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The Role of Competence, Discipline, and Integrity in the Context of Organizational Culture and Employee Empowerment in Improving Employee Performance : Systematic Literature Review

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Abstract: The role of employees greatly determines the success of an organizational or company goal. Therefore, this study aims to analyze factors that affect employee performance ranging from factors of competence, discipline, and integrity as direct influences. Then organizational culture and employee empowerment as direct and indirect influences that affect employee performance through data collection with literature surveys which are then analyzed and described. So it is known that this study found that competence, discipline, integrity on employee performance and organizational culture as well as employee empowerment have a direct and indirect influence on employee performance. This research has the opportunity to be investigated further for future research, by developing empirical models of employee performance using other factors.

Keywords: Competence, Discipline, Integrity, Organizational Culture, Employee Empowerment, Employee Performance

INTRODUCTION

Employee performance plays a crucial role in the success of an organization (Aliyyah et al. 2021). The level of individual performance directly affects the achievement of organizational goals and the quality of services provided to customers (Sutaguna et al. 2020). Employee performance not only affects the productivity and operational efficiency of the organization, but also has an important impact on customer satisfaction, financial performance, and the organization's ability to innovate and adapt to the changing business environment (Haryadi, Setiawati and Juhandi, 2022; Yandi and Havidz, 2022). Therefore, it is important for organizations to understand the role of employee performance and develop strategies to improve their performance as part of efforts to achieve organizational goals. Based on this, the organization needs to understand the factors that affect employee performance (Yani, Entang and Tukiran, 2021).

This study establishes five variables as factors that can affect employee performance, namely competence, discipline, integrity, organizational culture, and employee empowerment as factors that can affect employee performance. These variables were chosen as the focus of research because of their crucial role in shaping a productive and high-performance work environment. First of all, competencies come into focus because employees' abilities and expertise play a vital role in achieving organizational goals. Employees who have good competence can carry out their duties more efficiently and effectively, and can make a more valuable contribution to the company (Silitonga and Safaria, 2023). Furthermore, discipline becomes an important variable because employee discipline is the foundation for the company's operational success. Disciplined employees tend to be more organized in carrying out their duties, maintaining punctuality, and obeying company rules and procedures (Karjuni et al. 2022).

Integrity is also a key factor because integrity reflects the moral and professional integrity of employees in carrying out their work. Employees who have high integrity are considered more trustworthy, provide trust to superiors and colleagues, and are able to maintain a positive image of the company (Ogbeibu et al. 2020). Organizational culture is a concern because organizational culture reflects the values, norms, and attitudes upheld by the company. A strong and positive culture can motivate employees, increase job satisfaction, and strengthen company identity (Diana et al. 2021). Employee empowerment is no less important variable because it involves giving employees autonomy and responsibility in their work. By empowering employees, companies can motivate them to innovate, take initiative, and feel part of the organization's success (Al-Sabi et al. 2023).

By considering all the above factors, the variables of competence, discipline, integrity, organizational culture, and employee empowerment are important to be used as determinant variables, this study aims to provide a deeper understanding of how these factors interact with each other and affect employee performance. The results of previous research show that employee competence has a significant influence on employee performance. This is in line with research conducted by Sabuhari et al. (2020), Wijayanti and Sari (2023). Developed employee competencies have a significant influence on employee performance in an effort to achieve organizational goals. Then, research by Salsabila and Lo (2023) which reveals that the higher the employee's level of competence, the better the employee's performance.

The factor of discipline is also important to be used as a variable, this is based on the results of previous research by Harsono (2023) This shows that there is a positive and significant influence between work discipline on employee performance. Furthermore, the results of the study Burhanuddin et al., (2023) It was revealed that the higher the level of employee work discipline, the employee performance will also increase. Currently, integrity is an important factor for determining the quality of an employee personally and at work, as the results of research Jayanti and Syamsir (2020) that employee integrity has a significant positive influence on employee performance. Integrity is very important for employees because integrity reflects the congruence between what is said and what someone does. Integrity also reflects the quality of one's belief in correct values and norms. Other research results by Rosmi and Syamsir (2020) shows that the higher a person's level of integrity, the higher employee performance tends to be. Employees who have high integrity tend to have a commitment to act according to the right principles, which in turn can improve their performance in carrying out their assigned tasks (Wahyuningsih and Mubarak, 2021).

