

# Work Competency as a Strategic Determinant in Enhancing Employee Performance

Strategic Determinant  
of Employee  
Performance

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## ABSTRACT

The rapid advancement of digital technology has significantly transformed human life, enabling quick and easy access to information through sophisticated devices. This study aims to examine the influence of work competency on employee performance at PT Infomedia Nusantara in Jakarta. A quantitative approach was employed, using a random sampling technique to select 40 samples from a population of 66 permanent employees. Data were collected through a closed questionnaire, validated and analyzed using simple linear regression with Statistical Product and Service Solutions software version 28. The findings reveal that work competency significantly enhances employee performance, as indicated by the regression equation  $Y = 7.413 + 0.820X$  and a correlation coefficient of 0.827, suggesting a strong positive relationship. Work competency accounts for 68.4% of the variance in employee performance, with the remaining 31.6% influenced by other factors. In conclusion, organizations should prioritize competency development to improve performance, though limitations such as a small sample size and reliance on self-reported data suggest the need for broader, longitudinal studies to enhance generalizability and reduce potential bias.

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**Keywords:** Digital Technology, Employee Performance, Organizational Development, Work Competency.

## ABSTRAK

Kemajuan teknologi digital yang pesat telah mengubah kehidupan manusia secara signifikan, memungkinkan akses informasi yang cepat dan mudah melalui perangkat canggih. Penelitian ini bertujuan untuk menguji pengaruh kompetensi kerja terhadap kinerja karyawan di PT Infomedia Nusantara di Jakarta. Pendekatan kuantitatif digunakan, dengan menggunakan teknik pengambilan sampel acak untuk memilih 40 sampel dari populasi 66 karyawan tetap. Data dikumpulkan melalui kuesioner tertutup, divalidasi dan dianalisis menggunakan regresi linier sederhana dengan perangkat lunak Statistical Product and Service Solutions versi 28. Temuan penelitian mengungkapkan bahwa kompetensi kerja secara signifikan meningkatkan kinerja karyawan, sebagaimana ditunjukkan oleh persamaan regresi  $Y = 7,413 + 0,820X$  dan koefisien korelasi sebesar 0,827, yang menunjukkan hubungan positif yang kuat. Kompetensi kerja menyumbang 68,4% dari varians dalam kinerja karyawan, sedangkan sisanya 31,6% dipengaruhi oleh faktor-faktor lain. Kesimpulannya, organisasi harus memprioritaskan pengembangan kompetensi untuk meningkatkan kinerja, meskipun keterbatasan seperti ukuran sampel yang kecil dan ketergantungan pada data yang dilaporkan sendiri menunjukkan perlunya studi longitudinal yang lebih luas untuk meningkatkan generalisasi dan mengurangi potensi bias.

**Kata kunci:** Teknologi Digital, Kinerja Karyawan, Pengembangan Organisasi, Kompetensi Kerja.

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## **INTRODUCTION**

At this time, the development of digital technology also has a real and widespread impact throughout the Indonesian archipelago gradually and significantly on the direction and pace of human life, all forms of information can be accessed so quickly and easily through sophisticated technological devices like today. Those who are most interested in following the flow of globalization are mainly teenagers. The presence of all-digital technology traps many teenagers to follow future changes. To maintain its survival, the company needs to be supported by human resources that meet the required quality and quantity, as well as the appropriate conditions (Lang, 2021). The most crucial management resource is people, who must be used with care, efficiency, and comprehensiveness as employees (Saks, 2022). As a result, the business must make an effort to ensure that the current workforce works in their respective sectors and areas of expertise. Employee performance is crucial to the business; if workers perform poorly, the business will lose money and be unable to compete with other businesses. If workers perform well, however, the business will be able to compete with other businesses.

