

# The Effect of Employee Competence on Organizational Performance

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**Abstract :** The manufacturing industry, particularly the electronics sector, plays an important role as a driver of the national economy and a catalyst for global competitiveness. One of the strategic factors that determine the success of an organization is employee competence. Therefore, this study aims to analyze how employee competence affects organizational performance at PT Jaya Refrigeration Equipment. This study uses a quantitative approach with proportionate stratified random sampling technique. The research population includes 520 employees of PT Jaya Refrigeration Equipment, with a sample size of 84 respondents determined using the Slovin formula. The research instrument is a questionnaire distributed via g-form. The data was then analyzed using simple linear regression through SPSS version 27. The results showed that employee competence had a positive and significant effect on organizational performance ( $p$ -value  $0.001 < 0.05$ ). The correlation coefficient ( $R$ ) value of 0.896 indicates a very strong relationship between the two variables, while the coefficient of determination ( $R^2$ ) of 0.803 shows that employee competence can explain 80.3% of the variation in organizational performance. These results confirm that improving employee competence is a key factor in driving the optimization of organizational performance in the manufacturing sector.

**Keywords:** Employee Competence, Organizational Performance, Manufacturing Industri

**Abstrak:** Industri manufaktur, khususnya sektor elektronik, memiliki peran penting sebagai penggerak perekonomian nasional dan peningkat daya saing global, di mana salah satu faktor strategis yang menentukan keberhasilan organisasi adalah kompetensi karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi karyawan terhadap kinerja organisasi di PT Jaya Refrigeration Equipment dengan menggunakan pendekatan kuantitatif dan teknik *proportionate stratified random sampling*. Populasi penelitian berjumlah 520 karyawan dengan sampel 84 responden yang ditentukan menggunakan rumus Slovin, sedangkan data dikumpulkan melalui kuesioner berbasis Google Form dan dianalisis menggunakan regresi linear sederhana melalui SPSS versi 27. Hasil penelitian menunjukkan bahwa kompetensi karyawan berpengaruh positif dan signifikan terhadap kinerja organisasi ( $p$ -value  $0,001 < 0,05$ ), dengan nilai koefisien korelasi ( $R$ ) sebesar 0,896 yang menunjukkan hubungan sangat kuat, serta koefisien determinasi ( $R^2$ ) sebesar 0,803 yang mengindikasikan bahwa kompetensi karyawan mampu menjelaskan 80,3% variasi kinerja

*organisasi. Temuan ini menegaskan bahwa peningkatan kompetensi karyawan merupakan faktor kunci dalam optimalisasi kinerja organisasi di sektor manufaktur.*

**Kata Kunci:** *Kompetensi Karyawan, Kinerja Organisasi, Industri Manufaktur*

## INTRODUCTION

The manufacturing industry plays an important role in driving global economic growth, and Indonesia is no exception. This sector not only acts as the main driver of the national economy, but also contributes significantly to increasing added value, creating jobs, and strengthening the competitiveness of domestic products. Based on data from the Central Statistics Agency/BPS (2024), the non-oil and gas manufacturing sector in Indonesia in October 2024 contributed around 17.18% to GDP, an increase compared to the previous quarter which stood at 16.7%. This reflects the strategic role of the manufacturing industry in maintaining national economic stability and growth.

One of the important sub-sectors supporting this achievement is the electronics industry. This industry plays an important role in supporting technological development, increasing the efficiency of various sectors, and strengthening the global supply chain. According to Shyshkovskiy et al. (2022), the electronics industry is not only a knowledge-intensive branch of mechanical engineering, but also classified as a high-tech industry. Furthermore, it is explained that this industry has a large scope, covering the production of electronic components, the development and production of computing, communication, and radio devices, to the manufacture of control and measurement equipment. Increasingly fierce competition, changing technology trends, and accelerated innovation require electronics companies to continuously optimize all of their resources. These conditions make the quality of human resources one of the determining factors for a company's success in facing challenges while maintaining its competitive advantage.

According to Paillin & Mulyanti (2023), human resources are essentially individuals who act as drivers, thinkers, and planners to achieve organizational goals. This role positions human resources as a strategic asset in determining the direction and success of a company. If the tasks and responsibilities are carried out optimally, the company's performance will improve. Conversely, if these roles are not carried out properly, the consequences of declining performance, reduced competitiveness, and a weakened market position will be difficult to avoid. In line with the statement by Megawaty et al. (2021) that the workforce is responsible for carrying out organizational tasks in a focused manner and in accordance with predetermined objectives. Therefore, companies not only need to have an adequate number of human resources, but also need to ensure that these human resources are of superior quality.

