

Vol. 3 (2025) E-ISSN : 3032 - 517X

# Analysis of Employee Competencies at the Pekanbaru City Sub-district Office in Improving Organizational Performance

Rein Rizka Karvy<sup>1</sup>, Sujianto<sup>2</sup>, Meyzi Heriyanto<sup>3</sup>, Adianto<sup>4</sup>

<sup>1-4</sup> University Riau, Pekanbaru, Indonesia

Email Correspondent:  
*Reboundkretong@gmail.com*

---

## ARTICLE INFO

### Article history:

Received Oct,04 2025

Revised Nov,03 2025

Accepted Dec, 20 2025

Available online Jan, 05 2025

### Keywords:

Competence, Employee Performance.

*This is an open access article under the CC BY-SA license.*

*Copyright © 2024 by Author.  
Published by UIN Suska Riau*

---

## ABSTRACT

This study was conducted with the aim of comprehensively analyzing the influence of competence on organizational performance in the Pekanbaru City District. The population in this study were District employees in Pekanbaru. However, in this study, Non Probability Sampling was used using the purposive sampling method, namely sampling that limits to specific characteristics where the study took 5 Districts close to the center of government from 15 Districts. From the number of employees 251 using the Cluster Sampling technique to 151 respondents using SEM analysis. The results in this study say that competence has a significant effect on organizational performance. Implementation of employee performance in improving organizational competence and commitment can be done by implementing strategies, policies and systems to manage, evaluate with the aim of achieving organizational goals. This involves setting clear work goals, providing training and development, using a technology-based assessment system (e-performance), providing constructive feedback.

---

## INTRODUCTION

Government organizations, particularly at the sub-district level, are the spearhead of public services, directly interacting with the public. The Sub-district Office plays a strategic role in administering general government affairs, coordinating activities, and providing integrated sub-district administrative services (PATEN), a requirement of modern society. Improving the quality of public services directly depends on the professionalism and performance of the Civil Servants (ASN) serving within it.

In the context of human resource (HR) management in the public sector, employee competency is a crucial factor. Competence, which encompasses the combination of knowledge, skills, and work attitudes required to carry out tasks and positions, determines an employee's ability to achieve the performance standards set by the organization. A competent employee is expected to work efficiently, effectively, and responsively to community needs.

To achieve high organizational performance, the primary factor that must be optimized is Human Resource (HR) performance. This HR performance is significantly influenced by the employee competency of the Civil Servants (ASN) at the Sub-district Office. Competence is defined as a set of observable, measurable, and developable knowledge, skills, and behavioral characteristics necessary for an employee to effectively and superiorly perform their duties and positions.

A common phenomenon in bureaucracies, including in several sub-district offices in Pekanbaru, indicates a gap between intended performance and actual performance. Some observable indicators of employee competency-related problems include:

- a. Suboptimal Service Quality: Public complaints persist regarding cumbersome procedures, lack of accuracy in document completion, or slow service times (punctuality), reflecting limited technical or managerial competency among employees.
- b. Demands of Digital Development and Innovation: The digital era demands that civil servants (ASN) possess adequate digital competency, particularly in the implementation of integrated service systems and the utilization of information technology. Limited mastery of this technology can hinder innovation and service efficiency.
- c. Need for Self-Development: Although training and education (diklat) are efforts to improve competency, the effectiveness and relevance of employee development programs are often questioned. It is necessary to analyze whether the materials, methods, and facilities used are optimal in bridging competency needs in the field.

The Sub-district Office, as a regional government work unit, needs to ensure that all its employees possess competencies that align with job requirements and ideal service standards. Therefore, an employee competency analysis at the Pekanbaru Sub-district Office is crucial for:

- Identifying the current employee competency profile.

- Identifying competency dimensions (e.g., technical, managerial, and socio-cultural competencies) that still need improvement.
- Formulating appropriate HR policy recommendations, including placement, career development, and training programs.

