

The Effect of Competency and Organizational Culture on Employee Performance with Motivation as a Mediating Variable: The Case of PT. Tunas Jaya Perkasa (TJP) Kutai Barat Kalimantan Timur

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Abstract

This study aims to examine: (1) the effect of competence on work motivation at PT Tunas Jaya Perkasa, West Kutai, East Kalimantan; (2) the effect of organizational culture on work motivation; (3) the effect of competence on employee performance; (4) the effect of organizational culture on employee performance; and (5) the effect of work motivation on employee performance. This study employed an associative research design. The population consisted of 260 employees, from which a sample of 120 employees was selected using the cluster sampling technique. Primary data were collected through questionnaires. The data were analyzed using Structural Equation Modeling (SEM) with the LISREL program. The results indicate that: (1) competence has a significant effect on work motivation; (2) organizational culture has a significant effect on work motivation; (3) competence has a significant

Keywords: Competency, Organizational Culture, Motivation, Employee Performance.

1. Introduction

Human resources (HR) is a crucial factor in an organization's or company's efforts to achieve its stated goals. The success of these goals depends on the capabilities of its human resources. According to [Sedarmayanti \(2020\)](#), human resource management is an approach to managing human resources based on three principles: Human resources are the most valuable and important asset an organization possesses. Company success is achieved when its people, policies, procedures, and regulations are interconnected and mutually beneficial to all parties involved.

According to [Sutrisno \(2019\)](#), employee performance is the result of employee work, as measured by quality, quantity, time spent, and collaboration, to achieve the organization's stated goals. The importance of work performance determines the quality and quantity of work an employee achieves in carrying out their assigned responsibilities. Factors influencing employee performance include work motivation. Motivation is the encouragement, both from others and

from within oneself, to carry out work consciously and enthusiastically to achieve predetermined targets. Higher motivation leads to higher employee performance. An employee will perform well if they have hopes, desires, a suitable work environment, needs, goals, objectives, encouragement, and incentives, supported by strong work skills ([Hartatik, 2014](#)).

Motivation is what drives a person (whether internal or external), leading them to have high enthusiasm, desire, and willpower, and to contribute as much as possible to achieving shared goals. If employee motivation is high, they are more likely to feel satisfied because they feel a sense of purpose and meaning in what they do, which will impact their performance. According to [Priansa \(2018\)](#), factors influencing work motivation can be identified by examining those that generate and encourage it, namely competence and organizational culture. Employee ability or competence is one factor that can influence employee performance ([Kasmir, 2016](#)). Competence is everything a person possesses, including knowledge and skills, along with other internal individual factors, to perform a job based on their knowledge and skills, thereby improving the quantity and quality of their performance. The higher an employee's abilities and the greater their motivation for work, the higher their performance, according to [Wibowo \(2018\)](#). According to [Busro \(2018\)](#), organizational culture is the shared social knowledge within an organization regarding the rules, norms, and values that shape employee attitudes and behavior. In other words, it is the shared knowledge internalized by organizational leaders and shared with all employees regarding rules, norms, and values. The result of this internalization process can shape the attitudes and behavior of the organization's employees.

PT. Tunas Jaya Perkasa (TJP) is engaged in the heavy equipment contracting business and was founded in 1976. Initially, TJP started as a transportation company with 10 trucks; it now actively manages 10 mining and rental projects across various locations in Indonesia. The number of TJP fleets has grown to more than 600 units of heavy equipment and trucks. PT. Tunas Jaya Perkasa has a project at Site CEP (the work area of PT. Cristian Eka Pratama/CEP) under a contract with Petrosea. PT. Tunas Jaya Perkasa is committed to providing a positive impact on the success of clients, business partners, and the communities where we work. To fulfill this commitment, we invite young professionals to join our team. Based on preliminary data obtained, which shows Overburden (OB) and coal production performance data for the period February to December 2024, production has not met the established target. Overall, of the total planned 5,649,194 BCM for OB, only 4,547,208 BCM, or 80.49%, were realized. Meanwhile, of the target 1,014,464 tons of coal, only 681,038 tons, or 67.13%, were realized. This indicates a significant gap between planned and actual production throughout the year. In February, OB production reached 89.68% of the target, while coal production was not achieved at all (0%), indicating that overburden stripping was not balanced with coal mining. March saw a decrease in OB achievement to 42.83%, but coal production increased to 70.42%, indicating the start of coal extraction following land preparation. April was one of the best months, with OB achieving 83.48% and coal achieving 98.84%, indicating a significant improvement in operational performance. From May to July, the OB achievement trend remained relatively stable at around 70–86%, with the highest achievement in May (86.13%) and the lowest in July (65.07%). Meanwhile, coal achievement fluctuated, reaching 63.47% in May, rising to 74.35% in June, and then dropping back to 50.33% in July. This indicates technical or weather constraints affecting production stability mid-year. August saw OB at 72.88% and coal at 54.52%, both still below target. However, September saw a surge in OB achievement to 117.97%, the highest of the year, indicating increased efficiency or additional heavy equipment in the field. Coal also reached 99.58% in the same month, nearly meeting the target. From