Organizational culture is also a factor that can affect employee performance (Mafrudoh, 2023), This is because the existence of organizational culture has a positive influence on employee performance. In an environment where employees feel valued, listened to, and engaged in the decision-making process, employee motivation and engagement tend to increase. In addition, a positive organizational culture can also increase

employee productivity and can help in retaining the best talent. Employees who feel happy and satisfied with the company culture tend to stick around longer and don't look elsewhere for work (Iskamto, 2023). With a positive organizational culture, norms and values applied in workforce management tend to be more effective and efficient (Elifneh and Embilo, 2023). Employee empowerment also has an important role that determines employee performance, as expressed by Hasan and Sankar (2019) that there is a positive relationship between employee empowerment and employee performance. By giving employees control over their work and giving them the opportunity to contribute actively to the decision-making process (Ahmad and Manzoor, 2017).

Based on the results of previous research on employee performance described earlier, there are significant differences between this study and previous research related to the influence of competence, discipline, integrity on employee performance through organizational culture and employee empowerment. Thus, the researcher wants to analyze "The Role of Competence, Discipline, and Integrity in the Context of Organizational Culture and Employee Empowerment in Improving Employee Performance".

THEORETICAL STUDIES

Performance is a measure of the success of an organization, hence employee performance is an important component of organizational success, and organizations must consider the factors that drive performance (Mohammad et al. 2022). Then, this study uses the theory of organizational behavior as a grand theory which according to Colquitt et al. (2018) Organizational behavior is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations. Colquitt also revealed that organizational behavior consists of three parts, namely organizational mechanism, group mechanism, and individual characteristics which then from these three things through individual mechanisms, it will produce individual outcomes. It is known that in individual characteristics there are factors of ability, personality and cultural values, and secondly in individual outcomes there is job performance, both of which are related to this paper where the author wants to analyze ability in terms of competence, personality and cultural values in terms of discipline and employee integrity in order to produce employee performance as individual outcomes.

The middle theory used is the theory of human resource management according to Armstrong dan Taylor (2020) is a comprehensive approach to managing human resources, culture and workplace environments, thus involving a wide range of activities designed to improve performance both organizationally and individually. The applied theory used in this study is a concept related to competence, discipline, integrity, organizational culture, employee empowerment, and employee performance so that it will be described in the explanation as a research variable. The theory that the author will use not only comes from books, but also articles from reputable international journals so that the author can explain more clearly and finally can propose a hypothesis.

1. Competency

According to Kim and Jung (2022) Competence is a combination of knowledge, skills, attitudes, and behaviors possessed by a person to succeed in performing a particular task or job. More definitions by Budiman (2019) Competence is the ability of individuals to complete the tasks required in their work well. Then according to Iswahyudi et al. (2023) Competence is a basic characteristic of an individual that is causally related to effective reference criteria or very high performance in work. Further definitions by Silitonga and Safaria (2023) that competence is the technical and non-technical ability necessary to succeed in a job or activity. These include theoretical understanding, practical expertise, the ability to

apply knowledge in real situations, as well as professional attitudes and behaviors. Other definitions are also expressed by Serli et al. (2023) that competence is the ability and skill that a person has in carrying out work or tasks in a particular field in accordance with the position held.

Based on several definitions cited, it can be synthesized that competence is a combination of knowledge, skills, attitudes, and behaviors possessed by a person in carrying out a given task or responsibility which includes technical and non-technical abilities needed to succeed in a job or activity, including theoretical understanding, practical expertise, and the ability to apply knowledge practically. Here are some dimensions of employee competence based on Iswahyudi et al. (2023) and Serli et al. (2023) there are technical abilities and abilities and non-technical abilities consisting of communication skills, adaptability, collaboration, creativity and innovation, problem solving, learning ability, critical thinking ability: the ability to analyze information, draw conclusions, and make the right decisions.

