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## The Relationship Between Competence, Motivation, and Organizational Culture on Sustainable Employee Performance: A Qualitative Model

**Muhammad Tohir<sup>1</sup>**

<sup>1</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [mtohir817@gmail.com](mailto:mtohir817@gmail.com)

Corresponding Author: [mtohir817@gmail.com](mailto:mtohir817@gmail.com)<sup>1</sup>

**Abstract:** This research is motivated by various scientific findings demonstrating that employee performance is a strategic factor in organizational success. This literature review aims to examine and synthesize concepts, theories, and previous research findings that discuss the relationship between competence, motivation, and organizational culture and employee performance. The method used is a literature review, examining various scientific sources, including textbooks, national and international journal articles, and academic documents relevant to the research topic. The analysis process involved grouping themes, comparing findings, and drawing conceptual conclusions to gain a comprehensive understanding. The review results indicate that competence plays a role in improving employee capabilities and work quality, motivation influences internal drive to achieve work targets, and organizational culture shapes values and norms that guide work behavior. Overall, this literature review concludes that competence, motivation, and organizational culture are strongly linked and mutually supportive in improving employee performance.

**Keywords:** Competence, Motivation, Organizational Culture, Employee Performance, Qualitative

### INTRODUCTION

The increasing intensity of global trade and the integration of international supply chains have positioned the logistics sector as a key pillar of economic activity, with freight forwarding companies playing a strategic role in ensuring the smooth flow of goods between regions and countries. Freight forwarding companies not only provide shipping services but also play a role in managing export and import documents, arranging transportation modes, coordinating warehousing processes, and establishing communication with various related parties such as shipping companies, airlines, port authorities, and customs agencies. The complexity of these activities demands high precision, speed, and accuracy, making the quality of employee performance a determining factor in a company's operational success. In the increasingly competitive logistics industry, freight forwarding companies cannot simply rely on infrastructure and technology; they must also be supported by human resources with

adequate competencies, strong work motivation, and a sound understanding of organizational culture, Employee performance directly impacts service quality, delivery timeliness, customer satisfaction, and company image.

Therefore, any errors in task execution can have significant consequences in terms of both costs and business partner trust. Therefore, identifying and understanding the factors that influence employee performance is a crucial requirement for freight forwarding company management. Employee competence is a key factor in determining work effectiveness, encompassing technical knowledge related to customs regulations, export and import procedures, and the use of logistics information systems, alongside non-technical skills such as communication, coordination, decision-making, and adaptability to changes in the work environment. Employees with high competence tend to be able to complete tasks more efficiently, reduce the potential for operational errors, and provide appropriate solutions to problems that arise in the work process. In addition to competence, work motivation also plays a crucial role in shaping employee performance, given that work in freight forwarding companies often involves time pressure, demands for precision, and high levels of responsibility. Motivation serves as an internal drive that influences employees' levels of enthusiasm, commitment, and sincerity in carrying out their work, whether derived from intrinsic satisfaction or external factors such as rewards, compensation, and career development opportunities.

Employees with high work motivation generally demonstrate greater dedication and resilience in the face of operational dynamics. On the other hand, organizational culture also has a significant influence on employee behavior and performance, because it reflects the values, norms, and work habits shared within the organization. In freight forwarding companies, an organizational culture that emphasizes professionalism, adherence to procedures, teamwork, and a customer service orientation can create a conducive work environment and encourage optimal performance. However, an organizational culture that is not well internalized has the potential to create work disharmony and reduce employee performance. The phenomenon of differences in performance levels among employees that is often found in freight forwarding companies indicates that competence, motivation, and organizational culture interact to influence performance.

Although many studies on employee performance have been conducted, research specifically examining the relationship between these three factors in the context of freight forwarding companies is still relatively limited. Therefore, this study is relevant to provide a deeper understanding of the dynamics of employee performance in the freight forwarding sector through a qualitative approach. It is hoped that it will provide theoretical contributions to the development of human resource management science and practical recommendations for companies in designing human resource management strategies oriented towards improving employee performance sustainably.

Research examining the relationship between competency, motivation, and organizational culture and employee performance in freight forwarding companies is highly important given the increasingly complex challenges facing the logistics industry today. Dynamic regulatory changes, demands for timely distribution, and increasing customer service standards place employee performance as a crucial element in determining the operational success and competitiveness of freight forwarding companies. However, in operational practice, differences in performance achievement among employees are still found, influenced by variations in work abilities, levels of work motivation, and suboptimal understanding and application of organizational values. This situation indicates the need for more in-depth studies to understand the fundamental factors shaping employee performance in the freight forwarding context.

