

The Influence of Human Resource Management Strategy and Competence on Employee Performance with the Mediation of Work Motivation, Organizational Commitment and Work Culture (Study at the Official of Management of Communication and Information Technology of Papua Province)

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ABSTRACT. *The objective of research is to examine and to explain the influence of human resource management strategy and competence on employee performance with the mediation of work motivation, organizational commitment and work culture at The Official of Management of Communication and Information Technology of Papua Province. Research design is using survey method, and data are collected through questionnaire. The sample includes 90 persons or all employees at The Official of Management of Communication and Information Technology (PTIK). Analysis method for hypothesis testing is Generalized Structured Component Analysis (GSCA). Result of research indicates that the practice of human resource management strategy is influential significantly to employee performance through mediation of work motivation and work culture, and therefore, the direct influence on employee performance is not significant. Moreover, competence is influential significantly to employee performance through the mediation of work motivation and organizational commitment, and thus, the direct influence on employee performance is also non-significant. Higher performance at PTIK Official is greatly influenced by proper recruitment, continuous training and development, strong performance appraisal, suitable employee empowerment, and the flexibility of work arrangement, training-education program or other kinds such that the employee can improve knowledge, skill or attitude. The originality of this research can prove the integration model of relationship between human resource management strategy and competence on employee performance with the mediation of work motivation, organizational commitment, and work culture.*

Keywords: *Human Resource Management Strategy, Competence, Work Motivation, and Employee Performance*

I. INTRODUCTION

The issue of governmental officer resource is strongly highlighted by the community because the performance of governmental officer still fails to show their high capability and there is a lacking of professionalism which causes lower trust on them. Many bureaucratic abuses are evident due to the lower performance of governmental officer resource and also because of the incompatibility between motivation and placement of employee and their competence. All these problems acquire their root from job requirement stated in Government Regulation (PP) No.100/2000 which only emphasizes administrative requirements, such as job rank, Rank Order List (DUK) and Employee Achievement Appraisal List (DP3).

These unfavorable phenomena are always obvious in governmental organization, especially when the delivery of service expected by the community is not yet improved. Problems related to governmental general administration, governmental officer empowerment, and local autonomy are also given great attention such as:

- lacking of optimum implementation of the analysis over employee demand and job rank whereas the result of analysis will be used as the base for the decision of appointment, promotion, mutation, rotation, and productivity;
- lower quality of local government officer either in their competence or specialization in exploiting local potential and local challenge;
- the configuration of government organization structure that is not reflecting the fulfillment of governmental functions in effective and efficient ways (MRP, legislative and executive);
- poor communication culture in the government in such way that the government fails to solve the deadlock in governmental service and/or service delivery to the community; and
- the restructuring of governmental organization in Papua Province that is not supported by the presence of performance standard/SPM and *Standard Operating Procedure*, and is not considering the spirit of development in the era of specific autonomy.

Theoretical review used as the base in explaining the relationship of variables comprises of theoretical bases concerning with human resource management (HRM) and work behavior. Flippo (1984) defines HRM as the planning, organizing, directing and controlling of workforce, development, compensation, integration, maintenance and termination of HR work relationship in order to achieve the goals of individual, organization and community. Dressler (2004) explains that HRM is a process to obtain, to train, to assess and to compensate employee, to attend employee's work relationship, health, security and justice issue.

Behavior theory is proposed by Triandis (1971) stating that behavior is determined by attitude, social norms and habit. Work behavior is related to individual activity to achieve organizational goal. Robbins (2003) has explained how to determine the cause or motive of behavior, which the cause may be either internal which is still under individual self-control, or external that emanates from outside such has a forced behavior due to urgent situation. Theoretical base that explains the relationship of HRM strategy with work motivation, work culture, and employee performance is suggested by Amstrong (2003) in a book titled "*The Art of HRM : Strategic Management*" which states that there is a relationship between HRM strategy practice and performance. Malthis & Jackson (2001) further declare that a main focus of HRM strategy is to give a necessary contribution to the success of organization. Dressler (2004) and David (2009) have asserted that there is a strong relationship between HRM strategy and work motivation, work culture and employee performance. Moreover, the relationship of competence with work culture, organizational commitment and employee performance is also found.