2. Discipline

According to Adha et al. (2022) Discipline is a management activity designed to implement operational standards as attitudes, behaviors, and actions in accordance with the requirements of established institutions both legally and unwritten. More definitions by Trochymiak (2020) that discipline is a person's ability to follow established rules, rules, or procedures consistently and diligently. Then Afifah and Ansori (2018) Defining discipline is a person's ability to follow rules, rules, and norms that apply consistently. More definitions by Agusria et al. (2022) That discipline is a set of rules set by the management of an organization and recognized by related parties, which are then carried out by the members of the organization voluntarily and with pleasure. Further definition by Karjuni et al. (2022) that discipline refers to obedience and compliance with rules, norms, and rules that apply in a work environment or organization without coercion from external parties. The same thing was also expressed by Amri et al. (2021) that discipline is the observance of duties, responsibilities, and consistency in carrying out established rules and procedures.

From several definitions that have been mentioned, it can be synthesized that discipline is the ability or action of a person to follow rules, norms, rules, and procedures that have been determined consistently in an organization or work environment which includes compliance with applicable rules, norms, and rules without coercion from external parties, as well as the willingness to carry out these rules voluntarily and with pleasure. Here are the dimensions of the discipline based on Adha et al. (2022) These include attendance, compliance with rules, punctuality, compliance with work ethics, and adherence to quality standards.

3. Integrity

According to Khusnah and Soewarno (2022) that integrity is a quality, character, or condition that indicates complete unity: honesty, hard work, and adequate competence. Shabir and Muazzam (2024) It also defines integrity as a quality or characteristic of a person that reflects their overall attitude, both honesty, and consistency in their actions, values, principles, and communication. Next by Ogbeibu et al. (2020) that integrity is honesty, adherence to moral and ethical standards, consistency between words and actions, and commitment to adhere to values accepted by individuals or organizations. Individuals who have integrity are considered to have strong principles, act in accordance with correct values, and be consistent in their behavior without any tendency to violate those principles. Then Sanosra et al. (2022) defines integrity as consistency in actions and decisions taken in accordance with ethical values and correct principles, regardless of opportunity or coercion to violate those principles. Almost the same thing was also expressed by Suryanti et al. (2022)

that integrity can be defined as the congruence between one's words and actions, where one does what one says and instead says what one does.

Based on the definition presented, it can be synthesized that integrity is a moral quality that includes honesty, ethics, and consistency in the actions of a person who acts in accordance with the right values, and is consistent in their behavior without any tendency to violate these principles. Here are the dimensions of employee integrity based on Suryanti et al. (2022) These include honesty, consistency, transparency, error admission, and honor.

4. Organizational Culture

According to Kuswati (2020) dan Triyanto et al. (2021) Organizational culture can be defined as a set of values, norms, beliefs, attitudes, and behaviors that are embraced and practiced by members of an organization. Then according to Lolowang et al. (2019) Organizational culture refers to the patterns of behavior, values, beliefs, and norms espoused and practiced by the members of an organization that include the way the organization interacts, decision making, communication, as well as how those values are reflected in daily actions. More definitions by Setiono and Hidayat (2022) that organizational culture is a pattern of beliefs and values that are understood, inspired, and practiced by members of the organization so that the pattern gives its own meaning to the organization concerned and becomes the basis for the rules of conduct. Next Mulugeta (2020) It also defines that organizational culture is the unique identity of an organization and can affect the performance, motivation, and job satisfaction of organizational members.

Based on several definitions that have been expressed, it can be synthesized that organizational culture is a collection of values, norms, beliefs, attitudes, and behaviors adopted and practiced by members of an organization. Here are the dimensions of organizational culture based on Kuswati (2020) These include corporate values, openness and communication, flexibility and innovation, equality and fairness, cooperation and collaboration, and work-life balance.

5. Employee Empowerment

According to Yamoah and Afful (2019) The definition of *employee empowerment* is a managerial practice that gives employees freedom, autonomy, and responsibility to make decisions related to their work. Then according to Sequeira et al. (2023) The definition of employee empowerment is to provide opportunities, authority, and support to employees to take initiative and responsibility in performing management functions according to the scale that suits their responsibilities, both individually and in groups. More definitions by Afram et al. (2022) that employee empowerment is the process by which organizations give power, responsibility, autonomy, and resources to their employees to make decisions, develop skills, and contribute actively in achieving individual and organizational goals. Next definition by Al-Sabi et al. (2023) Employee empowerment is the process by which organizations give power and responsibility to employees so that they can take initiative, make decisions, and act independently within the scope of their work.