To achieve the company's organizational goals comprehensively, human resources encompass the planning, organizing, directing, and supervising of the acquisition, development, compensation, integration, maintenance, and termination of employment. The rewards that employees receive from their work are inextricably linked to the company's human resources through employee performance (Zhou et al., 2023). To achieve effective and efficient company goals, the company needs to increase employee performance. To improve employee performance the company can do several ways, namely by selecting competent employees, conducting training, education, providing adequate compensation, creating a conducive work environment. Because employees are already competent and have received the necessary training and education for their various disciplines, it is believed that these procedures would enable them to be responsible and make the most of their work. a favorable work environment and fair salary. The enhancement of employee performance is also influenced by competency, as high competence is linked to improved work performance (Usman, 2021; Wijayanto & Riani, 2021; Wijayati & Sari, 2023). Competence, attitude, and action all affect how well a person performs at work (Saputra & Muklis, 2021; Etik & Setiyono, 2021; Hajiali et al., 2022).

Competencies are the qualities of knowledge, abilities, behaviors, and experience to perform a specific task or function successfully. Programs for human resource development, work management, and supervision can all help objectively develop and measure competencies (Lubis et al., 2022; Ghedabna et al., 2024; Piwowar-Sulej, 2024). Competence encompasses more than simply knowledge and abilities. Competence is a unique and intricate skill. Employees who exhibit high levels of skills, attitudes, and behaviors towards their work are likely to put forth a lot of effort to meet organizational objectives (Muzam, 2023; Salman et al., 2023). A person's job ability can be expanded and deepened through competence. A person becomes more proficient and finishes tasks more quickly the more often he perform the same task. A person's job experience will be more profound and more varied the more types of work he undertake, and his performance will likewise improve (Drigas et al., 2021; Škrinjarić, 2022).

The organization makes numerous attempts to enhance employee work performance because it is crucial to achieving its objectives (Latham, 2023). One of the things that everyone strives to do at work is succeed. Because every employee is unique in their ability and willingness to accomplish labour, employee performance does not always result in the same outcome. Work performance is the outcome of an employee's efforts, both in terms of quantity and quality, in fulfilling his assigned obligations. If workers can deliver the best results for their work that is, meet or surpass specific company requirements or criteria, they are said to be performing well at work. Every business hopes to have workers who perform well at work (Wicaksono et al., 2024; Mawardi & Cahyadi, 2024). Since a business operates in a community setting, it is not just based on profit but also on proactive measures and consideration for others. According to DesJardine (2023), companies that

lack social responsibility and corporate ethics may make money in the short term, but they may eventually hurt their own bottom line.

This research aims to be able to assist in enhancing the work performance and competency of their personnel, companies must comprehend the elements that affect their performance. Although PT Infomedia Nusantara in Jakarta is highly perceptive when it comes to employee welfare, both internally and externally, employees have shortcomings, so it is necessary to investigate the reasons why some employees are hard-working while others are indolent and unengaged. In order to treat their staff members properly when it comes to promotions, pay, incentives, and other issues, leaders must be aware of how well their workers are performing at work. Understanding his subordinates' job performance allows the leader to assign projects that best suit his skills and inspire his staff to achieve the best possible work performance.

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

### Work Competency on Employee Performance

According to Firmansyah and Mahardika (2020), management is a function to achieve goals through the activities of others and supervision of individuals in achieving common goals. Umar (2017) and Afandi (2018) added that management involves cooperation through organizational functions for efficient and effective results. Performance competence according to Wibowo (2016) is the capacity to carry out tasks based on knowledge, abilities, and work attitudes. Law No. 13 of 2003 states that competence includes knowledge, skills, and attitudes according to standards. Susanto (2002) emphasizes that competence reflects superior motivation and behavior. Mangkunegara (2000) refers to performance as the result of work according to responsibility, and Hasibuan (2017) assesses it from the aspects of quantity, quality, and efficiency. Putri et al. (2015) and Widarko and Anwarodin (2022) see performance as the result of work behavior in the organization. Mahmudi (2005) and Kamal et al. (2019) added that performance is influenced by systems, leadership, individuals, and work context. Several previous studies have discussed the influence of competence, motivation, and work environment on employee performance. Anshari et al. (2019) studied employees of PT Datascrip Makassar and found that the three variables had a significant effect on performance, using multiple regression analysis. Mulia and Saputra (2021) also investigated the impact of competence, work environment, and achievement motivation on the performance of employees at the Padang City Regional Secretariat, employing a quantitative approach and descriptive analysis, and found a significant simultaneous effect. Yusuf (2018) studied the relationship between the third variable and the acquisition of retribution data at the Soppeng Regency Regional Financial Management Agency with a saturated sample (42 respondents) and multiple linear regression analysis, which showed a significant effect. Meanwhile, Iswoyo (2020) through the study *The Effect of Work Placement on Work Performance* using the quantitative explanatory method, concluded that all variables studied had a significant effect on employee performance.