October to November, performance remained positive, with OB reaching 94.51% and 112.49%, respectively, and coal at 94.15% and 95.38%. These two months are peak annual productivity periods. However, in December, OB declined sharply, reaching only 61.28%, while coal fell to 40.14%.

Furthermore, preliminary data also show that overburden (OB) and coal production performance for the period January to October 2025 are relatively good, with OB production reaching 96.88% of the planned 3,602,310 BCM. Meanwhile, coal production only reached 62.49% of the target of 526,237 tons. These results indicate that overburden stripping activities are proceeding almost as planned, but coal mining activities are still well short of the expected target. In January, OB achieved only 59.75% and coal 36.45%, indicating an unproductive start to the year, possibly due to weather conditions or equipment preparation. February saw an increase in OB to 75.70%, but coal production dropped sharply to 3.38%, indicating that stripping activities have not been balanced by mining. March was the first month with positive results in both sectors, with the OB reaching 105.95% and coal production rising sharply to 80.56%, indicating improved coordination and operational efficiency. This positive trend continued in April and May, with OB reaching 86.20% and 89.98%, respectively, while coal production declined again to 15.75% and 78.17%, respectively. In June, OB reached 88.33%, with coal production dropping sharply to 25.13%, indicating an imbalance in production activities. However, from July to October, OB performance showed significant improvement, reaching above 100%, reaching 109.18% (July), 105.96% (August), 126.76% (September), and peaking at 146.87% in October. This performance demonstrates the effectiveness of equipment upgrades and improved production management in the second semester. In contrast, coal's performance, despite fluctuations, tended to improve in the second half of the year. July reached 133.65%, the month with the highest realization, followed by September at 134.72% and October at 87.40%. This indicates a quantitative decline in mining operations compared to the previous month.

Other phenomena were found in the supervision indicator, leading to irregular work processes, such as a lack of monitoring of heavy equipment operators. Field supervisors were often absent from work sites, failed to conduct regular equipment inspections, or failed to provide clear instructions to heavy equipment operators. Collaboration among employees during work execution often resulted in miscommunication between shifts and a lack of mutual assistance when units or workers encountered problems, resulting in missed daily targets. This phenomenon in the employee work motivation variable occurred in high-risk working conditions, such as long working hours that lead to fatigue and impaired work performance, and in dusty areas with minimal environmental controls. Another problem is found in the indicator of opportunities for advancement. Often, there is an imbalance in job promotion opportunities: the job promotion process lacks clear criteria, so employees feel they do not have a fair chance, and there is no career path for junior operators, leading employees to feel their careers are stagnant even though they have worked for years. In addition, there is a phenomenon in the indicator of recognition or appreciation, such as the absence of awards for operators who have worked with the highest tenure or best performance, and employees who are never late do not receive appreciation or verbal praise, so that employees feel their efforts are not appreciated, which reduces work motivation. In terms of knowledge, employee competency variables indicate that employees lack a comprehensive grasp of mining techniques, particularly among heavy equipment operators. Some operators, for example, lack understanding of excavation standard operating procedures (SOPs), leading to digging beyond design limits and overcuts.

Furthermore, in terms of understanding, many employees lack a thorough grasp of proper work procedures, which can lead to ineffective work. For example, some employees lack an understanding of the purpose of cutting, resulting in excavation depths that do not meet design requirements. In terms of ability, some employees are still unable to operate heavy equipment smoothly, resulting in wasteful fuel consumption.

Furthermore, some grader operators are unable to create a level surface for hauling roads, disrupting dump truck travel. This lack of employee competency leads to a decline in employee performance. The phenomenon that occurs in organizational culture is found in the indicators of innovation and courage to take risks, problems with employee performance that are rigid and do not encourage employees to innovate make employees afraid to try new methods because they are afraid of being blamed if the results are not as expected, such as when the operator finds hard material and reports it to the supervisor, the supervisor does not try to use the ripping method to help soften the material even though the method is considered to increase productivity. In addition, there is no reward system for innovative ideas, so employees are not motivated to provide suggestions for improvement. Another phenomenon occurs in the team orientation indicator, where an individualistic work culture and blaming each other still often occur. Lack of team solidarity hinders smooth production. In addition to the stability indicator, problems with organizational structure instability were found. Changes in work rules and uncertainty about job status left the field team confused in determining work priorities.

