



Competence and Performance

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Abstract

This study aims to systematically examine the relationship between competence and employee performance using the Systematic Literature Review (SLR) method. Data were collected from 10 scientific articles published between 2015 and 2025, obtained through Google Scholar using the keywords "Competence" and "Performance". The review results show that competence—which includes knowledge, skills, attitude, and work culture—has a positive and significant influence on employee performance, both partially and simultaneously. These findings are consistent across various sectors, including the private sector and government institutions. Several competence indicators frequently associated with improved performance include work quality, teamwork, responsibility, and work quantity. Meanwhile, performance indicators include discipline behavior, effective use of working time, and attendance. The conclusion of this study highlights the importance of competence development as a key strategy in human resource management. The implementation of competence-based policies, such as recruitment, training, and performance appraisal, has been proven effective in enhancing organizational productivity and competitiveness. Therefore, investing in the development of human resource competencies is a strategic step for organizational sustainability amid the ever-changing dynamics of the work environment.

Keywords: Competence, Performance, Human Resources, Systematic Literature Review, performance

1. Introduction

In an era of increasingly intense global competition, organizations are required to have human resources who are not only capable of carrying out tasks but also possess high levels of competence to drive the achievement of organizational goals. Competence is one of the key factors that determine an individual's success in performing their job. Competence includes the knowledge, skills, and attitudes needed to perform tasks effectively and efficiently.

On the other hand, performance is the tangible result of the execution of duties and responsibilities carried out by an individual within an organization. Good performance is an indicator of the extent to which organizational goals can be achieved. Therefore, understanding the relationship between competence and performance is crucial, both for organizational management and for human resource development.

Human resources are a critical factor for every organization, because without quality human resources, the goals and objectives of the organization will not be achieved as planned. Thus, the role of human resources is vital in every organization. The importance of this role is expected to improve employee performance. For this reason, human resources need to possess good skills in handling each task, because with reliable skills, employee performance will improve. An organization can grow and survive in a competitive environment if it has competent human resources in their respective fields.

Competence is the ability to carry out a job or task, based on skills and knowledge and supported by the employee's work culture within a company. Hence, competence reflects the skills and knowledge characterized by professionalism in a specific field, as a critical factor or core strength of that field, coupled with the support of a work culture that reinforces the resulting performance.

Performance can also be viewed as a process of how work is carried out to achieve work outcomes. However, the result itself represents performance. Performance within a company is carried out by all human resources in the organization (Faizal, Sulaeman, & Yulizar, 2019a)

Furthermore, the definition of competence according to experts is as follows: Competency is an underlying characteristic of a person which results in effective in a job. An underlying characteristic

of a person in that it may motive a trait, a skill, an aspect of ones self-image social role, or a body of knowledge which he or she uses (Noor, 2024).

A person's competence is essentially a combination of various interacting factors that form performance. Therefore, competence is very important because it determines an individual's performance. This means that efforts to use competence as the basis for recruitment and development are essential, especially in the context of today's rapid changes (Rosmaini & Tanjung, 2020)

The term "performance" originates from the words Job Performance or Actual Performance, referring to the actual achievement attained by an individual. An organization's success in achieving its goals is inseparable from the performance of every individual within it. Employees play a very important role in achieving organizational success. How well a leader manages the performance of their subordinates will directly affect the performance of the individual, the work unit, and the organization as a whole (Kenelak, Pio, & Kaparang, 2016).

Employee performance can be defined as work achievement or output—both in quality and quantity—achieved by an employee within a certain period in carrying out their duties and responsibilities. Performance refers to the work results accomplished by an individual or a group within an organization, according to their authority and responsibilities, as part of efforts to achieve the organization's goals in a legal, lawful, and ethical manner (Syafrina, 2017).

Performance appraisal is a method used to assess whether an employee has met the targets assigned to them. The implementation of both organizational and individual performance evaluations is carried out by a management system responsible for assessing employee performance, known as performance management (Januari, Utami, & Ruhana, 2015).

2. Methods

This study employed the Systematic Literature Review (SLR) method to identify the relevance of Learning Agility in employees. The SLR method involves reviewing a predetermined selection of research articles through a process of identification, evaluation, and interpretation of findings from various studies to address the research objectives. By integrating empirical findings from multiple perspectives, the literature review offers the ability to answer research questions using an approach that other methods do not possess (Snyder, 2019).

The article search was conducted from June to July 2025 using Google Scholar with the keywords "Competency" and "Performance" applied randomly. The articles found were then synthesized and analyzed based on inclusion and exclusion criteria.

The inclusion criteria consisted of: Study participants being employees, research methods employing either quantitative or qualitative approaches, publication years within the last 10 years, specifically from 2015 to 2025 dan through this search process, a total of 10 articles were successfully identified for systematic literature review.

3. Results and Discussion

Employee performance is strongly influenced by the level of competency they possess. When work-related competencies are adequately developed, employees tend to complete their tasks more efficiently and respond appropriately to emerging issues, thanks to their ability to adapt to dynamic work environments. Organizations actively implement various human resource development strategies, one of which is enhancing employee competencies as an effort to drive optimal performance.

Several articles published in various journals demonstrate a strong correlation between competency and performance.