H1: Work competency has a significant influence on employee performance.



Figure 1. Research Framework

Figure 1 illustrates a framework of thought that describes the relationship between work competency variables and employee performance. In this model, work competency acts as an independent variable that is assumed to have an influence on the dependent variable, namely employee performance. The relationship between these two variables is formulated in the form of the first hypothesis (H1), which states that there is a significant

influence between work competency and employee performance. The direction of the arrow from work competency to employee performance indicates that the higher the level of competency possessed by employees, in terms of knowledge, skills, and work attitudes, the better the performance is expected to be in carrying out their duties and responsibilities. This framework is the basis for testing hypotheses using a quantitative approach.

## **RESEARCH METHOD**

This study uses a quantitative research design with a descriptive approach, which aims to provide a systematic overview of the relationship between the variables studied, namely work competence and employee performance. The quantitative approach was chosen because it allows researchers to measure the influence of variables objectively through statistical data processing. This study was conducted at PT Infomedia Nusantara Jakarta, with a population of 66 permanent employees. To determine the number of samples, the researcher employed a random sampling technique, which ensures that each member of the population has an equal chance of being selected as a respondent. In determining the sample size, the researcher used the Slovin formula, as quoted by Sevilla in Sugiyono (2018), resulting in a sample of 40 respondents.

The data collection instrument used was a closed questionnaire compiled based on indicators on the work competence variables (X) and employee performance (Y). The instrument was tested through validity and reliability tests to ensure data accuracy. The validity test was conducted using the product moment correlation technique, while the reliability test was performed using Cronbach's alpha formula. Both tests were conducted to ensure that the research instrument could consistently and accurately measure the variables in question. The testing and data processing process was carried out using the Statistical Package for the Social Sciences (SPSS) software, version 28, for Windows.

In this study, two main variables are examined. The independent variable (X) is work competence, which includes the ability, knowledge, and work attitude of employees. While the dependent variable (Y) is employee performance, which reflects work achievements in terms of both quality and quantity, according to the responsibilities given. For the data analysis method, the researcher used a simple linear regression analysis technique to measure the effect of work competence on employee performance. This analysis aims to test the previously proposed hypothesis, namely of work competence variables on employee performance. The results of data processing through SPSS are used to draw conclusions and provide an empirical picture of the relationship between variables in the context of the organization being studied.

## **RESULTS**

Statistical Product and Service Solution (SPSS) Computer Application Version 28 for Windows input data, namely ordinal data from a sample of 10 Try Outs (N = 10) with a total of 10 questions, to determine the results of the data analysis of the Work Competency and Employee Work Achievement variables.

Table 1 shows the results of the item reliability analysis for the Work Competency and Employee Work Achievement variables. All items in both variables have a Corrected Item-Total Correlation value above 0.70, indicating that each statement is strongly correlated with the total score. In addition, the Cronbach's Alpha if Item Deleted value remains high (above 0.90) even though one item is deleted, indicating that all items are consistent, reliable, and worthy of being maintained in the research questionnaire.

