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# THE EFFECT OF COMPETENCE ON EMPLOYEE PERFORMANCE AT THE MANADO CITY MANPOWER OFFICE

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## Abstract

This study aims to determine competency and employee performance conditions and analyze the effect of competency on employee performance at the Manado Department of Manpower. This research employed a quantitative associative approach. The population consisted of 35 employees, all selected as the sample using a saturated sampling technique. Data were collected through a Likert-scale questionnaire comprising 18 competency items and 16 employee performance items. Data analysis included descriptive statistics, validity, reliability, normality, and linear regression tests using IBM SPSS Statistics 27. The results showed that all questionnaire items were valid, with r-values exceeding the r-table value of 0.334. The instruments demonstrated reliability, with Cronbach's Alpha values of 0.930 for competency and 0.936 for employee performance. The residuals were normally distributed, as indicated by a Shapiro-Wilk significance value of 0.778. Competency and employee performance were categorized as moderate, with mean scores of 50.54 and 43.57, respectively. Regression analysis produced the equation Y = 20.931 + 0.448X. The t-test showed that competency had a positive and significant effect on employee performance, with t-count = 3.035 > t-table = 2.035 and significance = 0.005 < 0.05. The correlation coefficient was 0.467, while R-square was 0.218, indicating that competency explained 21.8% of employee performance.

**Keywords:** Competence, Employee Performance, Simple Linear Regression, Manpower Office

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## INTRODUCTION

Human resources are an important part in the implementation of organizational activities because every job carried out in an agency depends on the ability of employees to carry out their duties and responsibilities. In government organizations, employees are required to be able to carry out work according to their respective fields, provide services to the community, manage administration, and adapt to developments in the work system. The Manado City Manpower Office is one of the government agencies that carries out various matters in the field of employment through several fields with different duties and responsibilities, namely the Field of Job Training and Productivity, the Field of Manpower Placement and Expansion of Employment Opportunities (PENTA), the Field of Industrial Relations and Social Security for Workers, as well as the function of Manpower Supervision and Occupational Safety and Health (K3).

Based on initial observations, employees generally understand their duties and responsibilities within their respective fields. However, differences in technical skills among employees are still found in the implementation of certain tasks, particularly in the use of computers and work systems. This condition is most evident in the PENTA Sector, where the verification process for Prospective Indonesian Migrant Workers (CPMI) data through the SIAPKERJA system still requires assistance from other employees who are more familiar with the system. This condition has the potential to cause dependency on certain employees and delay work completion if the employee in question is handling other tasks. However, field observations only indicate symptoms and cannot yet explain measurably how much employee competence influences performance, so empirical testing is needed.

Previous research consistently shows that competence has a positive effect on performance in various objects, such as the Bandung City Health Office with a contribution of 68.9% (Abubakar, 2018), the Edagotadi Community Health Center in Deiyai Regency (Wospakrik et al., 2025), the Youth Division of the Bandung City Youth and Sports Office with a contribution of 87.4% (Heri & Andayani, 2020), and CV Inaura Anugerah Jakarta with a contribution of 15.7% (Pramularso, 2018). However, research on the effect of competence on employee performance in employment agencies, especially in Manado City, is still very limited — while the Manpower Office has unique task characteristics because it focuses on employment services, workforce placement, industrial relations, and job training that require adequate employee competence. This study also specifically only tests one independent variable (competence) without additional

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or mediating variables, different from most previous studies that combine competence with work discipline, training, motivation, or career development, so that it can provide a pure picture of the contribution of competence to performance.

Competence is understood as the ability of a person to carry out their work duties and responsibilities effectively, supported by knowledge, skills, work attitudes, and personal characteristics relevant to job demands (Wibowo, 2016; Situmorang et al., 2023). Employee performance is understood as the work results achieved by employees in carrying out their duties and responsibilities, measured through quality, quantity, timeliness, and work effectiveness (Sutrisno, 2016; Saifullah, 2020). Based on theoretical studies and previous research results, it is suspected that competence has a positive effect on employee performance: the higher the competence an employee has, the higher the performance produced. The purpose of this study is to determine the condition of employee competence, determine the condition of employee performance, and determine and analyze the effect of competence on employee performance at the Manado City Manpower Office, with the following hypotheses: H0 - competence has no significant effect on employee performance; H1 - competence has a positive and significant effect on employee performance.