Spencer et al. (1993) have noted that knowledge, skill and ability factors are necessary to support the improvement of employee performance. Drejer (2001) explains that not all personal aspects of an employee are considered as competence, but the competence covers only personal aspects that support the employee (work culture) to achieve their superior performance. Therefore, competence is a fundamental characteristic connected with the increase of organizational commitment and performance, as said by Mathis & Jackson (2001).

II. CONCEPTUAL FRAMEWORK OF RESEARCH

Research is aimed to understand the influence between variables that refer to HRM theory and organizational behavior. The increase of employee performance, either from universal perspective and contingency perspective, is influenced by several factors such as HRM strategy, work competence, work motivation, organizational commitment and work culture. Contingency perspective has determined that the relationship between relevant independent and dependent variables is always different at the different level of critical contingency. Therefore, the testing of mediation role is always referring to contingency theory (Thompson, 1967) which states that any theories or methods can be applied in any conditions. Therefore, there is no the best single way to design the organization because the process must involve universal and contingency theories. The best approach to improve organizational performance is when the performance can be understood through universal and contingency measures or through the configuration of independent elements of both measures.

Employee performance improvement represents the achievement of certain work or task. Performance is an expression of the intervention into knowledge, skill and ability in order to increase the tangible and measurable productivity. The measurement of employee performance in this research involves five indicators such as (1) work quantity, (2) work quality, (3) dependability, (4) accountability to the work, and (5) punctuality in finishing the work. These indicators are adopted from Mahmudi's Theory (2007).

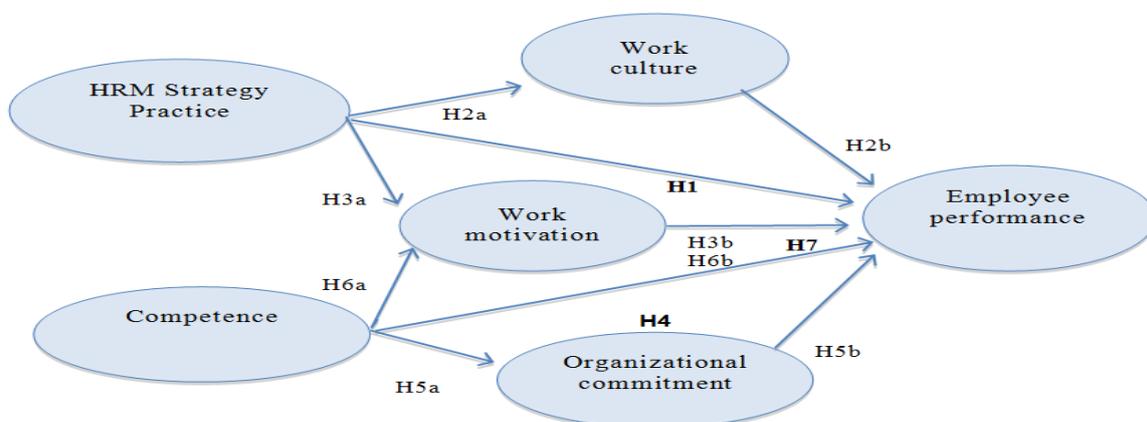
This research attempts to explain HRM Strategy in universal, contingency and configuration perspectives. Each perspective considers HRM Strategy as work conception while employee performance is perceived as outcome. Previous researches conducted by Sinikka & Eleni (2013), Tamer & Satwinder (2013), Anastasia (2012), and Beatrice (2010) have suggested two perspectives, mainly universal and contingency. The measurement of HRM strategy practice in this research applies five indicators such as (1) *recruitment*, (2) *training and development*, (3) *performance appraisal*, (4) *empowerment*, and (5) *flexible work arrangements* adopted from the theories proposed by Dressler (2004), Amstrong (2003) and David (2009) and based on previous researches carried on by Sinikka & Eleni (2013), Tamer & Satwinder (2013), Ilona & Ruta (2012), Shanthi Nadarajaha et al. (2012), Intan Osman et al. (2011), Paul Buller & Glenn (2012), Unnikammu et al. (2011), Ajit Kumar et al. (2011), Beatrice Dimba (2010), and Anastasia & Budhwar (2010).