Table 2 shows that the degree of freedom (df) is N - 1, or 10 - 1 = 9. With a significance level of 5%, the r table value is 0.666. Based on this, the results of the calculated r value can be seen in Table 2 which presents the validity test for the Work Competence variable (X). If the calculated r value is positive and greater than the r table (0.666), then the statement item is considered valid. The results of the validity test for the Work Competence variable (X) show that all items have an r value greater than the r table, namely: the first question is 0.782, the second 0.782, the third 0.915, the fourth 0.850, the

fifth 0.724, the sixth 0.910, the seventh 0.834, the eighth 0.862, the ninth 0.743, and the tenth 0.868. Thus, all items (100%) are declared valid because they meet the validity test requirements.

**Table 1.** Validity Test of Work Competency Variables (X)

Variable	Statement 1-10	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work Competency	Statement 1	28.2000	91.733	0.782	0.945
	Statement 2	28.5000	89.167	0.782	0.946
	Statement 3	28.4000	88.267	0.915	0.939
	Statement 4	28.2000	88.844	0.850	0.942
	Statement 5	28.2000	94.400	0.724	0.948
	Statement 6	28.2000	90.622	0.910	0.940
	Statement 7	28.2000	103.289	0.834	0.956
	Statement 8	28.4000	90.933	0.862	0.942
	Statement 9	28.7000	86.900	0.746	0.949
	Statement 10	28.5000	88.500	0.868	0.942
Employee Work Achievement	Statement 1	27.9000	83.211	0.820	0.933
	Statement 2	28.2000	82.178	0.754	0.936
	Statement 3	28.3000	85.567	0.822	0.933
	Statement 4	28.0000	87.778	0.674	0.942
	Statement 5	27.8000	81.289	0.838	0.932
	Statement 6	27.9000	86.322	0.816	0.934
	Statement 7	27.9000	84.989	0.891	0.931
	Statement 8	28.4000	91.156	0.757	0.943
	Statement 9	28.4000	84.711	0.861	0.944
	Statement 10	28.0000	76.667	0.954	0.925

**Table 2.** Comparison of the Results of r-count with r-table

Variable	r-count	r-table	Description
Work Competency Variable	0.782	0.666	Valid
	0.782	0.666	Valid
	0.915	0.666	Valid
	0.850	0.666	Valid
	0.724	0.666	Valid
	0.910	0.666	Valid
	0.834	0.666	Valid
	0.862	0.666	Valid
	0.746	0.666	Valid
	0.868	0.666	Valid
Employee Work Achievement	0.820	0.666	Valid
	0.754	0.666	Valid
	0.822	0.666	Valid
	0.674	0.666	Valid
	0.838	0.666	Valid
	0.816	0.666	Valid
	0.891	0.666	Valid
	0.757	0.666	Valid
	0.861	0.666	Valid
	0.954	0.666	Valid

Similarly, Employee Performance (Y) shows that all results are positive and exceed the r-table value of 0.666. Specifically, the r-count values for the questions are as follows: the first question is 0.820, the second question is 0.754, the third question is 0.822, the fourth question is 0.674, the fifth question is 0.838, the sixth question is 0.816, the seventh question is 0.891, the eighth question is 0.757, the ninth question is 0.861, and the tenth question is 0.954. Thus, all items are declared valid, ensuring a 100% validity level.

**Table 3.** Reliability Test of Work Competency Variables and Employee Work Achievement

Variable	Cronbach's Alpha	N of Items
Work Competency Variable	0.950	10
Employee Work Achievement	0.942	10

Table 3 shows the results of the reliability test for two research variables, namely Work Competency and Employee Work Achievement, using the Cronbach's Alpha value. The Cronbach's Alpha value for Work Competency is 0.950 and for Employee Work Achievement is 0.942, both of which are above the minimum standard of 0.70. This shows that all items in each variable have perfect internal consistency and are reliable for use in research. Based on the Table 3, the Work Competency variable (X) as a whole is declared 100% valid, and the Employee Work Achievement variable (Y) is declared 100% valid.