Human resource quality can be defined as the mastery of skills, knowledge, and the ability to adapt to global dynamics and industry challenges, thereby enabling individuals to make a real contribution in the workplace (Ammin & Rosento, 2025). Human resource quality is becoming increasingly important in the era of the Fourth Industrial Revolution, which requires human resources to have adequate technical skills and the ability to adapt quickly to technological developments and changing market needs (Razan et al., 2025). One indicator that can be used to assess human resource quality is employee competence. According to Widiastuti (2023), employee competence is a description of an employee's capacity in relation to attributes related to their work, which reflects their ability to carry out tasks or work based on knowledge and skills, supported by attitudes that are characteristic of the individual.

In the electronics industry, companies that are able to optimally build employee competence have a greater opportunity to maintain competitiveness, increase productivity, and encourage continuous innovation. These competencies include not only technical abilities such as mastery of production technology or assembly procedures, but also non-technical skills such as communication, teamwork, and problem solving. According to Aji & Mala (2024), high employee competency has a positive impact in the form of increased work process efficiency, reduced production errors, and the creation of innovations that are relevant to market needs. In addition, Sari et al. (2024) also add that the productivity of workers with superior competencies can be seen

from their ability to produce large quantities of output with quality that meets industry standards, thereby maintaining customer trust and strengthening the company's competitive position. Therefore, an optimal level of employee competency is an important asset in driving overall organizational performance, both operationally and strategically.

Organizational performance can be defined as an entity's ability to achieve its objectives through effective and efficient resource management. These objectives may include improving product quality, optimizing operational processes, meeting customer needs, and achieving sustainable profit targets. According to Wardhana (2024), good organizational performance is characterized by the ability to meet production targets on time, maintain consistent quality standards, and manage resources effectively. In the electronics industry, organizational performance is not only measured by the quantity of products produced, but also by its ability to maintain brand reputation, respond to technology trends, and maintain customer satisfaction. Therefore, employee competence is one of the main aspects that determine the success of organizational performance in facing the dynamics of global competition.

One of the companies engaged in the electronics industry in Cikarang is PT Jaya Refrigeration Equipment, which focuses on the production of air conditioners for the domestic and export markets. This company has an organizational structure that includes various divisions, ranging from production, marketing, to human resource management. Direct observation shows that there is still a mismatch between the employees' backgrounds and the positions they hold. For example, the Human Resource Development (HRD) position is filled by individuals who have no experience or knowledge in the field of human resource management. A similar condition was also found in the Quality Control department, which is filled by employees without a technical background related to the product quality inspection process. Although employee competence plays an important role in supporting organizational performance, there are still various challenges faced by electronics companies in managing it. Some companies experience difficulties in ensuring that employee skills are in line with the latest technological demands. Rapid changes in product design, production methods, and automation systems are often not matched by improvements in workforce competencies. This situation leads to inefficient work processes, reduced product quality, and distribution delays. In addition, there are still cases of job rotation without adequate competency development planning, leaving employees unprepared to take on their new roles.

Several previous studies have been conducted to determine the relationship between employee competence and employee performance in various industries. Research conducted by Krisnawati & Bagia (2021) showed that work competence has a positive and significant effect on employee performance, with a p-value of  $0.000 < 0.05$ . Another study conducted by Mukhtar et al. (2021) also showed the same results, where employee competence contributed 16.4% to employee performance, and the rest was influenced by other variables that were not studied. Lestariningsih & Widhiastuti (2024) also mentioned that employee competence has a real and direct influence on employee performance. However, these studies have not specifically examined the effect of employee competence on organizational performance. In fact, organizational performance has a broader scope than employee performance. This performance assessment not only covers individual or team achievements but also the success of all processes, strategies, and company resources in achieving strategic objectives. Based on this description, further research is needed to fill the research gap. Therefore, this study was conducted to analyze how employee competence affects organizational performance at PT Jaya Refrigeration Equipment. This study is expected to contribute to the development of more effective human resource management strategies, thereby improving organizational performance and strengthening the company's competitiveness in the electronics industry.

## RESEARCH METHODS

This study employed a quantitative approach using a probability sampling technique, specifically proportionate stratified random sampling, due to the heterogeneous composition of employees at PT Jaya Refrigeration Equipment, who come from various departments and job levels, thereby requiring proportional representation across subgroups. The total population comprised 520 employees, while the sample size was determined using the Slovin formula with a 10% margin

of error, resulting in 84 respondents. The inclusion criteria required employees to have a minimum of one year of service and to be directly involved in production activities or supporting units. The research variables consisted of employee competence as the independent variable (X) and organisational performance as the dependent variable (Y). Data were collected using a five-point Likert scale questionnaire and supporting documentation, distributed both directly and via Google Forms to facilitate accessibility. Data analysis was conducted using SPSS version 27, preceded by classical assumption tests including normality and heteroscedasticity tests to ensure the suitability of the regression model. Subsequently, simple linear regression analysis was applied to examine the effect of employee competence on organisational performance, with hypothesis testing conducted using a t-test at a 5% significance level ( $\alpha = 0.05$ ), while the coefficient of determination ( $R^2$ ) was used to assess the extent of the independent variable's contribution to the dependent variable.