Based on some of the definitions above, it can be synthesized that employee empowerment is a managerial practice in which organizations give freedom, autonomy, and responsibility to employees to make decisions related to their work. Here are the dimensions of employee empowerment based on Sequeira et al. (2023) These include access to resources, rewards, skills development, involvement in decision-making, management support, and career opportunities.

6. Employee Performance

According to Triansyah et al. (2023) employee performance is a measure of the extent to which an employee is able to fulfill his duties and responsibilities properly and effectively.

Then, definition by Vuong and Nguyen (2022), employee performance is the level of achievement or work results obtained by an employee in carrying out his duties and responsibilities in accordance with the standards set by the company. Other definitions are also expressed by Noh (2021) employee performance refers to the quality, quantity, expertise, or innovation of an individual's contribution to completing the work as they are responsible for a given period.

Based on some of the definitions above, it can be synthesized that employee performance is how well employees can fulfill their duties by paying attention to the standards set and how effective they are in contributing to completing work with good quality and quantity. The employee performance dimension is a parameter used to assess the extent to which employees achieve the goals and standards set by the company. Here are the dimensions of employee performance based on Diamantidis and Chatzoglou (2019) These include productivity, quality of work, initiative and creativity, competence, and contribution to organizational goals.

METHOD

This study uses a qualitative approach with the aim of analyzing factors that affect employee performance ranging from factors of competence, discipline, and integrity as direct influences. Then organizational culture and employee empowerment as direct and indirect influences that affect employee performance through data collection with literature surveys, namely the activity of reviewing books, scientific articles, and other sources from Google Scholar and Mendeley.com that are relevant to certain problems, fields of research, or theories that aim to provide descriptions, summaries, or can be in the form of evaluations (Pradana et al. 2021). Several sources about competence, discipline, integrity, organizational culture, employee empowerment, and employee performance are analyzed and further explained. The following are the objectives of this study drawn in the form of an empirical model.

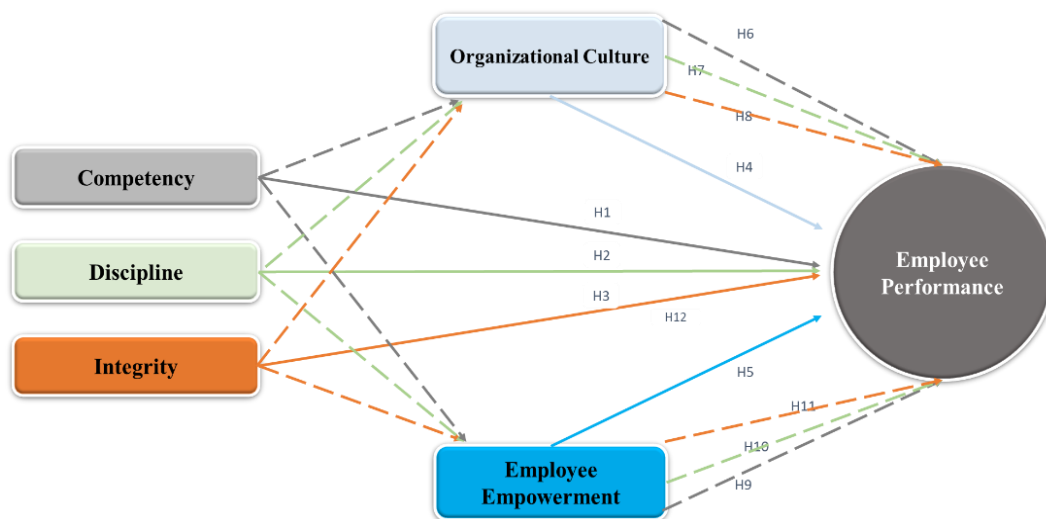


Figure 1. Empirical Model of Employee Performance

RESULTS AND DISCUSSION

Results

The results of the literature search relevant to the research carried out are summarized in the following table:

Table 1. Summary of 30 Relevant Research

No.	Author (Year)	Relevant Research						Research Results
		X ₁	X ₂	X ₃	Y	Z ₁	Z ₂	
1	(Sabuhari <i>et al.</i> , 2020)	√			√			The results showed that employee competence has a significant influence on employee performance.
2	(Wijayanti and Sari, 2023)	√			√			The results of this study show that work competence has a positive and significant influence on employee performance.
3	(Salsabila and Lo, 2023)	√			√			Hasil penelitian ini menunjukkan bahwa kompetensi memiliki pengaruh signifikan terhadap kinerja karyawan.
4	(Wijayanti and Sari, 2023)	√			√			The results of this study show that work competence has a positive and significant influence on employee performance.
5	(Nurahaju and Widanti, 2020)	√			√			The results of this study show that employee competence has a significant influence on employee performance.
6	(Indiyati, Ghina and Romadhona, 2021)	√			√	√		The results of this study show that human resource (HR) competence and organizational culture have a significant influence on employee performance.
7	(Harsono, 2023)		√		√			Based on the results of the research conducted, it was found that work discipline has a positive and significant influence on employee performance.
8	(Burhanuddin, Pratiwi and Apriyani, 2023)		√		√			The results of this study show that work discipline has a positive and significant influence on employee performance.
9	(Alhempri <i>et al.</i> , 2023)		√		√			The results of this study show that work discipline has a positive and significant influence on employee performance.

10	(Aeni and Kuswanto, 2021)	√	√		The results of this study show that there is a positive and significant influence between work discipline and employee performance.	
11	(Dehotman, 2023)	√	√		The results showed that work discipline has a positive impact on employee performance.	
12	(Jayanti and Syamsir, 2020)		√	√	The results of this study show that employee integrity has a significant influence on employee performance.	
13	(Rosmi and Syamsir, 2020)		√	√	The results of this study show the positive and significant influence of integrity on employee performance in the digital era.	
14	(Nurjaman, Brahmasari and Ratih, 2022)		√	√	The results of this study show that integrity significantly affects employee performance.	
15	(Saragi, Sembiring and Syahyunan, 2023)		√	√	√	The results of this study show that organizational integrity and culture have a significant influence on employee performance.
16	(Wahyuningsih and Mubarak, 2021)		√	√	√	The results of this study show that integrity and work culture have an influence on employee performance.
17	(Rismayati, Musnadi and Sofyan, 2023)		√	√	√	The results of this study show that organizational integrity and culture have a significant positive influence on employee performance.
18	(Mafrudoh, 2023)			√	√	The results of this study show that organizational culture has a significant impact on employee performance.
19	(Iskamto, 2023)			√	√	The results showed that organizational culture has a significant influence on employee performance.
20	(Elifneh and Embilo, 2023)			√	√	The results of this study show that there is a positive and significant relationship between organizational

				culture and employee performance.
21	(Tianingrum, 2021)	√	√	The results of this study show that organizational culture has a positive and significant influence on employee performance.
22	(Tj, 2022)	√	√	The results of this study show that organizational culture has a positive influence on employee performance.
23	(Opoku, Hongqin and Aram, 2022)	√	√	The results of this study show that a strong organizational culture has a significant impact on employee performance.
24	(Hasan and Sankar, 2019)	√	√	The results of this study show that there is a positive relationship between employee empowerment and employee performance.
25	(Ahmad and Manzoor, 2017)	√	√	Based on the results of research, employee empowerment has a significant positive impact on employee performance.
26	(Sequeira, Kellen and Soares, 2023)	√	√	The results of this study show that employee empowerment has a significant influence on employee performance.
27	(Adnan, Zarrar and Zaffar, 2021)	√	√	The results of this study show that employee empowerment has a positive and significant relationship with employee work performance.
28	(Yamoah and Afful, 2019)	√	√	The results of this study show a positive relationship between employee empowerment and work performance.
29	(Dabo and Ndan, 2018)	√	√	Based on the results of the study, it was found that employee empowerment has a significant impact on organizational performance. In addition, employee empowerment has a crucial role in improving

				organizational performance.
30	(Afram, Manresa and Mas-Machuca, 2022)	√	√	The results of this study show that employee empowerment has a positive impact on organizational performance.