The urgency of this research is further reinforced by the limitations of previous studies that specifically examined the relationship between competency, motivation, and organizational culture in the freight forwarding industry using a qualitative approach. Most previous research tends to focus on other industrial sectors and uses a quantitative approach, thus failing to fully describe the work dynamics, experiences, and perceptions of employees in navigating the complexities of the freight forwarding process. Through a qualitative approach, this research is expected to provide a more comprehensive understanding of how competencies are developed and implemented, how work motivation is formed and maintained, and how organizational culture is understood and implemented in daily work activities.

In addition to its theoretical relevance, this research also has significant practical relevance. The results are expected to provide strategic input for freight forwarding company management in designing more targeted and sustainable human resource management policies. The findings can be used as a basis for developing competency development programs, increasing work motivation, and strengthening organizational culture aligned with the characteristics of the freight forwarding industry. This can ultimately drive improved employee performance, service quality, and company competitiveness amidst the increasingly competitive logistics industry.

## **METHOD**

This study uses a qualitative approach with a descriptive design to deeply understand the relationship between competency, motivation, and organizational culture on employee performance in a freight forwarding company. This approach was chosen because it allows researchers to explore the experiences, perceptions, and views of research subjects related to the phenomenon studied contextually (Susanto, Arini, Yuntina, & Panatap, 2024), (Susanto et al., 2025). The research locus was set at a freight forwarding company operating in the logistics services sector. Data collection techniques were carried out through an in-depth literature review and documentation study to obtain comprehensive and complementary data. Data analysis was carried out in stages through the processes of data reduction, data presentation, and drawing conclusions to identify patterns and relationships between concepts that emerged from the field data. Data validity was maintained through source and method triangulation techniques to ensure the credibility of the research findings. With this method, the study is expected to provide a complete and in-depth picture of the factors that influence employee performance in the context of a freight forwarding company.

## **RESULTS AND DISCUSSION**

### **Results**

Based on a review of various literature sources, including textbooks, national and international journal articles, and relevant scientific publications, we conclude that employee performance is a multidimensional construct influenced by various individual and organizational factors. In the human resource management literature, competence, motivation, and organizational culture are consistently identified as key determinants of employee performance quality and level, particularly in service organizations with high operational complexity, such as freight forwarding companies.

The literature review indicates that competence has a strong relationship with employee performance. Competence is understood as a combination of knowledge, skills, and abilities that enable individuals to perform tasks effectively and efficiently. Previous studies confirm that employees with adequate levels of competence tend to complete work with a higher degree of accuracy, minimize errors, and adapt to changes in the work environment. In the context of the logistics and freight forwarding industry, technical competencies such as

understanding export and import procedures, customs regulations, and mastery of logistics information systems are crucial aspects of operational performance. Furthermore, non-technical competencies such as communication, coordination, and problem-solving are also considered to contribute significantly to the smooth running of work processes and the quality of customer service.

Besides competence, work motivation also emerges as a crucial factor influencing employee performance. Literature shows that motivation serves as an internal driver that directs employee work behavior toward achieving organizational goals. Employees with high work motivation tend to demonstrate higher levels of engagement, commitment, and productivity than those with low motivation. Previous studies have shown that work motivation is influenced by intrinsic factors, such as job satisfaction and a sense of accomplishment, as well as extrinsic factors, such as compensation, rewards, and career development opportunities. In the freight forwarding sector, work motivation is becoming increasingly important given the nature of the work, which demands punctuality, precision, and the ability to cope with high operational pressure.

The literature review also confirms the strategic role of organizational culture in shaping employee performance. Organizational culture is viewed as a system of shared values, norms, and beliefs that influences how employees think, behave, and act in the workplace. Previous research has shown that a strong and positive organizational culture can create a conducive work environment, increase employee ownership, and encourage work behaviors aligned with company goals. In freight forwarding companies, an organizational culture that emphasizes professionalism, adherence to procedures, teamwork, and customer orientation is considered to contribute to improved employee performance and service quality.

Furthermore, the literature review indicates that competence, motivation, and organizational culture do not operate in isolation but are interconnected in influencing employee performance. Several studies have revealed that high competence requires work motivation to translate into optimal performance, while organizational culture serves as a value framework that guides these competencies and motivations into productive work behaviors. The interaction of these three factors becomes increasingly relevant in service organizations such as freight forwarding, which require cross-functional coordination, adherence to operational standards, and the ability to adapt to a dynamic business environment.