**Table 4.** Chi Square Analysis Results

Statistic	Work Competency (X)	Employee Work Achievement (Y)
Chi-Square	11.600a	16.500b
df	23	21
Asymp. Sig.	0.976	0.898

Table 4 shows that the Work Competency variable (X) had a computed X<sup>2</sup> value of 11.600 according to the results of the normality test. In contrast, the X<sup>2</sup> table value at a significance level of  $\alpha = 0.05$  with degrees of freedom (df) = 23 is 35.172 (X<sup>2</sup> table attached). (Included is X<sup>2</sup>table). X<sup>2</sup>count is therefore less than X<sup>2</sup>table. This suggests that the Work Competency variable (X) score and observation data distribution is normal or consistent with the expected frequency.

In the normality assessment of the Employee Work Achievement variable (Y), the computed X<sup>2</sup> value is 24.167. In contrast, the X<sup>2</sup> table value at a significance level of  $\alpha = 0.05$  and degrees of freedom (df) = 21 is 32.671 (see attached X<sup>2</sup> table). Consequently, X<sup>2</sup>calculated is less than X<sup>2</sup>table. This indicates that the distribution of scores/data from observations of the Employee Work Achievement variable (Y) follows a normal distribution or aligns with the anticipated frequency.

The analysis of the correlation coefficient aims to establish the extent and significance of the influence of the independent variable (Work Competency X) on the dependent variable (Employee Work Achievement Y) in a partial manner; refer to the Model Summary table for the results.

**Table 5.** Correlation Coefficient Analysis

Statistic	Value
R	0.827a
R Square	0.684
Adjusted R Square	0.676
Std. Error of the Estimate	6.33707
Durbin-Watson	2.855

Table 5 shows the calculation of the correlation coefficient between the independent variable of Work Competence (X) and the dependent variable of Employee Work Performance (Y) showing a correlation coefficient (R) of 0.827 and an R Square value of 0.684 or 68.4%. This indicates that the variable of Work Competence (X) has a significant influence on Employee Work Performance (Y), as its value is close to 1.

The coefficient of determination (KD) is calculated manually using the formula:  $KD = r \times 100\%$ , where r is the correlation coefficient obtained from the analysis, which is 0.827. The results of the next calculation are as follows:

$$\begin{aligned}
 KD &= r^2 \times 100\% = 0.8272 \times 100\% \\
 &= 0.684 \times 100\% \\
 &= 68.4\%.
 \end{aligned}$$

Based on the findings, it can be concluded that the Work Competency variable (X) influences Employee Work Performance (Y) by 68.4%, with other factors accounting for the remaining 31.6%. Table 4.30 shows that the degree of effect is very strong, with a R Square value of 0.684, or 68.4%.

The following table presents the findings of a statistical technique called simple linear regression analysis, which is used to determine the extent to which independent variables, such as the work competency variable (X), influence the dependent variable, employee work performance (Y).

Table 6. Simple Linear Regression and T-test results

Model	Unst.Coef. Beta	Unst.Coef.Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	7.413	3.178		2.961	0.005
Work Competency (X)	0.820	0.090	0.827	9.079	0.000

Table 6 show simple linear regression equation is the outcome of the basic linear regression analysis:  $7.413 + 0.820 X = Y$ . Employee job performance (Y) will rise by 7.413 if the Job Competence (X) variable is zero, according to the intercept constant value of 7.413. Furthermore, there is a 0.820 regression relationship between Job Competence (X) and Employee Work Performance (Y). This indicates that, if the Job Competence (X) variable is held constant, an increase of 0.820 in Employee Work Performance (Y) will result from every unit increase in Job Competence (X). According to this explanation, work competence and employee performance achievement are positively correlated, with higher competence leading to better overall performance.

Hypothesis testing is done between the Work Competency variable (X) and the Employee Work Achievement variable (Y) to see whether each variable agrees that the Work Competency variable (X) has a partial positive influence on the Employee Work Achievement variable (Y). The authors compared the tcount and ttable, which contain the corresponding data, for this t test. It is clear from the preceding test results that the Work Competency variable (X) actually affects Employee Work Performance (Y) on a genuine level. It can be said that H0 is rejected and H1 is accepted since the value of  $t\text{-count} > t\text{-table}$ , indicating a strong influence. Table 6 shows that the degree of influence is significant because the t-count and significance level are  $9.079 > 1.685$ . Ha is accepted and Ho is turned down.