DISCUSSION

Based on relevant previous research, the author can analyze that variable X, namely competence, discipline, and integrity, can affect employee performance as shown in the following figure:

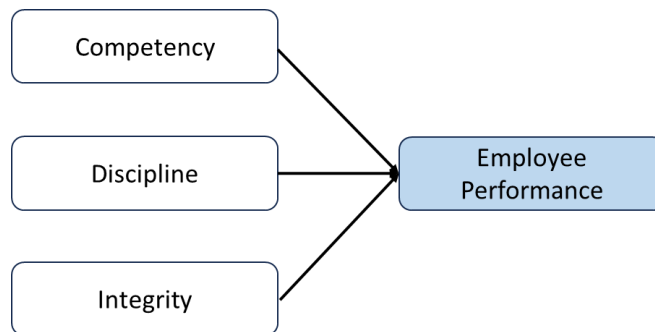


Figure 2. Variable X Affects Employee Performance As Variable Y

Then, it is also known that Variable X consisting of competence, discipline, and integrity can affect employee performance through organizational culture and employee empowerment as variable Z. As shown in the following figure.

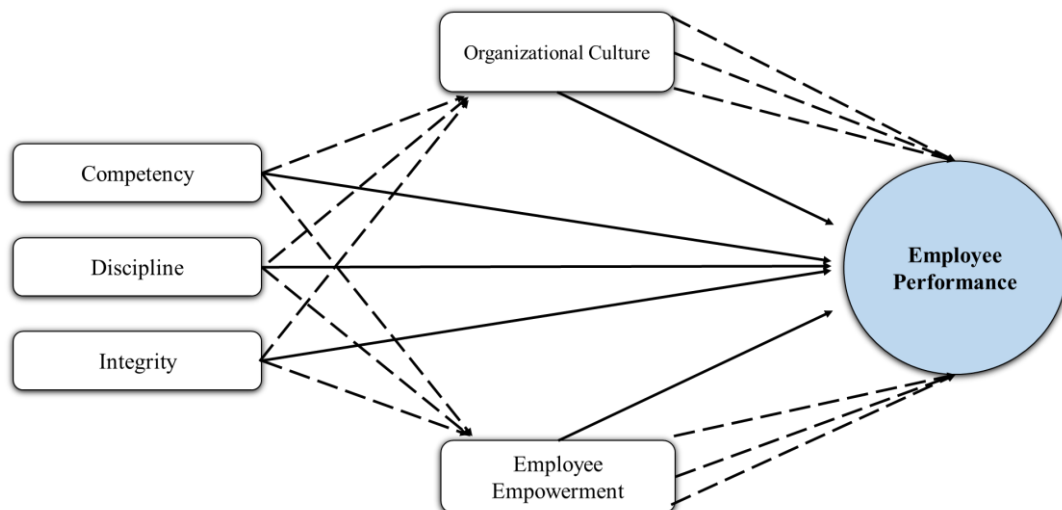


Figure 3. Variable X Affects Variable Y Through Variable Z

However, it is also known that the Z variables namely organizational culture and employee empowerment can also affect employee performance directly.

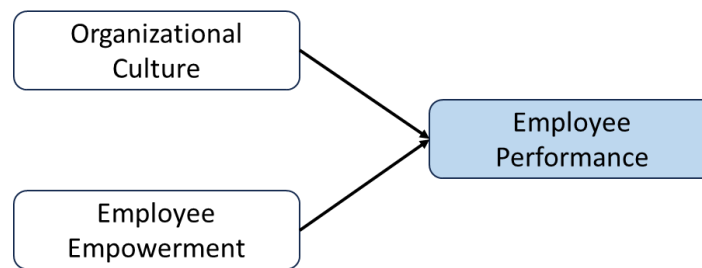


Figure 4. Variable Z Affects Employee Performance As Variable Y

The following, an explanation of the influence of each variable X on Y and also direct and indirect influences:

There is a Direct Influence Of Competence On Employee Kineja

Competence is a combination of knowledge, skills, attitudes, and behaviors possessed by a person to succeed in performing a particular task or job (Kim and Jung, 2022). With the competence of competent employees, it can have an impact on the performance of the employees themselves, as evidenced by several studies such as those conducted by Sabuhari et al. (2020); Salsabila and Lo (2023) bahwa hasil penelitian menunjukkan bahwa kompetensi karyawan memiliki pengaruh signifikan terhadap kinerja karyawan. Penelitian lainnya oleh Wijayanti and Sari (2023) that the results of his research show that work competence has a positive influence on employee performance. Based on this, it can be suspected that there is a direct influence of competence on employee performance.