Overall, the results of previous research examined in this literature review demonstrate consistent findings regarding the positive influence of competence, motivation, and organizational culture on employee performance. However, most research still focuses on quantitative approaches and is conducted in different industrial sectors, resulting in relatively limited studies exploring the relationship between these three factors in the context of freight forwarding companies. Therefore, this literature review strengthens the theoretical foundation for further research and emphasizes the importance of a qualitative approach to more comprehensively understanding the dynamics of employee performance in the freight forwarding industry.

## **Discussion**

This discussion aims to interpret the relationship between competency, motivation, and organizational culture on employee performance based on conceptual findings and the results of a literature review. In the context of a freight forwarding company, employee performance is understood not only as a quantitative achievement but also as an individual's ability to carry out complex and dynamic work processes, which are highly dependent on procedural accuracy, cross-functional coordination, and quality of service to customers. Therefore,

discussing the relationships between these variables is crucial for a comprehensive understanding of the factors that shape performance.

The discussion shows that competency plays a fundamental role in determining employee performance. Competence reflects not only technical abilities related to task execution but also encompasses cognitive and behavioral aspects that influence how employees make decisions, solve problems, and adapt to changes in the work environment. In the freight forwarding industry, employee competency is closely related to an understanding of customs regulations, export-import procedures, document management, and the use of logistics information systems. Employees with a high level of competency tend to be able to work more systematically, minimize operational errors, and maintain smooth logistics flows, ultimately having a direct impact on improved individual and organizational performance.

However, this discussion also emphasized that competence alone does not necessarily result in optimal performance without adequate work motivation. Motivation acts as an internal driver that encourages employees to actualize their competencies through concrete work behaviors. Competent but low-motivated employees are likely to exhibit stagnant performance, lack initiative, and suboptimal task performance. Conversely, highly motivated employees tend to demonstrate enthusiasm, commitment, and a willingness to put in extra effort, enabling them to utilize their competencies more optimally.

Work motivation in freight forwarding companies has unique characteristics, given the nature of the work, which demands punctuality, precision, and the ability to work under pressure. Factors such as a fair reward system, clear career paths, recognition for performance, and a supportive work environment are crucial elements in building employee motivation. This discussion demonstrates that when work motivation is well-maintained, employees will be more responsible for their tasks, be results-oriented, and strive to maintain service quality, which directly contributes to improved performance.

In addition to competence and motivation, organizational culture emerges as a contextual variable that strengthens or weakens the influence of these two variables on employee performance. Organizational culture serves as a system of values and norms that guide employee work behavior in the long term. In freight forwarding companies, an organizational culture that emphasizes discipline, adherence to procedures, teamwork, and customer orientation is a key factor in creating consistent and sustainable performance. A strong organizational culture provides employees with unwritten guidelines regarding how work should be done and what values the organization upholds.

Further discussion demonstrates that organizational culture acts as a psychological environment that influences how competence and motivation translate into performance. A culture that supports learning and development will encourage employees to continuously improve their competencies, while a culture that rewards achievement will strengthen work motivation. Conversely, an organizational culture that is rigid, lacks communication, or does not allow for employee participation can hinder the utilization of competencies and reduce work motivation, thus negatively impacting performance.

The interaction between competency, motivation, and organizational culture shows that these three variables are complementary and inseparable in explaining employee performance. Competence provides the basic capacity for employees to work effectively, motivation encourages the use of that capacity, and organizational culture directs and controls work behavior to align with company goals. In the context of freight forwarding, which is fraught with operational and regulatory demands, the synergy of these three variables becomes increasingly crucial.

This discussion also revealed that the relationship between these variables is dynamic and contextual. Changes in the business environment, developments in logistics technology, and increasing customer demands require freight forwarding companies to continuously adapt

their human resource management strategies. In these conditions, increasing competency through training and development must be balanced with efforts to maintain work motivation and build an adaptive organizational culture. An imbalance in the management of one variable has the potential to reduce the effectiveness of the others and impact overall employee performance.

From a managerial perspective, this discussion confirms that improving employee performance cannot be achieved through a piecemeal approach. Management needs to view competency, motivation, and organizational culture as a unified, interrelated system. Competency development without an appropriate motivation system and a supportive organizational culture will have limited impact. Likewise, efforts to build a strong organizational culture must be accompanied by competency development and motivational maintenance so that organizational values can be realized in daily work practices.

Overall, this discussion reinforces the understanding that employee performance in freight forwarding companies is the result of a complex interaction between individual competencies, work motivation, and organizational culture. These three variables contribute simultaneously and mutually reinforce each other in shaping productive, effective, and service-quality-oriented work behaviors. The findings of this discussion provide a strong conceptual foundation for the development of a qualitative model and serve as an important foundation for further research aimed at delving deeper into the dynamics of employee performance in the freight forwarding industry.