The Pekanbaru City Government, through its bureaucratic reform policy, continues to encourage improvements in service quality. However, in practice, challenges in improving organizational performance at the sub-district level often arise from a competency gap. This gap is reflected in several indicators, including:

1. Demands for Modern Services vs. Technical Competence: The public demands fast, transparent, and technology-based services. Organizational performance can be hampered if sub-district office employees do not fully master the technical competencies related to service digitization systems, data management, and the latest regulations.
2. Managerial Effectiveness and Coordination: The sub-district office requires strong managerial competencies from leaders and staff to coordinate cross-sectoral programs and manage conflict effectively. Weaknesses in these competencies can impact overall organizational performance, such as slow decision-making or a lack of synergy between work units.
3. Work Culture and Socio-Cultural Competence: To achieve excellent service, socio-cultural competencies are required, encompassing service ethics, effective communication, and the ability to adapt to community diversity. Limitations in these aspects can reduce public satisfaction and damage the organization's image.

Given that investment in employee competency development is key to driving sustainable organizational performance improvement, it is crucial to conduct an in-depth competency analysis of employees at the Pekanbaru Sub-district Office. This analysis aims to identify existing competency profiles, compare them to required job standards, and formulate targeted development strategies. Based on this background, this study focuses on the causal relationship between individual competencies and organizational performance, with the title: "Analysis of Employee Competencies at the Pekanbaru City Sub-district Office in Improving Organizational Performance." The main objective of this study is to conduct an analytical study of the competencies of employees at the [Name of Selected Sub-district Head] Office in Pekanbaru City and their impact on organizational performance. Specifically, this study has the following objectives:

1. To identify and map the employee competency profile (covering technical, managerial, and socio-cultural dimensions) possessed by Civil Servants (ASN) at the Office in Pekanbaru City.

2. To analyze and test the extent to which employee competency levels influence organizational performance in the implementation of public duties and services at Office in Pekanbaru City.
3. To formulate strategic recommendations and relevant and effective competency development programs to optimize overall organizational performance at the in Pekanbaru City.

## LITERATURE REVIEW

### Basic Concept of Competence

Competence has become an important foundation in human resource management in the public sector, especially following the implementation of Law No. 5 of 2014 concerning the State Civil Apparatus (ASN).

### Definition of Competence

According to Spencer and Spencer (1993), competence is defined as a fundamental individual characteristic that has a causal relationship with superior performance in a specific job or situation. These characteristics include motives, traits, self-concept, knowledge, and skills.

### Dimensions of ASN Competence

In the context of Indonesian regulations, Government Regulation No. 11 of 2017 (as updated by Government Regulation No. 17 of 2020) classifies ASN competencies into three main types:

1. Technical Competence: Knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed, specifically related to the technical field of the position. (Examples: mastery of the E-Kinerja system, PATEN procedures, land regulations).
2. Managerial Competence: Knowledge, skills, and attitudes/behaviors related to organizational and team management (e.g., integrity, collaboration, communication, leadership, strategic planning).
3. Socio-Cultural Competence: Knowledge, skills, and attitudes/behaviors related to experiences interacting with diverse communities in terms of religion, ethnicity, and culture (e.g., sensitivity to diversity, service ethics, and stakeholder management).

### Basic Concepts of Organizational Performance

#### Definition of Organizational Performance

Organizational performance is the work results achieved by an organization as a whole, which reflects the effectiveness, efficiency, and quality in achieving established goals and objectives. In the government context, performance is often measured through the achievement of key performance indicators (KPIs) and the level of public satisfaction.

#### Organizational Performance Indicators

According to Richard et al. (2009), organizational performance indicators in the public sector can be categorized as follows:

1. Financial Performance: Efficient and accountable budget use.
2. Operational/Process Performance: Efficient procedures, speed of service delivery, and use of technology.

3. Service Quality: Level of customer satisfaction, accuracy, and responsiveness of service.
4. Human Resource Performance: Employee productivity and development (which are heavily influenced by competency).

### **Relationship between Competency and Organizational Performance**

The primary theory underlying this research is Competency-Performance Theory.

1. The Importance of Balance: Individual competencies (inputs) possessed by employees, in aggregate, will determine the quality of the work process (throughput) and the final results (outputs) of the organization. When there is a fit between employee competencies and job demands, the opportunity for performance improvement is greater.
2. Empirical Studies:
  - a. Research by Lawler (2000): Confirms that organizations that invest in improving the knowledge and skills of their employees tend to achieve competitive advantage and significant performance improvements.
  - b. Public Sector Research: Many studies show that improving Managerial Competence (particularly the leadership of Sub-district Heads/Section Heads) and Technical Competence (particularly IT mastery for public services) has a strong positive correlation with improving the quality and speed of service (Organizational Performance).
3. Performance Improvement Mechanisms:
  - a. Technical Competence → Increases efficiency and accuracy in completing administrative tasks.
  - b. Managerial Competence → Increases the effectiveness of inter-unit coordination and decision-making.
  - c. Socio-Cultural Competence → Increases public satisfaction through good communication and friendly service.