Competence is also a key factor to improve employee performance. The measurement of competence is using the indicators adopted from theories suggested by Spencer (1993), Mathis & Jackson (2001), Amstrong (2003), Prayitno (2003) and also based on the result of researches by Patricia Klarner et al. (2013), Ashly Pinnington, (2011), Rabaayah Daud, et al., (2010), Riza Fitri (2008), Rusman Efendi (2006), Laras (2006), and Wahjuningsih (2003). The indicators include: (1) *knowledge*, (2) *skill* and (3) *attitude*. Work motivation of the employee is understood by McClelland's Achievement Motivation Theory. The measurement of work motivation can be elaborated through: (1) *motive*; (2) *expectancy* and (3) *incentive*. These measuring indicators are adopted from theories proposed by Sihotang (2007), Kreitner & Kinicki (2005) and Robins (2003) and also from previous researches by Tony Listianto (2005), Pınar Güngör (2011), Keumala & Indra Caniago (2012), and Azin T & Reihane (2013).

Previous researches that measure the indicators of organizational commitment have a mixed result due to the diversity of measurement. This gap shall be then further examined and reviewed from different perspective and objective. Organizational commitment is measured through indicators such as (1) affective commitment, (2) continuance commitment, and (3) normative commitment. These indicators are adopted from theories suggested by Meyer & Allen (1991) quoted by Amstrong (2003), Robbins (2003) and Dressler (2004), and also from previous researches by Christoph Nohe et al. (2013), Alexander Ellinger et al. (2013), Cemal Zehir et al. (2012), Nele & Hans (2011), Hariyanti & Dwi Handayani (2011), Tamzil Yusuf (2011), Diana Sulianti (2009), Lee & Kamarul (2009), and Anto Triyono (2009). The indicators used to measure work culture involve: (1) initiative, (2) discipline, (3) responsive, and (4) autonomy. These indicators are adopted from theories proposed by Hofstede & Bond (1988), Robbins (2003), Amstrong (2003), and Luthans (2003) and from previous researches by Cevahir Uz Kurt et al. (2013), Patrick J. Murphy et al. (2013), Nihan & Seda (2013), Herbert Nold (2012), Shu-Mei Tseng (2010), Heru Februanto (2010), Lee & Kamarul (2009), Anto Triyono (2009), and Kim and Kelvin (2004).

Theoretical and empirical reviews have shown that research concept is supported. Several factors are influencing employee performance such as HRM strategy, competence, work motivation, organizational commitment, and work culture. Conceptually, the relationship between research variables is described as following:

Figure 1
The Model of Conceptual Framework of Research



Source : Data are processed, 2014

Note:

- H1 : Jiang et al. (2012); Beatrice Dimba (2010); Harry et al. (2011), Beatrice & Peter (2009).
H2a : Antonio & Miguel (2013); Beatrice & Peter (2009); Paul & Glenn (2012).

H2b : Sinikka & Eleni (2013); Tamer & Satwinder (2013); Ilona & Ruta (2012); Shanthi Nadarajaha et al. (2012); Anastasia (2012); Intan Osman et al. (2011); Unnikammu et al. (2011); Ajit Kumar et al. (2011); and Beatrice Dimba (2010).
H3a : Frédéric Guay et al. (2013); Zijada Rahimića et al. (2012), Faridahwati & Nirachon (2012).
H3b : Mindy Bergman et al. (2013); Ainhoa & Imanol (2012); Alexandra & Christian (2012); and Laras (2006).
H4 : Patricia et al. (2013); Ashly (2011); Rabaayah Daud et al., (2010); Fitri (2008); Rusman (2006); Laras (2006); Wahjuningsih (2003).
H5a : Azin T. & Reihane (2013); Amin & Abu Bakar (2012); Kaifeng & Jiang et al. (2012).
H5b : Keumala dan Indra (2012); Pınar Güngör (2011); Tamzil Yusuf (2011); Beatrice Dimba (2010); and Tony Listianto (2005).
H6a : Cevahir Uz Kurt et al. (2013); Patrick J. Murphy et al. (2013); Nihan and Seda Birinci (2013); Herbert Nold (2012).