2. Literature Review

The Influence of Competence on Work Motivation. According to [Priansa \(2018\)](#), factors influencing work motivation can be identified by examining factors that generate and drive it, namely competence. This ability or competence encompasses several psychological aspects within an employee. Self-competence is measured by the level of an employee's thinking development. Previous research conducted by [Uliyah and Ariyanto \(2021\)](#), [Widayanto and Nugroho \(2022\)](#), [HM and Pranata \(2023\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Fauzi and Nugroho \(2024\)](#), and [Yenti, Suryani and Yamali \(2024\)](#) showed that competence significantly influences work motivation. This contrasts with research conducted by [Amrulloh, Pradiani and Fathorrahman \(2025\)](#), which showed that competence had no significant effect on work motivation. A phenomenon observed among employees of PT. Tunas Jaya Perkasa West Kutai is a competency issue related to knowledge, understanding, and ability. This impacts employee motivation regarding working conditions, opportunities for advancement, and recognition or rewards.

The Influence of Organizational Culture on Work Motivation. According to [Priansa \(2018\)](#), factors influencing work motivation can be identified by examining factors that generate and encourage it, namely, organizational culture. Organizational culture encompasses the habits and norms that govern and are shared within an organization. Previous research conducted by [Uliyah and Ariyanto \(2021\)](#), [Haqq \(2016\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Yenti, Suryani and Yamali \(2024\)](#), and [Ashari \(2019\)](#) showed a significant influence of organizational culture on work motivation. This contrasts with research conducted by [Widayanto and Nugroho \(2022\)](#), which showed that organizational culture had no significant influence on work motivation. The phenomenon observed among employees of PT. Tunas Jaya Perkasa West Kutai faces problems with organizational culture related to innovation and risk-taking, team orientation, and stability. This impacts employee motivation regarding working conditions, opportunities for advancement, and recognition or rewards.

The Influence of Competence on Employee Performance. According to [Kasmir \(2016\)](#), factors influencing performance include competence. Competence is defined as knowledge, skills, and abilities supported by work attitudes and their application in carrying out tasks and work in the workplace. Previous research conducted by [Uliyah and Ariyanto \(2021\)](#), [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#), [Widayanto and Nugroho \(2022\)](#), [HM and Pranata \(2023\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Yenti, Suryani and Yamali \(2024\)](#), [Fauzi and Nugroho \(2024\)](#), showed that competence significantly influences performance. In contrast to [Amrulloh, Pradiani and Fathorrahman \(2025\)](#), who found that competence had no significant effect on performance, their results showed that competence did not significantly affect performance. Among employees at PT. Tunas Jaya Perkasa West Kutai observed competency issues related to knowledge, understanding, and abilities. This impacted employee performance in terms of work quantity, supervision, and inter-employee collaboration.

The Influence of Organizational Culture on Employee Performance. According to [Kasmir \(2016\)](#), factors influencing performance include organizational culture. Organizational culture is a pattern of shared beliefs and values that shapes how employees behave and interact, and influences their work practices. Previous research conducted by [Feri, Rahmat and Supeno \(2020\)](#), [Uliyah and Ariyanto \(2021\)](#), [Widayanto and Nugroho \(2022\)](#), [Haqq \(2016\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Yenti, Suryani and Yamali \(2024\)](#), [Ashari \(2019\)](#), showed a significant effect of organizational culture on performance. This contrasts with research conducted by [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#), which showed that organizational culture had no significant effect on performance. The phenomenon observed among employees of PT. Tunas Jaya Perkasa West Kutai faces organizational culture issues related to innovation and risk-taking, team orientation, and stability. This impacts employee performance in terms of work quantity, supervision, and collaboration.

The Influence of Work Motivation on Employee Performance. According to [Kasmir \(2016\)](#), factors influencing performance include motivation. Motivation is the desire that arises within employees, inspiring, encouraging, and driving them to carry out activities or work to achieve company goals. Previous research conducted by [Uliyah and Ariyanto \(2021\)](#), [Widayanto and Nugroho \(2022\)](#), [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#), [Haqq \(2016\)](#), [Yenti, Suryani and Yamali \(2024\)](#), [Fauzi and Nugroho \(2024\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Ashari \(2019\)](#), [Amrulloh, Pradiani and Fathorrahman \(2025\)](#), showed that satisfaction significantly influences performance. This contrasts with the findings of [Feri, Rahmat and Supeno \(2020\)](#), who reported that work motivation had no significant effect on performance.