## DISCUSSION

The data analysis in this study reveals a substantial influence of work competency on employee performance at PT Infomedia Nusantara, Jakarta. To quantify this influence, the author employed the coefficient of determination (KD) using the formula  $KD = r^2 \times 100\%$ , where the correlation coefficient (r) is 0.827. This calculation yields a KD value of 68.4%, indicating that work competency accounts for 68.4% of the variance in employee performance, while the remaining 31.6% is attributed to other unidentified factors. This finding aligns with Alshawi's (2021) research, which demonstrated that competency directly impacts performance outcomes, supporting the notion that well-defined work competency enhances employee effectiveness. Similarly, Kajanová et al. (2017) emphasized that organizations investing in employee competency development observe significant improvements in overall performance metrics, reinforcing the relationship observed in this study.

The findings highlight that the relationship between work competency and employee performance was measured using questionnaire data with a weighted assessment scale of 1 to 5 for each item. The analysis indicates that work competency influences employee performance by 0.827, or 68.4%, with the remaining 31.6% attributed to other unknown factors. The simple linear regression equation derived from the analysis,  $Y = 7.413 + 0.820X$ , suggests that if work competency is zero, employee performance would be 7.413, as indicated by the intercept constant. The regression coefficient of 0.820 implies that for every one-unit increase in work competency, employee performance increases by 0.820,

assuming other factors remain constant. This is associated with better overall performance.

Hypothesis testing further strengthens the significant relationship between work competency and employee performance. The analysis shows a t-value of 9.079, exceeding the critical t-table value of 1.685 at 38 degrees of freedom with a 0.05 significance level. Consequently, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted, confirming that work competency positively affects employee performance. This finding is consistent with existing literature, such as Priansa's (2017) study, which demonstrated that organizations prioritizing competency development experience increased employee engagement and productivity. The analysis highlights the pivotal role of work competency in driving employee performance, with most performance variance explained by competency levels.

The implications of these findings are significant for PT Infomedia Nusantara and similar organizations. Companies should prioritize training and development programs focused on enhancing employees' knowledge, skills, and work attitudes to achieve better performance outcomes. Investing in competency development not only boosts individual productivity but also strengthens organizational competitiveness. Managers should regularly assess employee competency levels and align human resource strategies with organizational goals to foster a high-performance work environment. Moreover, adopting a competency-based approach can create a supportive workplace that promotes sustained growth. However, the study's limitations, including a small sample size and reliance on self-reported data, suggest the need for further research with larger, more diverse samples and longitudinal approaches to explore the long-term dynamics between work competency and employee performance. Such efforts could provide deeper insights into additional variables, such as motivation and work environment, that interact with competency to influence performance.

## CONCLUSION

The results of this study indicate that the work competency variable has a positive effect on employee performance, indicated by the regression equation  $Y = 7.413 + 0.820X$ . The results of the hypothesis test with a t-value of 9.079, which exceeds the t-table value of 1.685 at 48 degrees of freedom, support the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_a$ ). This confirms that work competency has a significant effect on employee performance, with a correlation coefficient of 0.827 indicating a strong positive relationship. The Determination Coefficient (KD) of 68.4% indicates that work competency contributes most of the variance in employee performance, while the remaining 31.6% is due to other unknown factors.

These findings underscore the importance of investing in employee competency development as a strategy to improve overall work performance. Organizations should prioritize training and development programs that focus on developing the skills needed among employees to increase productivity and achieve better performance results. However, this study has limitations, including a small sample size of 10 participants, which may affect the generalizability of the results, and reliance on self-reported data, which may introduce bias. Future research should aim to expand the sample size and include a more diverse range of participants to enhance generalizability. Additionally, longitudinal studies could provide insight into how job competencies affect employee performance over time, while exploring other variables that may interact with job competencies to affect performance, such as motivation and work environment.

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