H6b : Shu-Mei Tseng (2010); Heru Februanto (2010); Lee & Kamarul (2009); Anto (2009); Kim & Kelvin (2004).
H7 : Christoph et al. (2013); Alexander et al. (2013); Cemal Zehir et al. (2012); Nele & Hans (2011); Tamzil Yusuf (2011); Lee & Kamarul (2009); Anto T. (2009); and Ari Husnawati (2006).

III. RESEARCH HYPOTHESES

Pursuant to previous theoretical and empirical reviews, and also based on currently arranged research concept, the author is attempting to investigate the organization of company or governmental institution to verify that human resource management strategy and competence can improve employee performance either directly or mediated by work motivation, organizational commitment and work culture. By taking this into account, research proposes several hypotheses as following.

3.1. The influence of HRM strategy on work motivation, work culture and employee performance

A theory that is used to explain HRM strategy is *Strategic Human Resource Management Theory* (SHRM). David (2009) and Dressler (2004) have discovered a strong relationship between the implementation of HRM strategy and work motivation, work culture and employee performance. Armstrong (2003), by the book titled "*The Art of HRM: Strategic Management*", has also found a relationship between HRM strategy practice and performance. Malthis & Jackson (2001) suggest that HRM strategy is mainly focused on how to contribute organizational success. Referring to theories above, the supporters to the empirical review that underlies the examination of the influence of HRM strategy on work motivation, work culture and employee performance are described as following.

First, HRM strategy is influential positively and significantly to work motivation. It is supported by Kaifeng Jiang et al. (2012), Beatrice Dimba (2010), Harry Buren et al. (2011), and Beatrice & Peter (2009). *Second*, HRM strategy is influential positively and significantly to work culture. It is reflected by the presence of values oriented toward people and ethical behavior. The supporters include Antonio & Miguel (2013), Beatrice & Peter (2009), and Paul Buller & Glenn (2012). *Third*, HRM strategy is influential positively and significantly to organizational performance. It is supported by Sinikka & Eleni (2013), Tamer & Satwinder (2013), Ilona & Ruta (2012), Shanthi et al. (2012), Intan Osman et al. (2011), Paul Buller & Glenn (2012), Unnikammu et al. (2011), Ajit Kumar et al. (2011), Beatrice Dimba (2010), Anastasia & Budhwar (2010), Daniel & Micaela (2009), Beatrice & Peter (2009), Dan-Shang & Chi-Lih (2008), and Mohinder & Anastasia (2007). Several gaps are still found in researches of Anastasia (2012) and Wan-Jing & Huang (2005) that the policy of HRM strategy practice is influential not significantly to organizational performance.

There is a relationship between work culture and employee performance. Theoretically, Hofstede & Bond (1988), Robbins (2003) and Armstrong (2003) have found a strong relationship between work culture and employee performance. The important key to obtain the expected work culture is to help the employee to actualize themselves in order to achieve what they can attain or perform (Garry Dressler, 2004). The support to the empirical review that underlies the examination of the influence of work culture to improve employee performance is given by Cevahir Uzkurt et al. (2013) who have found that higher work culture can improve employee performance significantly. This finding is also supported by Patrick J. Murphy et al. (2013), Nihan & Seda Birinci (2013), Herbert Nold (2012), Shu-Mei Tseng (2010), Lee & Kamarul (2009), Anto Triyono (2009), and Kim & Kelvin (2004) with all their observations that work culture is influential positively and significantly to the performance of company and employee. However, there is still a different finding by Heru Februanto (2010) who observes that work culture is directly not influential significantly to employee performance.