There is a Direct Influence Of Discipline On Employee Performance

Discipline is a person's ability to follow established rules, rules, or procedures consistently and diligently (Trochymiak, 2020). With employee discipline, it can have an impact on employee performance, this is based on several studies that have been conducted by Harsono (2023) that work discipline has a positive and significant influence on employee performance. Other research results by Aeni and Kuswanto (2021); Alhempri et al. (2023); Burhanuddin et al. (2023) also said that employee discipline can affect the performance of employees. Based on this, it can be suspected that there is a direct influence of discipline on employee performance.

There is a Direct Influence Of Integrity On Employee Performance

Integrity as a quality or characteristic of a person that reflects an overall attitude, both honesty, and consistency in their actions, values, principles, and communication (Shabir and Muazzam, 2024). With integrity, it can have an impact on employee performance, as the results of research Jayanti and Syamsir (2020); Saragi et al. (2023) shows that employee integrity has a significant influence on employee performance, then research by Rosmi and Syamsir (2020) Shows the positive and significant influence of integrity on employee performance in the digital era. Based on this, it can be suspected that there is a direct influence of integrity on employee performance.

There is a Direct Influence Of Organizational Culture On Employee Performance

Organizational culture refers to the patterns of behavior, values, beliefs, and norms espoused and practiced by the members of an organization that include the way the organization interacts, decision making, communication, as well as how those values are reflected in daily actions (Lolowang et al. 2019). With the existence of organizational culture, it can have an impact on employee performance, this is evidenced by several studies such as Elifneh and Embilo (2023) which shows that there is a positive and significant relationship between organizational culture and employee performance. Other research by Mafrudoh

(2023) which shows that organizational culture has a significant impact on employee performance. Organizations with positive cultures tend to have higher levels of performance because they create a motivating, engaged, and productive work environment for employees, research by Opoku et al. (2022) that a strong organizational culture has a significant impact on employee performance. Based on this, it can be suspected that there is a direct influence of organizational culture on employee performance.

There is a Direct Influence Of Employee Empowerment On Employee Performance

Employee empowerment is a managerial practice that gives employees freedom, autonomy, and responsibility to make decisions related to their work (Yamoah and Afful, 2019). With employee empowerment, it can have an impact on employee performance, as the results of research conducted by Adnan et al. (2021; Hasan and Sankar (2019) that there is a positive relationship between employee empowerment and employee performance. Then, research by Sequeira et al. (2023) that employee empowerment has a significant influence on employee performance. Based on this, it can be suspected that there is a direct influence of employee empowerment on employee performance.

There is An Indirect Influence Of Competence On Employee Performance Through Organizational Culture

Competencies are technical and non-technical abilities necessary to succeed in a job or activity. These include theoretical understanding, practical expertise, the ability to apply knowledge in real situations, as well as professional attitudes and behaviors (Silitonga and Safaria, 2023). Then, organizational culture is a pattern of beliefs and values that are understood, inspired, and practiced by members of the organization so that the pattern gives its own meaning to the organization concerned and becomes the basis for rules of behavior (Setiono and Hidayat, 2022).

Several studies that have been described in the previous research framework have proven that there is a relationship and influence between competence on employee performance, as well as organizational culture on employee performance. However, there has been no research that reveals that organizational culture is a mediating variable between employee competence and performance. Therefore, researchers will use organizational culture as a mediating variable in this study, so it can be suspected that there is an indirect influence of competence on employee performance through organizational culture.

There is An Indirect Influence Of Discipline On Employee Performance Through Organizational Culture

Discipline is a person's ability to follow rules, rules, and norms that apply consistently (Afifah and Ansori, 2018). Then, organizational culture is the unique identity of an organization and can affect the performance, motivation, and job satisfaction of organizational members (Mulugeta, 2020). Several studies that have been described in the previous research framework have proven that there is a relationship and influence between discipline on employee performance, as well as organizational culture on employee performance. However, there has been no research that reveals that organizational culture is a mediating variable between discipline and employee performance. Therefore, researchers will use organizational culture as a mediating variable in this study, so it can be suspected that there is an indirect influence of discipline on employee performance through organizational culture.