## RESULTS AND DISCUSSION

### Descriptive Analysis

**Table 1.** Respondent Characteristics

Respondent Characteristics	n	%
<b>Gender</b>		
Male	57	67.9
Female	27	32.1
<b>Age</b>		
18 – 25 years	19	22.6
26 – 33 years	34	40.5
34 – 41 years	13	15.5
42 – 50 years	12	14.3
> 50 years	6	7.1

Source: Research Results, 2025

Based on the table of respondent characteristics above, it is known that the research respondents at PT Jaya Refrigeration Equipment were dominated by men, namely 57 people (67.9%), while female respondents numbered 27 people (32.1%). These results show that heavy workloads in the manufacturing industry generally require physical strength and technical skills, so workers are dominated by men. Based on age category, most respondents were in the 26–33 age range, numbering 34 people (40.5%), and were in the early productive age group. Furthermore, 19 people (22.6%) were aged 18–25, representing a relatively young workforce that had just entered the world of work. There were 13 respondents (15.5%) aged 34–41 years, 12 respondents (14.3%) aged 42–50 years, and 6 respondents (7.1%) aged above 50 years.

### Instrument Quality Test

**Table 2.** Validity Test Results

Variable	No	Statement	r Calculated	r Table	Note
Employee Competence (As'ad, 2021)	1	I am encouraged to come up with new ideas in carrying out my work.	0.603	0.2146	Valid
	2	I am able to identify and solve work problems in accordance with company regulations.	0.639	0.2146	Valid

Organizational Performance (Nguyen et al., 2023)	3	I have adequate expertise/skills to complete the work assigned to me.	0.777	0.2146	Valid
	4	I carry out my duties thoroughly, honestly, and responsibly.	0.734	0.2146	Valid
	5	My work experience makes it easier for me to carry out the tasks assigned by my superiors.	0.816	0.2146	Valid
	1	My company's sales growth rate is better than that of its competitors.	0.623	0.2146	Valid
	2	My company's net profit growth rate after tax is better than that of its competitors.	0.705	0.2146	Valid
	3	My company's return on investment (ROI) is higher than that of its competitors.	0.602	0.2146	Valid
	4	Employee productivity in my company is better than that of my competitors.	0.719	0.2146	Valid
	5	My company's image is better than that of my competitors.	0.685	0.2146	Valid
	6	My company is more attractive to professionals than my competitors.	0.689	0.2146	Valid
	7	Employee morale at my company is higher than that of my competitors.	0.698	0.2146	Valid
8	The level of innovation at my company is higher than that of my competitors.	0.749	0.2146	Valid	
9	My company's market share is larger than that of my competitors.	0.722	0.2146	Valid	
10	The employee turnover rate at my company is lower than that of my competitors.	0.513	0.2146	Valid	

Source: Research Results, 2025

The validity test was conducted on 84 respondents who were the research sample. This test aimed to ensure that each statement item in the questionnaire truly reflected the construct of the variable. Based on the analysis results, it was found that all *r*-count values for both variables were > 0.2146. Thus, it can be concluded that the question items are valid and can proceed to the next analysis.

**Table 2.** Reliability Test Results

Variabel	Cronbach's Alpha Value	Note
Employee Competence	0.756	Reliabel
Organizational Performance	0.863	Reliabel

Source: Research Results, 2025

The reliability test aims to determine whether the measuring instrument remains reliable when the measurement is repeated. Based on the reliability test conducted, it is known that the Cronbach's Alpha values for both variables are 0.756 and 0.863 > 0.60. This means that the measuring instrument is reliable so that the analysis can be continued.

#### Normality Test

**Table 3.** Normality Test Results

		<i>Unstandardized Residual</i>
N		84
<i>Normal Parameters</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	3.84051043
<i>Test Statistic</i>		0.045
<i>Asymp. Sig. (2-tailed)</i>		0.200

Source: Research Results, 2025

The normality test was conducted to determine whether the distribution of residual data was normally distributed or not. In this study, the normality test was conducted based on the Kolmogorov-Smirnov method. If the significance value is > 0.05, then the research data can be declared normal. Based on the analysis test that has been conducted, it is known that the Asymp. Sig. (2-tailed) value is 0.200 > 0.05, which means that the normality assumption has been fulfilled so that the research can continue.