After reviewing all researches above, several hypotheses of research are suggested as following:

- H1. The more proper HRM strategy practice is the higher employee performance.*
- H2. The more proper HRM strategy practice is the higher work culture, and thereby, the higher employee performance.*
- H3. The more proper HRM strategy practice is the higher work motivation, and thereby, the higher employee performance.*

3.2. The influence of competence on work culture, organizational commitment and employee performance

Theoretically, Spencer et al. (1993) have declared that knowledge, skill and ability factors are necessary to support the improvement of employee motivation and employee performance. Drejer (2001) then clarifies that not all personal aspects of an employee can be called as competence, but the competence is about only personal aspects that support the employee to achieve their superior performance. Competence is a fundamental characteristic that is related with the increase of organizational commitment and performance (Mathis & Jackson, 2001). Moreover, Frédéric Guay et al. (2013), Zijada Rahimića et al. (2012), and Faridahwati & Nirachon (2012) have found that work competence is influential positively and significantly to work motivation. Also, work culture is influential positively and significantly to organizational commitment as observed by Mindy Bergman et al. (2013), Ainhua & Imanol (2012) and Alexandra & Christian (2012). Furthermore, Laras (2006) has reported that work competence is influential positively and significantly to work culture.

Patricia Klarner et al. (2013) have discovered that higher work competence can improve employee performance. This finding is supported by Ashly (2011), Rabaayah Daud, et al. (2010), Fitri (2008), Rusman (2006), and Laras (2006) through their observation that work culture is influential positively and significantly to employee performance. However, different finding is given by Wahjuningsih (2003) who states that competence, respectively knowledge and skill, is partially not influential significantly to work achievement and work satisfaction. Furthermore, Laras (2006) says that organizational culture can bring positive and significant effect by mediating the relationship between competence and employee performance.

There is a relationship between commitment and employee performance. The implementation of HRM strategy always needs higher organizational commitment because organizational commitment is a component of HRM strategy (Armstrong, 2003). Indeed, Armstrong (2003) has said that there is a strong relationship between organizational commitment and employee performance. Robbins (2003) explains that organizational commitment is a condition where an employee defends certain organization and its goals, and intends to maintain the membership in organization. The important key to obtain employee commitment is to help the employee to actualize themselves to achieve their performance (Dressler, 2004). Such finding is supported by empirical researches by Christoph Nohe et al. (2013), Cemal Zehir et al. (2012), Nele Dan Hans (2011), Tamzil Yusuf (2011), Hariyanti & Handayani (2011), Diana Sulianti (2009), Lee & Kamarul (2009), and Ari Husnawati (2006) through their observation that organizational commitment is influential positively and significantly to employee performance. However, different finding is reported by Alexander Ellinger et al. (2013) and Anto Triyono (2009) who find that the commitment of employee in company is influential negatively and non-significantly to performance.

Based on the findings above, the following hypotheses are proposed:

- H4. The more proper employee competence is the higher employee performance.
- H5. The more proper employee competence is the higher organizational commitment, and thereby, the higher employee performance.
- H6. The more proper employee competence is the higher work motivation, and thereby, the higher employee performance.

3.3. The influence of work motivation on employee performance

A theoretical review used as the base of research is Robbins (2003) who explains that people with strong motivation will do their work consciously or may work hard to increase their performance. Kreitner and Kinicki (2005) have proposed a conceptual model that explains how motivation can influence work behavior and work achievement. Previous researches have indicated that higher work motivation can improve employee performance as shown by Azin & Reihane (2013), Amin & Abu Bakar (2012), Kaifeng Jiang et al. (2012), Pinar Güngör (2011), Tamzil Yusuf (2011), Beatrice Dimba (2010), and Tony Listianto (2005). It is contrasting with the finding of Keumala and Indra (2012) that work motivation is not influential negatively and non-significantly to employee commitment and employee performance.

- H7. The higher work motivation is the higher employee performance.

IV. RESEARCH METHOD

Research design is aligned with research problems and research objective. This research uses positivism paradigm with a typology of *explanatory research*. Data are collected through survey method with questionnaire. Explanatory research attempts to investigate the relationship between two or more variables, and then to explain the occurring phenomena and to elaborate the relationship between variables that explain employee performance at DPTIK of Papua Province.