3. Research Method

This research was conducted at PT. Tunas Jaya Perkasa West Kutai, located at Jl. Kamboja No. 9, Sumber Sari, Barong Tongkok District, West Kutai Regency, East Kalimantan 75777. The research method used in this study is quantitative. The dependent variable in this study is employee performance (kinerja), measured by indicators of quantity, supervision, and employee cooperation. The independent variables in this study are competence (kompetensi) and organizational culture (budaya organisasi). The mediating variable used is motivation (motivasi). The indicators used for motivation are working conditions, opportunities for advancement, and recognition or rewards. The indicators of competence are knowledge, understanding, and ability. The indicators of organizational culture are innovation and risk-taking, team orientation, and stability. The population of this study is employees of PT. Tunas Jaya Perkasa West Kutai has a total of 260 employees, with a sample size of 120. The sampling

method used in this study is Cluster sampling. The data collection method is a questionnaire. In this study, the questionnaire will be distributed via Google Forms. The analysis method used is Structural Equation Modeling (SEM).

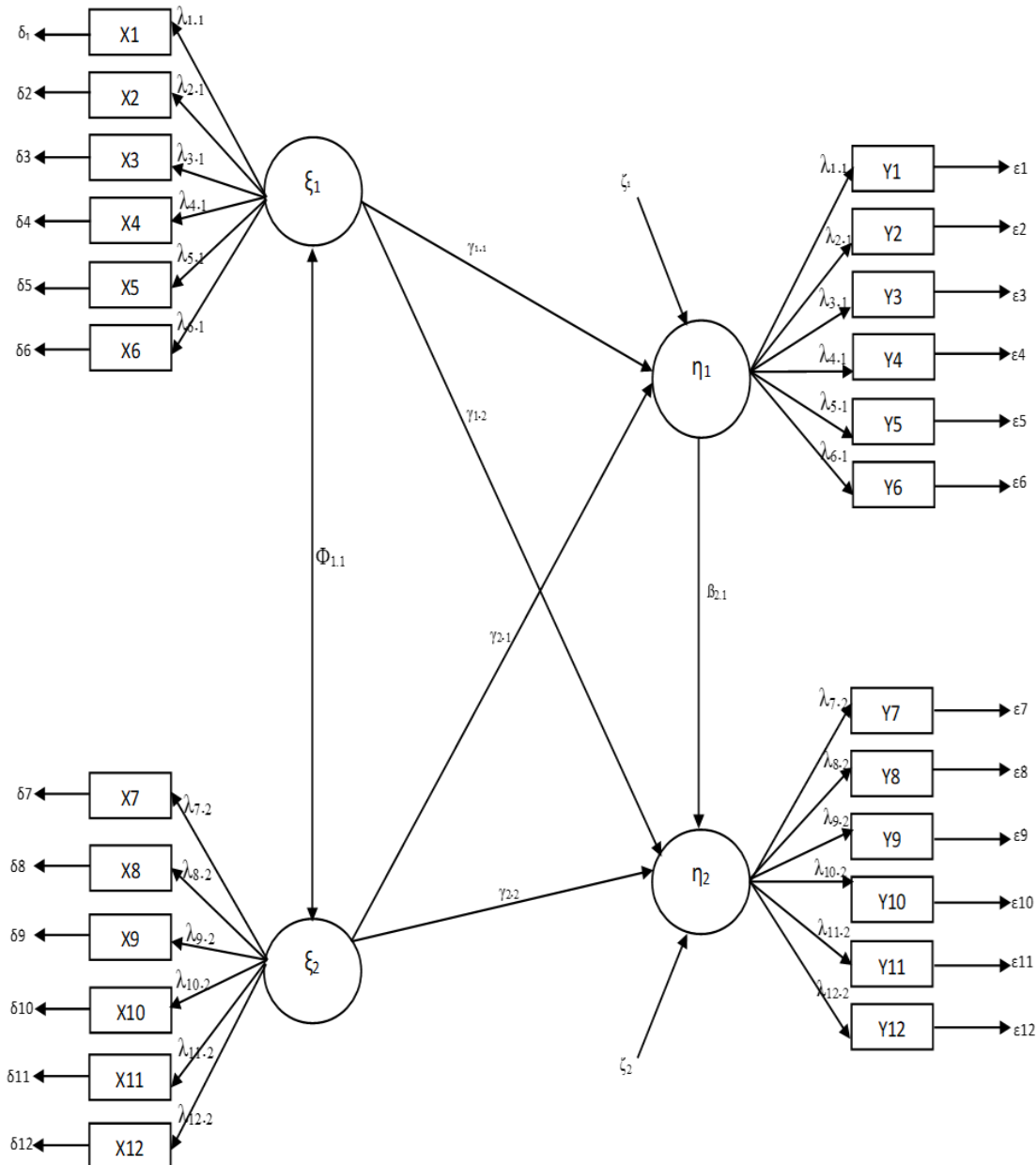
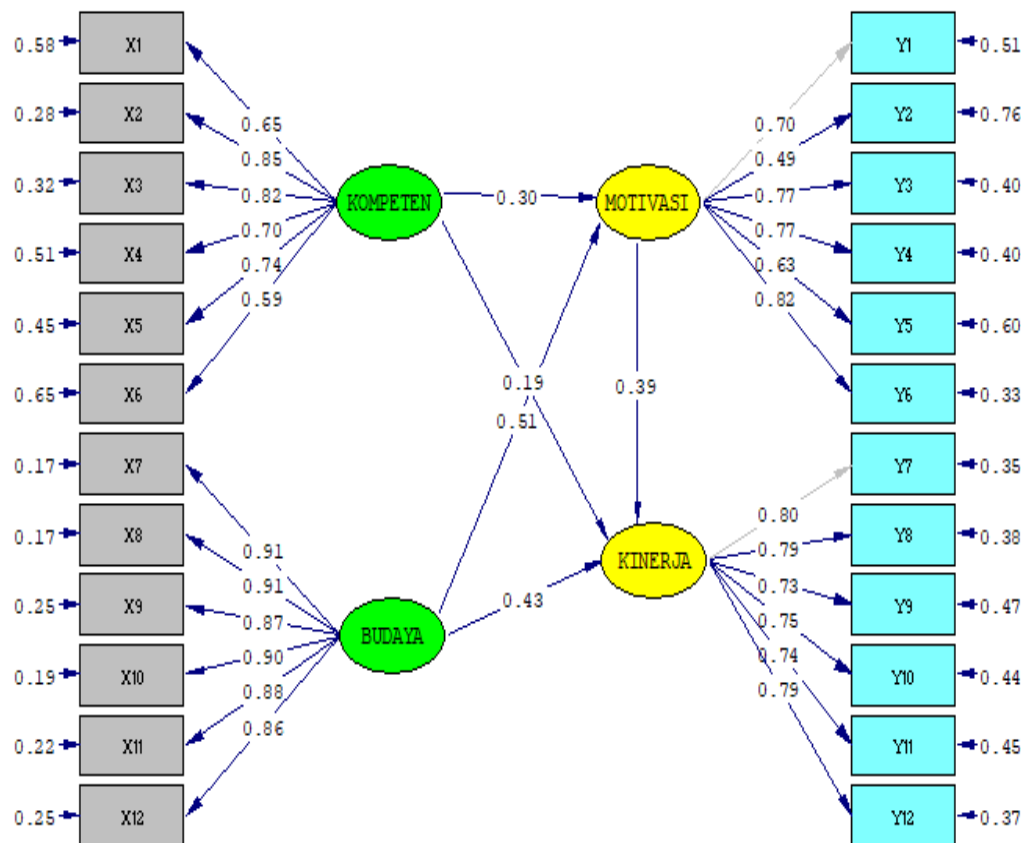


Figure 1. Structural Equation Modeling

4. Findings and Discussions

Confirmatory Factor Analysis. This analysis was conducted separately for each construct to test the measurement model's validity and reliability.



Chi-Square=467.26, df=246, P-value=0.89910, RMSEA=0.047

Figure 2. The Result of Confirmatory Factor Analysis

Note: Kompeten = Comptency; Budta = Culture; Motivasi = Motivation; Kinerja = Performance

The results show that all the variables in the loading factor have values greater than the error. This indicates that the CFA (Confirmatory Factor Analysis) test in the initial stage in the figure above has met the requirements for the next stage of testing.

