1%** of the variance in employee performance ($R^2 = 0.701$), while the remaining **29.9%** is attributable to other factors not included in the present study, such as leadership, work motivation, employee engagement, compensation, or job satisfaction. These findings suggest that employee performance should not be viewed solely as the result of individual competence but rather as the outcome of interactions between employees' competencies and the organizational environment in which they perform their work. Competent employees are more likely to achieve optimal performance when supported by organizational cultures that encourage collaboration, continuous learning, innovation, and accountability.

Overall, the present findings are consistent with previous international studies reporting significant positive relationships between competence, organizational culture, and employee performance (Nguyen et al., 2023; Al Halbusi et al., 2023; Aboramadan et al., 2022; Cooke et al., 2024). Nevertheless, this study extends the existing literature by examining the simultaneous influence of competence and organizational culture within the context of an Indonesian private service company. Unlike many previous studies that investigated these variables separately or focused on manufacturing and public-sector organizations, the present study demonstrates that organizational culture is the more dominant predictor of employee performance than competence. This finding provides additional empirical evidence that, in service-oriented organizations, organizational values, collaboration, and supportive work environments may contribute more substantially to employee performance than individual competence alone. Consequently, organizations should integrate competency development initiatives with strategies aimed at strengthening organizational culture to achieve sustainable improvements in employee performance and overall organizational effectiveness.

Practical Implications

The findings provide several practical implications for managers and human resource practitioners. First, organizations should strengthen employee competencies through continuous training, professional certification programs, coaching, and career development initiatives. Improving employees' knowledge and skills will enhance their ability to perform effectively in increasingly dynamic business environments.

Second, managers should prioritize the development of a positive organizational culture by promoting teamwork, open communication, innovation, trust, and employee engagement. Since organizational culture exhibited the strongest influence on employee performance, creating a supportive work environment should become a strategic priority for improving organizational effectiveness.

Finally, human resource practitioners should integrate competency development with organizational culture initiatives rather than implementing these strategies separately. Such integration is expected to improve employee productivity, increase organizational commitment, and support sustainable organizational performance.

CONCLUSION

The findings of this study demonstrate that the research objectives have been successfully achieved and all proposed hypotheses are supported. The regression analysis confirmed that competence has a positive and significant effect on employee performance at PT. Permata Graha Nusantara. Employees who possess higher levels of knowledge, skills, professional abilities, and positive work attitudes are more capable of performing their duties effectively and efficiently. These findings support Human Capital Theory and are consistent with previous studies conducted by Nguyen et al. (2023) and Al Halbusi et al. (2023), which concluded that employee competence significantly improves work productivity, service quality, and organizational performance.

This study also confirms that organizational culture has a positive and significant influence on employee performance and represents the strongest predictor among the independent variables examined. A supportive organizational culture characterized by shared values, collaboration, accountability, and innovation encourages employees to perform more effectively and contributes to improved organizational outcomes. This finding is consistent with the results reported by Aboramadan et al. (2022), Cooke et al. (2024), and Alshurideh et al. (2024), who emphasized that organizational culture is a strategic organizational resource that enhances employee commitment, motivation, and sustainable organizational performance.

Furthermore, the study demonstrates that competence and organizational culture simultaneously have a significant effect on employee performance, indicating that employee performance is influenced by both individual capability and organizational environment. These findings suggest that organizations should not rely solely on competency development programs but should also strengthen organizational values and workplace culture to create an environment that supports high employee performance. Accordingly, the results contribute to the human resource management literature by providing empirical evidence from an Indonesian private service company and reinforce previous international findings regarding the combined influence of competence and organizational culture on employee performance.

From a practical perspective, PT. Permata Graha Nusantara is encouraged to continue investing in employee competency development through continuous training, professional development, and knowledge-sharing programs while simultaneously strengthening organizational culture by promoting collaboration, innovation, accountability, and employee engagement. For future research, it is recommended that additional variables, such as leadership style, employee engagement, job



satisfaction, work motivation, digital competency, or organizational commitment, be incorporated to obtain a more comprehensive understanding of the determinants of employee performance. Future studies are also encouraged to employ larger sample sizes, include organizations from different industrial sectors, and utilize longitudinal or mixed-method research designs to improve the generalizability and robustness of the findings.

Suggestions

Study Limitations and Future Research

This study has several limitations that should be considered when interpreting the findings. First, the research involved only 50 respondents from a single private service company, PT. Permata Graha Nusantara, West Jakarta. Although a saturated sampling technique was employed, the relatively small sample size and the focus

on a single organization limit the generalizability of the findings to other companies, industries, or organizational contexts.

Second, this study examined only two independent variables, namely competence and organizational culture, while employee performance may also be influenced by other important factors such as leadership style, work motivation, compensation, employee engagement, job satisfaction, and organizational commitment. Therefore, the explanatory power of the model is limited to the variables included in this study.

Future research is recommended to involve larger and more diverse samples from multiple organizations and different industrial sectors to improve the external validity and generalizability of the findings. In addition, future studies are encouraged to incorporate additional organizational and individual variables and employ more advanced analytical approaches, such as Structural Equation Modeling (SEM), to provide a more comprehensive understanding of the determinants of employee performance.

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