The population of research is all civil servants (PNS) at The Official of Management of Communication and Information Technology (PTIK) of Papua Province. The number of population is 90 persons. Sampling technique is saturated sampling (census). The respondent in this research is all employees at DPTIK of Papua Province, counted for 90 persons. Data collection method is survey using instruments such as questionnaire and documentation data. The measurement of data is using Likert Scale anchored from 1 to 5. Data analysis method involves descriptive analysis and inferential statistic analysis. Analysis process is supported by *Generalized Structured Component Analysis* (GSCA).

Direct influence hypotheses are tested with t-test against each path of partial influence. There are two influences in GSCA, mainly (1) direct influence and (2) indirect influence. Direct influence is the influence that is directly measured from one variable to other variable. Indirect influence is the influence that is indirectly measured from one variable to other variable due to the presence of mediation. The coefficient of indirect influence is obtained from the multiplication of two direct influences. If both coefficients of direct influence are significant, then the coefficient of indirect influence is also significant. If one or both coefficients of direct influence are not significant, then the coefficient of indirect influence is also not significant. There are ten hypotheses tested in this research, whereas 11 of them are direct influence and 6 of them are indirect influence, as elucidated in the following.

Table 1
Result of Direct Influence Test

No.	Relationship	Standardized Coefficient	P-value	Conclusion
1	HRM Strategy Practice (X1) → Employee Performance (Y4)	0.087	0.363	Non Significant
2	HRM Strategy Practice (X1) → Work Motivation (Y1)	0.314	0.001	Significant
3	HRM Strategy Practice (X1) → Work Culture (Y2)	0.314	0.001	Significant
4	Employee Competence (X2) → Employee Performance (Y4)	0.053	0.575	Non Significant
5	Employee Competence (X2) → Work Motivation (Y1)	0.053	0.575	Significant
6	Employee Competence (X2) → Organizational Commitment (Y3)	0.053	0.575	Significant
7	Work Motivation (Y1) → Employee Performance (Y4)	0.280	0.002	Significant

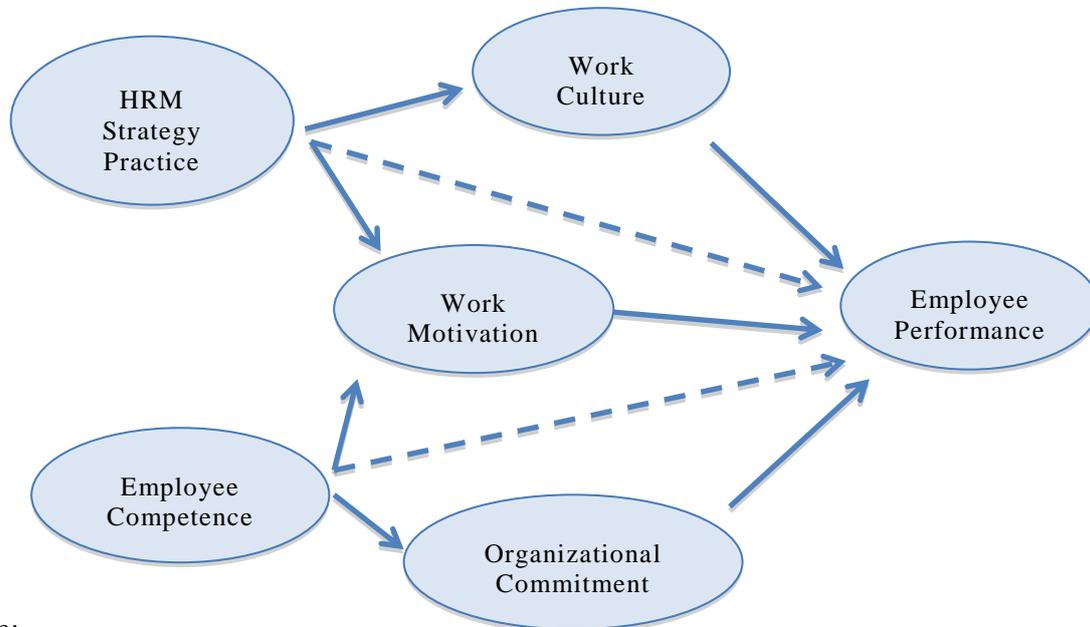
Source: Primary data are processed, 2014