## RESEARCH METHOD

This study uses a quantitative approach with an associative hypothesis type, aimed at testing the influence of the Competence variable (X) as an independent variable on Employee Performance (Y) as a dependent variable (Sugiyono, 2016). The study was conducted at the Manado City Manpower Office. The research population was all 35 employees of the agency, and considering the relatively small population size, all members of the population were sampled using a saturated sampling technique (Sugiyono, 2016).

Primary data were collected through a five-point Likert scale questionnaire (Strongly Agree = 5 to Strongly Disagree = 1) consisting of 18 statement items for the Competence variable — covering indicators of knowledge, skills, and attitudes (Wibowo, 2016) — and 16 statement items for the Employee Performance variable, covering indicators of quality, quantity, timeliness, and effectiveness (Saifullah, 2020). Data were supplemented by observation, documentation, and literature studies. Data analysis was carried out with the help of IBM SPSS Statistics 27, including descriptive statistics to describe the characteristics of respondents and the conditions of the research variables; validity testing through Corrected Item-Total Correlation compared to r table;

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reliability testing through Cronbach's Alpha with a threshold of 0.60; residual normality testing through Kolmogorov-Smirnov and Shapiro-Wilk; and simple linear regression analysis (Y = a + bX) followed by a t-test to test the hypothesis, correlation coefficient (R), and determination coefficient (R Square).

## RESULTS AND DISCUSSION

### 1. Respondent Characteristics

This study involved 35 respondents, all employees of the Manado City Manpower Office. Based on gender, there were 20 female respondents (57.1%) and 15 male respondents (42.9%). Based on their last education, the largest proportion had a bachelor's degree (12 people) (34.3%), followed by high school and diploma (D3) with 8 people each (22.9%), so that approximately 65.8% of respondents had a diploma or above. Based on age group, the majority of respondents were in the range of 26-35 years (34.3%) and 36-45 years (31.4%), indicating that the majority of employees were in the productive age range.

### 2. Employee Competency and Performance Conditions

The results of the descriptive statistical analysis show that the total score of the Competence variable (X) ranges from 27 to 81 out of a theoretical maximum score of 90, with an average (mean) of 50.54 and a standard deviation of 12.36. The mean value per item ranges from 2.60 to 2.94 on a scale of 1-5, indicating that employee competency is generally in the sufficient/moderate category. The item "Able to coordinate work with coworkers" obtained the lowest average (2.60), while items related to understanding tasks, information, and computer use obtained the highest average (2.94).

The total score of the Employee Performance variable (Y) ranged from 20 to 71 out of a theoretical maximum score of 80, with an average of 43.57 and a standard deviation of 11.85. The mean per item ranged from 2.46 to 3.00, with the item "Able to complete several tasks simultaneously" obtaining the highest average (3.00) and the item "Producing work with high accuracy" obtaining the lowest average (2.46). In general, employee performance was also in the sufficient/moderate category, in line with the condition of competency that was not yet fully evenly distributed as identified in the initial study.

### 3. Instrument Validity and Reliability Test

The validity test was conducted by comparing the Corrected Item-Total Correlation (r count) value to the r table. With n = 35 and a significance level of

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5%, the r table was obtained at 0.334. The test results showed that all 18 items of the Competence variable had r counts between 0.441 and 0.773, and all 16 items of the Employee Performance variable had r counts between 0.427 and 0.897 — all exceeding the r table, so that all instrument items were declared valid.

**Table 1.**
**Summary of Reliability Tests**

| Variables | Cronbach's Alpha | Number of Items | Information |
|---|---|---|---|
| Competence (X) | 0.930 | 18 | Very Reliable |
| Employee Performance (Y) | 0.936 | 16 | Very Reliable |

Source: Results of SPSS data processing (Reliability Analysis), 2026.

The Cronbach's Alpha value for both variables exceeded the threshold of 0.60, even being in the very high category, so that this research instrument was declared reliable and suitable for use for further data collection.

## 4. Normality Test

A normality test was conducted on the unstandardized residual values of the Employee Performance on Competence regression results. The test results showed a Kolmogorov-Smirnov significance value (with Lilliefors correction) of 0.200 and a Shapiro-Wilk significance value of 0.778, both greater than 0.05. The Shapiro-Wilk test is more appropriate as a reference because the number of samples (n = 35) is below 50. The residual skewness value of -0.240 and kurtosis of -0.114 also indicate a data distribution that is close to symmetrical. Thus, the residual data is declared to be normally distributed and the normality assumption for the regression analysis is met without requiring data transformation.