Goodness of fit. Based on the results of the goodness of fit, a summary of the

Table 1. Goodness of fit

Goodness of Fit	Cut of Value	Analysis	Model Evaluation
P-Value	$\geq 0,05$	0.899	Good Fit
RMSEA	$\leq 0,1$	0.047	Good Fit
GFI	$\geq 0,90$	0.75	Fit
NNFI	$\geq 0,90$	0.95	Good Fit
SRMR	$\leq 0,1$	0.069	Good Fit
IFI	$\geq 0,90$	0.96	Good Fit
CFI	$\geq 0,90$	0.96	Good Fit
RFI	$\geq 0,90$	0.91	Good Fit
NFI	$\geq 0,90$	0.92	Good Fit

It can be concluded that the model is good because the overall goodness of fit index criteria are included in the good fit category, so there is no need to modify the model.

Below is the structural model.

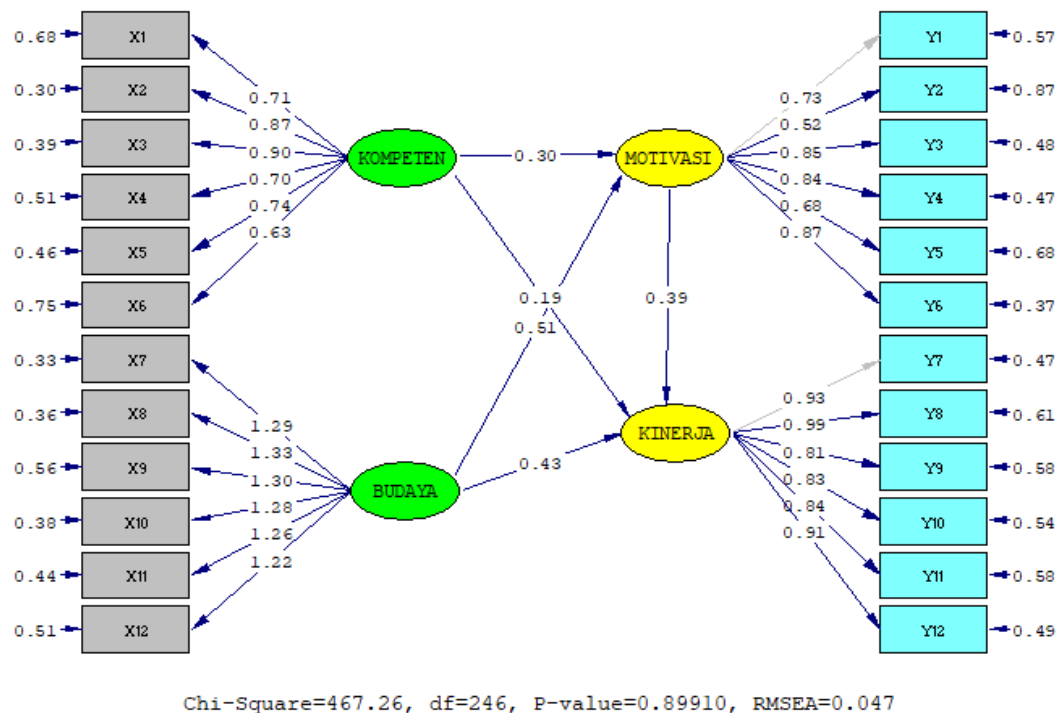


Figure 3. Koefisien

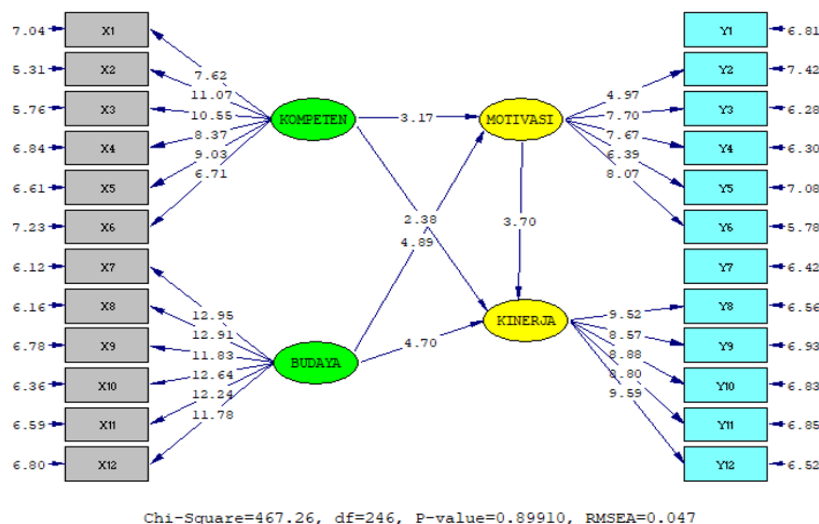


Figure 4. T-value

The Effect of Competence on Work Motivation. The T-value is 3.17, which is greater than 1.96, so H_0 is rejected. This indicates a significant effect of Competence on Work Motivation. The test results indicate a positive and significant relationship between Competence and Employee