No	Title	(Author, Years)	Research Results
1	The Influence of Competency and Work Culture on Employee Performance	(Silvia, Bagia, & Cipta, 2019)	There is a positive influence from Competency and work culture on employee performance. Competency on work culture. Competency on employee performance. Work culture on employee performance at Hotel Adirama. These findings highlight the positive impact of both competency and work culture on various organizational performance dimensions, particularly in the context of Hotel Adirama.
2.	The Influence of Compensation and Competency on the Performance of Employees at the South Sulawesi High Prosecutor's Office	(Gah & Syam, 2022)	Employee performance is influenced by the variables of compensation and competency. The compensation and competency variables have a partial impact on employee performance.
3.	The Influence of Motivation, Competency, and Work Environment on Employee Performance	(Rahman, Anwar, Sahabuddin, & Ruma4, 2022)	Motivation, competency, and the work environment have a positive and significant simultaneous effect on employee performance. Partially, it was found that the competency factor has the most dominant and significant influence on the performance of village office employees in Lalabata District, Soppeng Regency
4.	The Influence of Culture, Work Motivation, and Competency on Employee Performance	(Faizal et al., 2019a)	Competency is indicated by Work Quality, Teamwork, Responsibility, and Work Quantity. Employee performance is indicated by Work Quality, Discipline Behavior, Efficient Use of Working Time, and Attendance. There is a positive influence, both partial and simultaneous, of work culture, work motivation, and competency on employee performance.
5.	The Relationship Between Competency and Employee Performance	(Mukhtar, Toto, & Mutmainnah, 2021)	Competency has a positive and significant relationship with performance
6.	The Influence of Organizational Culture, Competency, and Motivation on Employee Performance	(Ainanur & Tirtayasa, 2018)	Partially, the competency variable affects employee performance. Simultaneously, there is a positive and significant

		influence of organizational culture, competency, and motivation variables on the performance of employees at the PKS Sawit Langkat processing unit of PT. Perkebunan Nusantara IV.
7.	The Influence of Competency on Employee Performance (A Study at PT. Telekomunikasi Indonesia Tbk Witel Bandung)	(Soetrisno & Gilang, 2018) Competency has a positive and significant influence on employee performance at PT. Telekomunikasi Indonesia Tbk Witel Bandung.
8.	Analysis of the Influence of Competency and Promotion on the Performance of Civil Servants at the Regional Secretariat of Bungo Regency	(Ansori & Ali, 2017) Competency has an influence on employee performance, and both competency and job promotion simultaneously have a positive and significant impact on employee performance.,
9.	The Influence of Competency, Work Motivation, and Work Environment on Employee Performance at PT. Datascrip Makassar Branch	(Anshari, Mus, & Serang, 2019) The variables of competency, work motivation, and work environment collectively influence employee performance at PT. Datascrip Makassar Branch. Partial data analysis results indicate that the competency and work environment variables have a significant effect on employee performance at PT. Datascrip Makassar Branch.
10.	Model of Employee Performance: Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center)	(Aima, Adam, & Ali, 2017) Competency and work motivation simultaneously have a positive and significant impact on performance. Partially, competency also has a positive and significant effect on employee performance, as does work motivation, which likewise influences employee performance positively and significantly

Table 1. Data Literature

All ten reviewed articles revealed a relationship between competency and employee performance. This influence includes various categories, such as significant influence (Silvia et al., 2019) and positive influence (Aima et al., 2017). Competency was found to affect performance both partially (Gah & Syam, 2022), (Rahman et al., 2022) and simultaneously, which further reinforces the connection between these two variables.

The reviewed articles also confirmed that the competency variable affecting employee performance is consistently applicable across multiple sectors, including private organizations and both regional and vertical governmental bodies. This indicates that human resource competencies within different organizations deserve serious attention.

The competency and performance variables, with varying indicators, also show considerable influence. For instance, the study by Faizal, Sulaeman, & Yulizar (2019b) used competency indicators such as Work Quality, Teamwork, Responsibility, and Work Quantity, while performance indicators included Work Quality, Disciplinary Behavior, Time Utilization, and Attendance. The findings revealed

a positive effect, both partial and simultaneous, between work culture, work motivation, and competency on employee performance.

The study (Faizal, Sulaeman, & Yulizar, 2019b) examined competency using indicators such as Work Quality, Teamwork, Responsibility, and Work Quantity, and employee performance using indicators including Work Quality, Disciplinary Behavior, Time Utilization, and Attendance. The findings revealed a positive influence, both partial and simultaneous, of work culture, work motivation, and competency on employee performance. (Faizal et al., 2019a)

4. Conclusion

Competency plays a central role in determining employee performance across various organizational sectors, both private and governmental. Competency, which encompasses knowledge, skills, attitude, and work culture, not only serves as the foundation for efficient task execution but also enhances adaptability and responsiveness to the dynamics of the work environment.

A review of ten articles demonstrates that competency has a significant and positive influence—both partially and simultaneously—on performance improvement. This effect is universally observed across different types of organizations, emphasizing that competency development must be a key focus in human resource management.

The implementation of competency-based policies, such as recruitment, training, and performance appraisal, has proven effective in fostering optimal performance and achieving organizational goals. Therefore, investment in human resource competency development represents a strategic step toward organizational sustainability and competitiveness in the era of global competition.

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