### **METHODOLOGY**

A research design is a plan or structure that determines how the research will be conducted to answer the research questions or achieve the research objectives. This design includes the strategies and procedures used to collect and analyze data, as well as how to organize and structure the research. Research design is important because it provides a framework to ensure that the research is conducted systematically and validly. This study uses a quantitative research approach that focuses on numerical measurements and statistical analysis to quantify the relationships between variables. Data collection was conducted using a questionnaire method to

measure the influence of competency on organizational performance in Pekanbaru City Districts.

A population in a study is a collection of individuals or objects with common characteristics. The population in this study was employees of organizations in Pekanbaru City Districts. There are 15 permanent organizations working in Pekanbaru City Districts. A sample is a portion of the population that has relatively similar characteristics and can be considered representative of the population. According to Sugiyono (2018:81), a sample is a portion of a population element taken through certain methods, which also has certain, clear, and complete characteristics that are considered representative of the population. This study employed a non-probability sampling technique, employing purposive sampling, a sampling method that limits sampling to specific characteristics. The researchers selected five sub-districts close to the center of government. The sample size was reduced by 251 using the Slovin formula to 151. The questionnaire distribution employed cluster and stratified random sampling, as the population was not homogeneous.

The data analysis used the Partial Least Squares (PLS) approach. PLS is a component-based Structural Equation Modeling (SEM) model. This study used SEM because it is a multivariate statistical analysis method, a statistical method whose purpose is to analyze data containing at least one dependent variable and more than one independent variable, and where there is a correlation or relationship between one variable and another. The examiner can develop models for analysis, both psychometric and structural models. Therefore, the examiner can develop flexible analyses without compromising the desired results. The PLS model tests conducted in this study are: (1) Validity Test, Validity test is a test conducted to measure the accuracy of the research instrument or questionnaire. The questionnaire is said to be valid if the statement or statements from the questionnaire can reveal something that will be measured by the questionnaire. The accuracy value of the questionnaire can be measured using the correlation coefficient. A questionnaire is said to be good and valid if the correlation coefficient is  $> 0.60$  (Ghozali, 2018). (2) Reliability Test, the reliability test is a questionnaire test conducted with the aim of measuring the consistency of respondents' answers. The reliability test is carried out using the Cronbach alpha statistical test. The questionnaire is said to be reliable if the Cronbach alpha value is  $\geq 0.70$  (Ghozali, 2018). (3) R Square Test, the coefficient of determination (R Square) is a way to assess how much the endogenous construct can be explained by the exogenous construct. The coefficient of determination (R Square) value is expected to be between 0 and 1. R Square values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak, respectively.

## RESULTS AND DISCUSSION

### Validity and Reliability Testing

The convergent validity of the measurement model with reflective indicators was assessed based on the correlation between item scores/component scores estimated using PLS software. The validity test results are shown in Table 1.

**Tabel 1: Uji Validitas dan Reliabilitas**

Construct	Indicators	Validitas (>0.60)	Cronbach 's Alpha (>0.70)	Rho_A (>0.70)	AVE (>0.50)	Composite Reliability (>0.70)
Kompetensi (X1)	X1.1	0.906	0.921	0.929	0.650	0.936
	X1.2	0.866				
	X1.3	0.834				
	X1.4	0.860				
	X1.5	0.796				
	X1.6	0.800				
	X1.7	0.668				
	X1.8	0.686				
Kinerja Pegawai (Y2)	Y2.1	0.934	0.938	0.945	0.648	0.948
	Y2.2	0.814				
	Y2.3	0.844				
	Y2.4	0.865				
	Y2.5	0.783				
	Y2.6	0.832				
	Y2.7	0.700				
	Y2.8	0.710				
	Y2.9	0.821				
	Y2.10	0.714				

Sumber: Olahan Data Smart PLS 2025

Based on the test results presented in Table 1, it can be seen that the indicators in the latent variables regarding competence, organizational commitment, and employee performance, as measured by each indicator, have outer loading values greater than 0.60. Therefore, it can be concluded that each indicator collectively demonstrates the unidimensionality or validity of a latent variable against its constituent indicators. This can be evaluated through a measurement model using validity and reliability by constructing the latent variables into a path diagram. All variable constructs, including competence, organizational culture, spiritual intelligence, organizational commitment, and employee performance, meet the reliability criteria. This is indicated by Cronbach's Alpha Composite Reliability values above 0.70 and AVE values above 0.50, as recommended.