Work Motivation at PT. Tunas Jaya Perkasa, West Kutai. The results of this study indicate that increased competence will increase Work Motivation, and conversely, decreased competence will decrease Employee Work Motivation at PT. Tunas Jaya Perkasa, West Kutai. These results align with the theory of [Priansa \(2018\)](#), which holds that factors influencing work motivation can be identified by examining several factors that generate and encourage work motivation, namely competence. This ability or competence encompasses several psychological aspects within employees. Within this competence, the level of employee thinking development is measured. This research aligns with research conducted by [Uliyah and Ariyanto \(2021\)](#), [Widayanto and Nugroho \(2022\)](#), [HM and Pranata \(2023\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Fauzi and Nugroho \(2024\)](#), and [Yenti, Suryani and Yamali \(2024\)](#), which show that competence significantly influences work motivation. In contrast to the research conducted by [Amrulloh, Pradiani and Fathorrahman \(2025\)](#), their results showed that competence had no significant effect on work motivation. The reason this study differs from [Amrulloh, Pradiani and Fathorrahman \(2025\)](#) research is that it uses different indicators. The previous study used indicators of knowledge, understanding, ability, attitude, and values. This study focuses on only three indicators: knowledge, understanding, and ability. [Amrulloh, Pradiani and Fathorrahman \(2025\)](#) used 100 respondents, while this study used 120. A larger sample size can yield more accurate results.

The Effect of Organizational Culture on Work Motivation. The T-value is 4.89, which is greater than 1.96, so Ho2 is rejected. This indicates a significant effect of Organizational Culture on Work Motivation. The test results show a significant influence of Organizational Culture on Employee Work Motivation at PT. Tunas Jaya Perkasa, West Kutai. The results of this study indicate that an increase in Organizational Culture will increase Work Motivation, and conversely, a decrease in Organizational Culture will decrease Employee Work Motivation at PT. Tunas Jaya Perkasa, West Kutai. The results of this study align with [Priansa \(2018\)](#) theory, which states that factors influencing work motivation can be identified by examining those that generate and encourage it, namely, organizational culture. Organizational culture is the habits and norms that apply to and are shared within an organization. This research aligns with research conducted by [Uliyah and Ariyanto \(2021\)](#), [Haqq \(2016\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Yenti, Suryani and Yamali \(2024\)](#), and [Ashari \(2019\)](#), which found that organizational culture significantly influences work motivation. This contrasts with research conducted by [Widayanto and Nugroho \(2022\)](#), which showed that organizational culture had no significant effect on work motivation. This study differs from the research by [Widayanto and Nugroho \(2022\)](#) due to several factors: the differences in the indicators used. The previous study used indicators of behavior, values, dreams, assumptions, expectations, commitment, performance, innovation, and communication. This study focuses on only three indicators: attention to innovation and risk-taking, team orientation, and stability. [Widayanto and Nugroho \(2022\)](#) study used 60 respondents, while this study used 120. Generally, larger samples yield more accurate results.

The Effect of Competence on Employee Performance. The T-value is $2.38 > 1.96$, so Ho3 is rejected. This indicates a significant effect of Competence on Employee Performance. The test results show a positive, significant relationship between Competence and Employee Performance at PT. Tunas Jaya Perkasa West Kutai. The results of this study indicate that an increase in competence will improve Employee Performance, and conversely, a decrease in competence will decrease Employee Performance at PT. Tunas Jaya Perkasa West Kutai. The results of this study are in accordance with the theory, as noted by [Kasmir \(2016\)](#), including

competence. Competence is defined as knowledge, skills, and abilities supported by work attitudes and their application in carrying out tasks and work in the workplace. This research aligns with research conducted by [Uliyah and Ariyanto \(2021\)](#), [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#), [Widayanto and Nugroho \(2022\)](#), [HM and Pranata \(2023\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Yenti, Suryani and Yamali \(2024\)](#), [Fauzi and Nugroho \(2024\)](#). Their results showed that competence significantly influences performance. This contrasts with research conducted by [Amrulloh, Pradiani and Fathorrahman \(2025\)](#), which showed that competence had no significant effect on performance. The reason this study differs from [Amrulloh, Pradiani and Fathorrahman \(2025\)](#) lies in several aspects, namely differences in the indicators used. The previous study used indicators of knowledge, understanding, ability, attitude, and values. This study focuses only on three indicators: knowledge, understanding, and ability. The sample in [Amrulloh, Pradiani and Fathorrahman \(2025\)](#) research comprised 100 respondents, whereas this study included 120. In general, a larger sample can obtain more accurate results.