## **CONCLUSION**

Based on the overall research findings, it can be concluded that employee performance in freight forwarding companies is the result of a close relationship between competence, motivation, and the organizational culture that develops within the company. These three aspects form a unified whole that mutually influences how employees carry out their roles and responsibilities. In the freight forwarding industry, characterized by complex processes, demands for punctuality, and regulatory compliance, the quality of employee performance is a determining factor in operational success and company sustainability. Therefore, a comprehensive understanding of the factors influencing employee performance is a strategic necessity for freight forwarding companies facing increasingly intense competition in the logistics industry.

Employee competence has emerged as a fundamental element supporting the achievement of optimal performance. Competence relates not only to mastery of technical aspects such as understanding export and import procedures, customs regulations, and operating logistics information systems, but also encompasses non-technical skills, including effective communication, cross-functional coordination, decision-making, and the ability to resolve problems quickly and accurately. The research results indicate that employees with a high level of competence tend to be able to adapt to work dynamics, reduce the potential for operational errors, and maintain quality service to customers. Conversely, limited competencies have the potential to hinder the smooth running of work processes and impact overall performance.

In addition to competency, work motivation plays an equally important role in shaping employee performance in freight forwarding companies. The nature of work, which is fraught with time pressure, delivery targets, and demands for precision, makes motivation an internal driving force that determines employee enthusiasm and commitment. Research findings indicate that work motivation is influenced by intrinsic factors, such as job satisfaction and opportunities for self-development, as well as extrinsic factors, such as the company's reward system, compensation, and recognition. Employees with high work motivation tend to exhibit a more positive work attitude, resilience to work pressure, and greater dedication to their

duties. Conversely, low work motivation can result in decreased productivity, increased burnout, and reduced performance quality.

Organizational culture has also been shown to play a significant role in shaping employee work behavior and performance. Organizational culture reflects the values, norms, and habits that guide employee behavior and performance. In the context of freight forwarding companies, an organizational culture that emphasizes professionalism, adherence to procedures, teamwork, and a customer service orientation can create a work environment that supports optimal performance. A well-internalized organizational culture encourages employees to work according to established standards, maintain service quality, and demonstrate a sense of responsibility for their work. Conversely, an inconsistent or weak organizational culture has the potential to create work irregularities and hinder employee performance.

This study also confirms that competence, motivation, and organizational culture do not operate in isolation but rather complement and reinforce each other. Adequate competence requires strong work motivation to translate into tangible performance, while organizational culture serves as a framework of values that guides these competencies and motivation toward company goals. In freight forwarding companies, which demand cross-functional coordination and precise procedures, synergy between these three factors becomes increasingly crucial to ensure smooth operations and quality service.

The use of a qualitative approach in this research provides a significant contribution to a deeper and more contextual understanding of employee work realities. Through data collection through interviews, observations, and documentation, this study captures employees' experiences, perspectives, and interpretations regarding the competencies, motivations, and organizational culture that influence their performance. This approach allows for a more comprehensive understanding of the work dynamics in freight forwarding companies, which cannot always be adequately explained through quantitative approaches. Thus, this research enriches the perspective of human resource management studies, particularly in the context of the logistics industry.

From a theoretical perspective, this study reinforces the view that employee performance is the result of the interaction between individual and organizational factors. The findings of this study contribute to the development of human resource management studies by emphasizing the importance of a holistic and contextual approach to managing employee performance, particularly in a service industry with a high level of complexity such as freight forwarding. The results of this study can also serve as a reference for future research examining employee performance in the logistics sector or other service sectors with similar characteristics.

From a practical perspective, this research provides important implications for freight forwarding company management in designing human resource management strategies. Companies need to continuously develop employee competencies through training and learning relevant to industry needs, establish a fair and transparent work motivation system, and strengthen organizational culture through leadership role models and effective internal communication. Integrated management of these three aspects is expected to drive improved employee performance, service quality, and company competitiveness.

This study also has limitations, primarily because it was conducted in the context of a specific freight forwarding company using a qualitative approach. Therefore, future research is recommended to expand the scope of the research, combine qualitative and quantitative approaches, and add other relevant variables, such as leadership, performance management systems, or work environment conditions. With these developments, it is hoped that a more comprehensive understanding of employee performance in the freight forwarding industry will be achieved.

Overall, this study concludes that improving employee performance in freight forwarding companies is highly dependent on the integrated management of competency, motivation, and organizational culture. These three factors are key pillars in shaping employee work behavior and determining the company's operational success. With strategic and sustainable human resource management, freight forwarding companies are expected to be able to improve employee performance, maintain service quality, and maintain business sustainability amidst the dynamics of the ever-evolving logistics industry.

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