### **Coefficient of Determination (R<sub>2</sub>)**

The coefficient of determination (R<sub>2</sub>) for the endogenous variables is presented in Table 2.

Table 2: Results of the Coefficient of Determination (R<sub>2</sub>) Test

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Kinerja Pegawai (Y<sub>2</sub>)</b>	0.971	0.969

*Sumber: Olahan Data Smart PLS 2025*

Based on the data calculations, the adjusted R-Square for employee performance at the Pekanbaru District Office was 0.971, or 97.1%. Therefore, employee performance was influenced by competency and organizational commitment variables by 97.1%. The remaining 2.9% was explained by other variables not included in this research model.

### **Testing the Direct Influence Path Coefficient and Hypothesis Testing**

Hypothesis testing and the direct influence path coefficient between variables. The results of the direct influence can be seen from the path coefficient value and the significant critical point at  $\alpha = 0.05$ . The complete results of the direct influence test are presented in Table 3.

**Table 3: Direct Influence Path Coefficient and Hypothesis Testing**

<b>Hipotesis</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV  )</b>	<b>P Values</b>	<b>Bukti Empiris</b>
Kompetensi (X <sub>1</sub> ) → Kinerja Pegawai (Y <sub>2</sub> )	0.758	7.594	0.020	Signifikan Diterima

*Sumber: Olahan Data Smart PLS 2025*

Based on Table 3, the research results show that the direct effect and research hypothesis tests aim to answer whether the proposed hypothesis can be accepted or rejected. The results of the direct effect hypothesis test can be explained as follows:

**Hypothesis Test: The Effect of Competence on Employee Performance**

The hypothesis test shows that competence has a significant effect on employee performance. The results of this study indicate that competence significantly influences employee performance. This means that if an employee possesses competence, meaning the ability to solve problems, their performance will also improve because they understand the assigned tasks and are able to complete them effectively. This is evidenced by statistical testing, which shows a path coefficient (original sample estimate) of 0.758 and a significant p-value of 0.020 ( $p < \alpha = 0.05$ ). This means that any increase in competence will improve employee

performance. Competence has a positive effect on employee performance. Employees with the appropriate knowledge, skills, and attitudes will be able to carry out their tasks better and more efficiently, ultimately increasing productivity and organizational work results. The interrelationship between these two variables, which influence each other and positively correlate between competence and performance, is due to employee character, which is the strength of competence. Competence is a fundamental characteristic of an individual, a cause related to criteria for effective performance. Equivalently, performance serves as a means of demonstrating employee competence. Performance is the "quality and quantity of work results achieved by an employee in carrying out their duties in accordance with their assigned responsibilities." Generally, employees expected in an organization or agency are those who possess the competence to demonstrate performance in carrying out their functions and roles professionally. This is primarily reflected in the ability to complete work effectively.

The higher the employee's competence, and the more it aligns with job demands, the higher their performance will be. Competent employees typically possess the ability and willingness to quickly resolve work issues, perform their work calmly and confidently, view work as an obligation that must be carried out sincerely, and openly seek to improve themselves through the learning process.

Competence is one way to develop human resources in government by improving the individual competencies of government employees. Competence reflects the knowledge and skills possessed by each individual that enable them to perform their duties and responsibilities. Competence is the foundation and characteristic of a person and indicates a way of behaving or thinking, adapting to situations, and supporting them over a long period of time. Therefore, competence is a fundamental characteristic of each individual that is linked to criteria referenced to work performance. excel or be effective in a job.