Table 2
Result of Indirect Influence Test

No.	Relationship	Standardized Coefficient	Conclusion
1	HRM Strategy Practice (X1) → Work Motivation (Y1) → Employee Performance (Y4)	0.088	Significant
2	HRM Strategy Practice (X1) → Work Culture (Y3) → Employee Performance (Y4)	0.090	Significant
3	Employee Competence (X2) → Work Motivation (Y1) → Employee Performance (Y4)	0.094	Significant
4	Employee Competence (X2) → Organizational Commitment (Y2) → Employee Performance (Y4)	0.082	Significant

Graphically, result of model structural examination is completely presented in the following figure. Straight line represents the significant path whereas the dotted line is referring to the non-significant path.

Figure 2
Structural Model of GSCA



Note:

- 1. Significant Path
- 2. Non-Significant Path

VI. DISCUSSION

6.1. The Influence of HRM Strategy Practice and Employee Performance

Based on the result of testing the direct influence of HRM Strategy Practice on Employee Performance, the obtained standardized coefficient rate is 0.087 with p-value of 0.363. It means that direct influence is not significantly existed from HRM Strategy Practice on Employee Performance. Any rates of HRM Strategy Practice may not change the level of Employee Performance.

Result of research indicates that HRM strategy practice is not influential directly to employee performance. HRM strategy practice is measured through recruitment, training-development, performance appraisal, empowerment and work arrangement flexibility. In the other side, performance is measured through work quantity, work quality, dependability, accountability and punctuality. The more proper HRM strategy practice if measured from recruitment, training-development, performance appraisal, empowerment and work arrangement flexibility, is considered as not directly improving employee performance if this performance is measured from work quantity, work quality, dependability, accountability and punctuality of the employee.

6.2. The Influence of HRM Strategy Practice on Employee Performance through Work Motivation

By considering the result of testing the indirect influence of HRM Strategy Practice on Employee Performance through Work Motivation, the obtained coefficient of indirect influence is 0.088, meaning that an indirect influence is significantly existed from HRM Strategy Practice on Employee Performance through Work Motivation. Positive coefficient indicates a positive relationship. Therefore, the higher HRM Strategy Practice will produce the higher Employee Performance through the higher Work Motivation.

Result of research indicates that work motivation is a variable mediating the influence of HRM strategy practice on employee performance. HRM strategy practice is not influential directly to employee performance but by the presence of work motivation as the mediating variable. Therefore, there is an indirect influence of HRM strategy practice on employee performance.

6.3. The Influence of HRM Strategy Practice on Employee Performance through Work Culture

By taking account the result of testing the indirect influence of HRM Strategy Practice on Employee Performance through Work Culture, the obtained coefficient of indirect influence is 0.090, meaning that an indirect influence is significantly existed from HRM Strategy Practice on Employee Performance through Work Culture as the mediating variable. Positive coefficient indicates a positive relationship. Therefore, the higher HRM Strategy Practice may produce the higher Employee Performance through the higher Work Culture.

Result of research indicates that work culture is a variable mediating the influence of HRM strategy practice on employee performance. HRM strategy practice is not influential directly to employee performance but through the presence of work motivation as the mediating variable. The higher work culture will improve employee performance. Work culture is measured through initiative, discipline, responsive and autonomy. In other side, performance is measured by work quantity, work quality, dependability, accountability and punctuality. Higher work culture can be seen from the employee who shows characteristics of initiative, discipline, responsive and autonomy. These characteristics can improve employee performance in terms of work quantity, work quality, dependability, accountability and punctuality.

6.4. The Influence of Employee Competence on Employee Performance

Based on the result of testing the direct influence of Employee Competence on Employee Performance, the obtained standardized coefficient rate is 0.053 with p-value of 0.575. It means that there is no direct influence significantly existed from Employee Competence on Employee Performance. Any rates of Employee Competence may not change the level of Employee Performance.

Result of research indicates that employee competence is not influential directly to employee performance. Higher employee competence cannot directly improve employee performance. Employee competence is measured through knowledge, skill and attitude (ability). In other hand, performance is measured by work quantity, work quality, dependability, accountability and punctuality. Higher employee competence as shown by the precision of knowledge, skill and attitude (ability) is not directly improving employee performance in terms of their work quantity, work quality, dependability, accountability and punctuality.