There is An Indirect Influence Of Integrity On Employee Performance Through Organizational Culture

Integrity is a quality, character, or condition that indicates complete unity: honesty, hard work, and adequate competence (Khusnah and Soewarno, 2022). Then, organizational culture is defined as a set of values, norms, beliefs, attitudes, and behaviors that are embraced and practiced by the members of the organization (Kuswati, 2020; Triyanto, Hoesin and Subagja, 2021). Based on several studies that have been outlined in the previous research framework, it has been proven that there is a relationship and influence between integrity on employee performance, as well as organizational culture on employee performance. However, there has been no research that reveals that organizational culture is a mediating variable between integrity and employee performance. Therefore, researchers will use organizational culture as a mediating variable in this study, so it can be suspected that there is an indirect influence of integrity on employee performance through organizational culture.

There is An Indirect Influence Of Competence On Employee Performance Through Employee Empowerment

Competence is the ability and skill that a person has in carrying out work or tasks in certain fields in accordance with the position held (Serli *et al.*, 2023). Employee empowerment is to provide opportunities, authority, and support to employees to take initiative and responsibility in performing management functions according to the scale that suits their responsibilities, both individually and in groups (Sequeira, Kellen and Soaresc, 2023). From several studies that have been described in the previous research framework, it has been proven that there is a relationship and influence between competence on employee performance, as well as employee empowerment on employee performance. However, there has been no research that reveals that employee empowerment is a mediating variable between employee competence and performance. Therefore, researchers will use employee empowerment as a mediating variable in this study, so it can be suspected that there is an indirect influence of competence on employee performance through employee empowerment.

There is An Indirect Influence Of Discipline On Employee Performance Through Employee Empowerment

Discipline refers to obedience and compliance with rules, norms, and rules that apply in a work environment or organization without coercion from external parties (Karjuni *et al.*, 2022). Then, employee empowerment is to provide opportunities, authority, and support to employees to take initiative and responsibility in performing management functions according to a scale that suits their responsibilities, both individually and in groups (Sequeira, Kellen and Soaresc, 2023). Based on several studies that have been described in the previous research framework, it has been proven that there is a relationship and influence between discipline on employee performance, as well as employee empowerment on employee performance. However, there has been no research that reveals that employee empowerment is a mediating variable between discipline and employee performance. Therefore, researchers will use employee empowerment as a mediating variable in this study, so it can be suspected that there is an indirect influence of discipline on employee performance through employee empowerment.

There is An Indirect Influence Of Integrity On Employee Performance Through Employee Empowerment

Integrity is honesty, adherence to moral and ethical standards, consistency between words and actions, as well as a commitment to adhere to the values accepted by an individual or organization. Individuals who have integrity are considered to have strong principles, act in accordance with correct values, and be consistent in their behavior without any tendency to violate those principles (Ogbeibu *et al.* 2020). Then, employee empowerment is the process by which organizations give power and responsibility to employees so that they can take

initiative, make decisions, and act independently within their scope of work (Al-Sabi et al. 2023). From several studies that have been described in the previous research framework, it has been proven that there is a relationship and influence between integrity on employee performance, as well as employee empowerment on employee performance. However, there has been no research that reveals that employee empowerment is a mediating variable between employee integrity and performance. Therefore, researchers will use employee empowerment as a mediating variable in this study, so it can be suspected that there is an indirect influence of integrity on employee performance through employee empowerment.

CONCLUSION

Based on research, it can be concluded that there is a positive influence and relationship between employee competence, discipline, and integrity with employee performance. In addition, organizational culture and employee empowerment also play an important role as mediating variables in influencing employee performance. The recommendations for future research based on these findings are:

1. Conduct further research to understand in depth how organizational culture can mediate between employee competence, discipline, and integrity and employee performance.
2. Research more about concrete strategies that can be used by organizations to improve employee competence, discipline, and integrity, as well as how employee empowerment can be improved to support their performance.
3. Identify other factors that might influence the relationship between independent variables (competence, discipline, integrity) and mediating variables (organizational culture, employee empowerment) and employee performance, such as external environmental factors or individual psychological factors.

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