Competence is the ability and characteristics possessed by a Civil Servant (PNS), encompassing the knowledge, skills, attitudes, and behaviors necessary to carry out their duties professionally, effectively, and efficiently. Law Number 5 of 2014 stipulates that there are at least three key competencies that ASN employees must possess: technical competence, managerial competence, and socio-cultural competence. Technical competence is measured by educational level and specialization, functional technical training, and technical work experience. Managerial competence, on the other hand, is measured by educational level, structural or management training, and leadership experience. Socio-cultural competence, on the other hand, is measured by work experience relating to a pluralistic society in terms of religion, ethnicity, and culture, thus fostering a national perspective. The relationship between competence and

organizational commitment, as the role of competence currently requires task skills and skill transfer skills as deep, inherent underlying characteristics that can be used to predict various specific work situations. For example, technological advancements in the current digital era certainly require a strong organizational commitment from employees to advance the organization where they work. Human Resource Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Therefore, competence demonstrates skills or knowledge characterized by professionalism in a particular field and is applied to increase agreed benefits. With a strong commitment, the organization will succeed.

Competence is a form of employee understanding of their duties and responsibilities and the ability to work effectively so that every task assigned by leadership can be completed adequately. Competence is one way to develop human resources in government by improving the competence of individual employees in that government. Competence refers to the characteristics of knowledge and skills possessed by each individual that enable them to carry out their duties and responsibilities effectively and raise the standards of professional quality in their work.

As stated by Spencer (2014), competence is the foundation and characteristic of a person and indicates a way of behaving or thinking, adapting to situations, and supporting them over a long period of time. Therefore, competence is a fundamental characteristic of each individual that is linked to criteria referenced for superior or effective work performance in a job. Furthermore, Sudarmanto (2016: 49) states that competence is the ability and characteristics possessed by an employee, including the knowledge, skills, attitudes, and behaviors necessary to carry out their job duties, enabling them to carry out their duties professionally, effectively, and efficiently.

Based on the results of research conducted by researchers on the influence of competence on employee performance, research conducted by Kustanto et al. (2022) and Prananosa et al. (2018) indicates a positive and significant influence between competence and employee performance. The results obtained from research conducted by Made Hendri (2021) indicate that competence has a significant influence on performance. Research conducted by Kuswoyo et al. (2018) revealed that competence has a significant influence on employee performance. Therefore, it can be concluded that competence always has a positive impact on employee performance.

## CONCLUSION

The magnitude of the influence of competence on employee performance in Pekanbaru City District reached 0.758. This magnitude of influence is considered strong and significant. The magnitude of the influence of Competence on Employee Performance in Pekanbaru City District is theoretically determined by Honesty in carrying out assigned tasks, Able to cooperate with leaders well and Understanding the work given by leaders. The magnitude of the influence of Competence on Employee Performance in Pekanbaru City District is practically determined by 8 Competence manifest variables. The existence of this influence shows that between Competence and Employee Performance in Pekanbaru City District there is a meaningful cause-effect relationship: if Competence is increased or increased then the stimulant increase in Competence is followed by an increase in Employee Performance in Pekanbaru City District. This is because if an employee has competence in the sense of being able to solve problems that occur then Employee Performance will also be good because the employee understands the tasks given and is able to complete them well.

## REFERENCES

### Buku

Ivancevich, J. M. (2008). *Perilaku dan manajemen organisasi* (Edisi Ke-11). Erlangga.

Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan* (Edisi Ke-14). Remaja Rosdakarya.

Mathis, R. L., & Jackson, J. H. (2010). *Human resource management (Manajemen sumber daya manusia)* (Edisi Ke-10). Salemba Empat.

Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley & Sons.

Wibowo. (2017). *Manajemen kinerja* (Edisi Keempat). Rajawali Pers.

### Jurnal Ilmiah

Zaidi, A. A. (2016). Peningkatan Kompetensi dalam Kinerja organisasi.

Max N. D. (2020). Analisis pengaruh kompetensi teknis dan manajerial ASN terhadap kualitas pelayanan publik di pemerintahan daerah. *Jurnal Ilmu Administrasi Negara*.

[Sugiono, (2021). Peran kepemimpinan Camat dalam memediasi hubungan kompetensi dan kinerja organisasi. *Jurnal Manajemen Publik*.

Richard, O. C., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological rigor. *Strategic Management Journal*, 35(2), 718–724.

### Peraturan Perundang-undangan dan Dokumen Resmi Pemerintah

*Undang-Undang Republik Indonesia Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara.*

*Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2017 tentang Manajemen Pegawai Negeri Sipil (Sebagaimana telah diubah dengan PP No. 17 Tahun 2020).*