## 5. Simple Linear Regression Analysis and Hypothesis Testing

**Table 2.**
**Results of Simple Linear Regression Analysis**

| Model | B | t count | Sig. |
|---|---|---|---|
| (Constant) | 20,931 | 2,728 | 0.010 |
| Competence (Total_X) | 0.448 | 3,035 | 0.005 |

Source: SPSS data processing results (Regression), 2026. Dependent variable: Employee Performance (Total_Y).

Based on Table 2, a simple linear regression equation is obtained Y = 20.931 + 0.448X. The constant value of 20.931 means that if the competency is 0, employee performance is estimated at 20.931. The regression coefficient of 0.448 is positive,

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which means that every one unit increase in the competency score will increase the employee performance score by 0.448 units, assuming other factors remain constant.

Hypothesis testing through the t test shows a calculated t value of 3.035 with a significance of 0.005. With degrees of freedom (df) = n - 2 = 33 and a significance level of 5%, a t table of 2.035 is obtained. Because the calculated t (3.035) > t table (2.035) and the Sig. value (0.005) < 0.05, then H0 is rejected and H1 is accepted. Thus, competence is proven to have a positive and significant effect on employee performance at the Manado City Manpower Office.

**6. Correlation Coefficient and Determination Coefficient**

The correlation coefficient (R) value between competency and employee performance is 0.467 with a significance of 0.005, indicating a positive and significant relationship between the two variables. Based on the correlation coefficient interpretation guidelines (Sugiyono, 2017), the value is in the range of 0.40–0.599 which is included in the moderate category. The coefficient of determination (R Square) value of 0.218 indicates that competency is able to explain 21.8% of employee performance variations, while the remaining 78.2% is explained by other factors outside this research model, such as work motivation, work discipline, workload, and work environment.

This finding is consistent with previous research showing that competence has a positive effect on employee performance (Rivai, 2004; Nirmah & Mustichah, 2021; Wospakrik et al., 2025), although the contribution in this study (21.8%) is relatively lower than several similar studies, such as those in the Bandung City Health Office (68.9%) or the Youth Division of the Bandung City Youth and Sports Office (87.4%). This difference aligns with initial observations that found a gap in technical skills mastery among employees, particularly in the use of work systems such as SIAPKERJA in the PENTA Division—a condition that indicates that other factors beyond competence, such as work systems, task load, and organizational support, also play a significant role in shaping employee performance at this agency. The average scores for competence and performance, both in the sufficient/moderate category, also reinforce the idea that improving competence—especially in aspects of work coordination and mastery of digital systems—has the potential to have a greater impact on performance if improved in a targeted manner.

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## CONCLUSION

Based on the results of data analysis, it can be concluded that the condition of employee competency at the Manado City Manpower Office is in the sufficient/moderate category, with an average score of 50.54 out of a maximum score of 90. The condition of employee performance is also in the sufficient/moderate category, with an average score of 43.57 out of a maximum score of 80. All research instruments are declared valid and highly reliable, and the residual data is normally distributed, so that the regression model used meets the basic assumptions of the analysis. The results of the simple linear regression analysis produce the equation Y = 20.931 + 0.448X, and the results of the t test prove that competence has a positive and significant effect on employee performance (t count 3.035 > t table 2.035; Sig. 0.005 < 0.05), so that H0 is rejected and H1 is accepted. Competence has a relationship in the moderate category (R = 0.467) with a contribution of 21.8% to employee performance, while 78.2% is influenced by other factors outside this study.

Based on these findings, the leadership of the Manado City Manpower Office is advised to improve employee competency in a targeted manner, particularly in the aspect of work coordination between employees and mastery of digital work systems such as SIAPKERJA, through regular and equitable technical training across all areas. Considering that competency contributes only 21.8% to performance, the agency also needs to pay attention to factors other than competency—such as work motivation, workload, and work environment—in an effort to improve employee performance overall. Further research is recommended to add other relevant variables or use a mixed-methods approach to obtain a more comprehensive picture of the factors that influence employee performance in similar agencies.

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