6.5. The Influence of Employee Competence on Employee Performance through Work Motivation

By considering the result of testing the indirect influence of Employee Competence on Employee Performance through Work Motivation, the obtained coefficient of indirect influence is 0.094, meaning that an indirect influence is significantly existed from Employee Competence on Employee Performance through Work Motivation as the mediating variable. Positive coefficient indicates a positive relationship. Therefore, the higher Employee Competence will produce the higher Employee Performance but if Work Motivation is also higher.

Result of research indicates that work motivation is a variable mediating the influence of employee competence on employee performance. Employee competence is not influential directly to employee performance but by the presence of work motivation as the mediating variable. Therefore, there is an indirect influence of employee competence on employee performance through work motivation.

6.6. The Influence of Employee Competence on Employee Performance through Organizational Commitment

By taking account the result of testing the indirect influence of Employee Competence on Employee Performance through Organizational Commitment, the obtained coefficient of indirect influence is 0.082, meaning that an indirect influence is significantly existed from Employee Competence on Employee Performance through Organizational Commitment. Positive coefficient indicates a positive relationship. Therefore, the higher Employee Competence may produce the higher Employee Performance if Organizational Commitment is also higher.

Result of research indicates that organizational commitment is a variable mediating the influence of employee competence on employee performance. Employee competence is not influential directly to employee performance but through the presence of organizational commitment as the mediating variable, and therefore, there is an indirect influence of employee competence on employee performance through organizational commitment. Stronger employee competence will be influential to higher organizational commitment, and higher organizational commitment can improve employee performance.

6.7. The Influence of Work Motivation on Employee Performance

As shown by the result of testing the direct influence of Work Motivation on Employee Performance, the obtained standardized coefficient rate is 0.280 with p-value of 0.002. It means that direct influence is significantly existed from Work Motivation on Employee Performance. Positive sign of the coefficient indicates a positive relationship. Therefore, higher work motivation will produce higher employee performance.

Result of research indicates that work motivation is influential to employee performance. Higher work motivation can improve employee performance. Work motivation is measured from motive, expectancy and incentive. In other hand, performance is measured by work quantity, work quality, dependability, accountability and punctuality. Higher work motivation, as driven by higher motive, expectancy and incentive, will improve employee performance in terms of their work quantity, work quality, dependability, accountability and punctuality.

VII. CONCUSION AND RESEARCH LIMIT

The proper HRM strategy practice, especially in the recruitment, training-development, performance appraisal, empowerment and work arrangement flexibility, is not directly improving employee performance. Therefore, HRM strategy practice shall encourage the increase of employee's work motivation such that employee performance can be improved. In this research, it is found that the proper HRM strategy practice will be influential to the higher work motivation, and higher work motivation can improve employee performance. Therefore, HRM strategy practice is not influential directly to employee performance but it is influential through the mediation of work culture. This finding determines that the proper HRM strategy practice must be supported by good and suitable work culture which then can improve employee performance.

Employee competence, as understood through the precision of knowledge, skill and ability (attitude), is not directly improving employee performance in terms of work quantity, work quality, dependability, accountability and punctuality of the employee. Higher employee competence must be supported by higher work motivation such that employee performance can be improved. It is found that employee competence is influential to employee performance through organizational commitment as the mediating variable. It means that employee performance is not only determined by higher employee competence but also supported by higher organizational commitment of the employee. There is direct influence that significantly exists of work motivation on employee performance. Higher work motivation will produce higher employee performance.

This current research has been conducted maximally but regarding to the great extent of discussion, therefore, this research has some limits such as (i) the respondents are only the employees at the Working Unit of Local Officer (SKPD). The elements from BAPPEDA, INSPECTORAT and immediate community are excluded whereas these elements are the important respondents to capture the service satisfaction rate at SKPD of The Official of Management of Communication and Information Technology of Papua Province; and (ii) the interview is not conducted whereas it may increase the input from the respondents.

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