#### Heteroscedasticity Test

**Table 4.** Heteroscedasticity Test Results

	T	Sig.
Employee Competence	.214	.831

a. Dependent Variable: ABS\_RES

Source: Research Results, 2025

The heteroscedasticity test is conducted to determine whether the residual values have the same variance across all predicted values. In this study, the heteroscedasticity test was performed using the Glesjer method. Based on the analysis results, it is known that the significance value of 0.831 > 0.05, so the heteroscedasticity assumption is fulfilled.

#### Simple Linear Regression Analysis

**Table 5.** Regression Analysis Results

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		Sig.
	B	<i>Std. Error</i>	<i>Beta</i>	t	
(Constant)	16.809	3.251		5.170	<.001
Employee Competence	1.129	.152	.634	7.415	<.001

Dependent variable: Organizational Performance

Source: Research Results, 2025

Based on the regression analysis results above, the following regression equation is obtained:

$$Y = a + bx$$

$$Y = 16.809 + 1.129x$$

With the following explanation:

1. Y (constant) = 16.809, meaning that when employee competence is 0, the average organizational performance value is 16.809

2. X (employee competence) = +1.129. The positive sign indicates that for every 1-unit increase in employee competence, the average organizational performance value will increase by 1.129. Thus, the organizational performance value becomes  $16,809 + 1,129 = 17,938$ .

#### Hypothesis Test (t-test)

A hypothesis test is conducted to determine whether there is a significant effect between the independent variable and the dependent variable. Based on Table 5 above, it is known that the t-value is 7.415 with a p-value of 0.001, which is much smaller than the significance threshold of 0.05. This indicates that employee competence has a significant effect on organizational performance. Therefore, the higher the competence of employees, the higher the level of organizational performance that can be achieved.

The results of the simple linear regression analysis indicate that the constant value of 16.809 implies that when employee competence is at zero, the baseline level of organisational performance is 16.809. Meanwhile, the regression coefficient of +1.129 demonstrates a positive relationship between employee competence and organisational performance, meaning that every one-unit increase in employee competence will lead to an increase of 1.129 in organisational performance. This finding confirms that human resource competence is a critical determinant of organisational effectiveness, consistent with human capital theory, which emphasises that employees' knowledge, skills, and abilities directly contribute to organisational performance (Becker, 1993; Armstrong & Taylor, 2020).

The hypothesis testing results (t-test) further reveal a t-value of 7.415 with a significance level of 0.001 ( $p < 0.05$ ), indicating that employee competence has a positive and statistically significant effect on organisational performance. This result aligns with prior studies suggesting that higher employee competence significantly enhances productivity and organisational effectiveness, particularly in manufacturing sectors that rely heavily on both technical and non-technical skills (Dessler, 2020; Robbins & Judge, 2021). Therefore, it can be concluded that improving employee competence is a key strategic factor in optimising sustainable organisational performance.

#### Coefficient of Determination Test

**Table 6.** Coefficient of Determination Test Results

<i>R</i>	<i>R-Square</i>
.634	.401

Source: Research Results, 2020

The correlation coefficient and coefficient of determination tests were conducted to examine the strength of the relationship between employee competence and organisational performance, as well as to determine the explanatory power of the independent variable. The results show a correlation coefficient (*R*) of 0.634, indicating a moderately strong and positive relationship between employee competence and organisational performance. This suggests that improvements in employee competence are associated with corresponding increases in organisational performance. In line with human capital theory, this finding reinforces the view that employee knowledge, skills, and abilities are key determinants of organisational effectiveness (Becker, 1993; Armstrong & Taylor, 2020).

Furthermore, the coefficient of determination ( $R^2$ ) of 0.401 indicates that employee competence accounts for 40.1% of the variation in organisational performance at PT Jaya Refrigeration Equipment, while the remaining 59.9% is explained by other factors not included in this study. This result implies that although employee competence plays a significant role, organisational performance is also influenced by other variables such as leadership, work environment, motivation, and organisational culture, as highlighted in previous studies on organisational behaviour (Robbins & Judge, 2021; Dessler, 2020). Therefore, a comprehensive approach is required to optimise organisational performance beyond competence development alone.

## CONCLUSION AND RECOMMENDATIONS

This study confirms that employee competence has a positive and significant effect on organisational performance. The findings indicate that higher levels of employee competence lead to better organisational performance, demonstrating that competence is a key determinant in achieving organisational effectiveness. Competent employees are able to perform their tasks more efficiently and effectively, resulting in improved work quality, faster task completion, and reduced error rates. In addition, strong employee competence enhances organisational adaptability and competitiveness in responding to dynamic environmental changes.

Based on these findings, organisations are encouraged to prioritise continuous development of employee competence through structured training, skill enhancement programmes, and performance-based development systems. Strengthening human resource capacity should be aligned with organisational goals to ensure sustainable performance improvement. In addition, management should foster a supportive work environment that encourages learning, innovation, and continuous improvement, so that employee competence can be optimally translated into higher organisational performance.

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