The Effect of Organizational Culture on Employee Performance. The T-value is 4.70, which is greater than 1.96, so Ho4 is rejected. This indicates a significant effect of Organizational Culture on Employee Performance. The test results indicate a positive and significant influence of organizational culture on employee performance at PT. Tunas Jaya Perkasa, West Kutai. The results of this study indicate that an increase in organizational culture will improve employee performance, and conversely, a decrease in organizational culture will decrease employee performance at PT. Tunas Jaya Perkasa, West Kutai. These results align with [Kasmir \(2016\)](#) theory, which states that organizational culture is one of the factors influencing employee performance. This research aligns with research conducted by [Feri, Rahmat and Supeno \(2020\)](#), [Uliyah and Ariyanto \(2021\)](#), [Widayanto and Nugroho \(2022\)](#), [Haqq \(2016\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Yenti, Suryani and Yamali \(2024\)](#), [Ashari \(2019\)](#). The results of this study indicate a significant influence of organizational culture on performance. In contrast to [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#), their results showed that organizational culture had no significant effect on performance. The reason this study differs from [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#) study is that it uses different indicators. The previous study used indicators of behavior, values, dreams, assumptions, expectations, commitment, performance, innovation, and communication. However, this study focused only on three indicators: attention to detail, results orientation, and team orientation. The sample in [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#) study comprised 88 respondents, whereas this study used 120. A larger sample size can yield more accurate results.

The Effect of Work Motivation on Employee Performance. The T-value calculation results indicate that $3.70 > 1.96$, so Ho5 is rejected. This indicates that Work Motivation significantly influences Employee Performance. The test results indicate a positive, significant relationship between work motivation and employee performance at PT. Tunas Jaya Perkasa, West Kutai. The results of this study indicate that an increase in work motivation will improve employee performance, and vice versa, a decrease in work motivation will decrease employee performance at PT. Tunas Jaya Perkasa, West Kutai. The results of this study are in accordance with the theory, as noted by [Kasmir \(2016\)](#), including the motivational aspect. Motivation is a desire that arises within employees, inspiring, encouraging, and driving them to carry out activities or work to achieve company goals. Previous research conducted by [Uliyah and Ariyanto \(2021\)](#), [Widayanto and Nugroho \(2022\)](#), [Abidin, Margono, Ariyanti and Darmanto \(2022\)](#), [Haqq \(2016\)](#), [Yenti, Suryani and Yamali \(2024\)](#), [Fauzi and Nugroho \(2024\)](#), [Munthe, Purba and Muthe \(2024\)](#), [Ashari \(2019\)](#), [Amrulloh, Pradiani and Fathorrahman \(2025\)](#), the

results of their research showed that satisfaction has a significant effect on performance. In contrast to [Feri, Rahmat and Supeno \(2020\)](#), their results showed that work motivation has no significant effect on performance. The reason this research differs from that of [Feri, Rahmat and Supeno \(2020\)](#) lies in several aspects, namely the indicators used: the previous study used indicators of physical needs, social needs, esteem needs, and self-actualization needs. Meanwhile, this study focuses on three indicators: working conditions, opportunities for advancement, and recognition or awards. The sample in [Feri, Rahmat and Supeno \(2020\)](#) research comprised 100 respondents, whereas this study included 120. In general, a larger sample can obtain more accurate results.

5. Conclusion

Competency and organizational culture significantly influence employee motivation and performance at PT. Tunas Jaya Perkasa Kutai Barat. Employees should focus on competency, organizational culture, and work motivation, as these three variables significantly influence performance. Employee competency can improve their ability to carry out work in accordance with company goals. A good organizational culture and high work motivation will encourage employees to work harder to achieve company-set goals. Employees can improve their competency by increasing their knowledge of work procedures and standards, understanding workflows, and enhancing their skills through training tailored to the type of work they are responsible for within the company, enabling them to perform their jobs effectively in accordance with company guidelines. Employees can improve organizational culture by encouraging them to try new ways of completing work. Furthermore, team-oriented training and workshops that foster teamwork help employees develop the habit of working together and familiarize them with the work culture, ensuring it remains stable and serves as a guide for a positive work culture. The company needs to increase work motivation. Areas for improvement, especially regarding current working conditions, should be considered to enhance working comfort, provide clear career-level opportunities so employees can advance, and recognize or award employee achievements.

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