



## Competency Enhancement and Effective Communication as Drivers of Organizational Performance: An Application of the Work Competence Theory

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### ABSTRACT

*This article explores the impact of competency enhancement strategies and effective communication on organizational performance by applying the Theory of Work Competence. The research aims to analyze both the direct and indirect influence of improving work competence and effective communication within an organizational setting. A quantitative approach was employed, utilizing questionnaires distributed to organizational employees, with data analyzed using multiple linear regression. The findings indicate that both competency enhancement strategies and effective communication have a significant and positive effect on organizational performance, both individually and simultaneously. Employees who possess higher competence and engage in effective communication demonstrate improved performance, contributing to the achievement of organizational goals. The study concludes that developing work competence and fostering effective communication are key drivers for organizational success. It is recommended that organizations implement continuous training programs and establish open communication channels to sustain and further enhance performance. Future research should consider additional factors, such as leadership style and organizational culture, to provide a more comprehensive understanding of performance improvement.*

**Keywords:** Competence; Communication; Organizational Performance; Work Competence Theory.

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## INTRODUCTION

The performance of organizations, particularly in the public sector, is greatly influenced by the quality and competence of their human resources (HR). In recent years, the need for competitive and competent human capital has become increasingly critical due to the dynamic demands of the modern workplace (Bodhi & van Zoonen, 2025; Khairunisa & Muafi, 2022). Many organizations face challenges in achieving optimal performance as a result of insufficient employee competence and ineffective communication practices (Pratiwi & Asri Kartika, 2019; P. Purwanto et al., 2021).

The problem formulation in this research revolves around how competency enhancement strategies and effective communication impact organizational performance. These issues are particularly relevant as prior studies indicate that human resource development (HRD) and communication are fundamental drivers of organizational success, yet there remains a lack of consensus on the best approaches to integrate both factors effectively (Anggarwati et al., 2023; H. Purwanto et al., 2024).

The purpose of this study is to analyze the direct and indirect effects of competency improvement strategies and effective communication on organizational performance. This research aims to fill the gap in existing literature by applying the Theory of Work Competence and examining its integration with communication effectiveness in influencing organizational outcomes (Fransiska & Tupti, 2020).

Several studies have highlighted the importance of both competence and communication within organizations. For example, (Dirwan, 2022) emphasized the significance of effective business communication in improving auditor performance, while (Aulia Safitri et al., 2024) demonstrated the positive impact of communication on employee productivity. In the Indonesian context, research by (Khurniawan et al., 2023) underlined that organizational culture and competency development play key roles in enhancing public sector performance.

Although various studies have proven the importance of competence and communication in improving organizational performance (Syamsuri et al., 2020), most of these studies only analyze these two variables separately. For example, (Yulianti, 2017) highlight the effectiveness of business communication in improving auditor performance, while (Viona et al., 2023) place more emphasis on competency development thru training and its impact on employe adaptability. This indicates the absence of consensus or a comprehensive understanding of how the integration of competence and communication can simultaneously affect organizational performance, particularly in the context of government agencies in Indonesia (Nurhayati, 2023; Rahayu et al., 2019).

Moreover, previous research has not widely adopted the Theory of Work Competence framework to examine the interaction between competency enhancement and communication effectiveness within a single empirical model (Dharma, 2019; Zainuddin et al., 2020). Most studies mention these two factors as performance drivers, but do not explain in detail the integration mechanisms or the magnitude of each variable's contribution when examined simultaneously (Rivaldo et al., 2021; Siregar & Usriyah, 2021). Therefore, this study aims to fill the gap in the literature by empirically examining the direct and indirect effects of competence enhancement strategies and effective communication on organizational performance within a single integrated model based on the Theory of Work Competence.

Despite these findings, there is still a research gap regarding how competency and communication interact to influence organizational performance, especially using the Theory of Work Competence as a framework. Most previous studies tend to focus on these factors separately without exploring their combined effects (Setyowati, 2019).

In summary, this study responds to the growing need for empirical evidence on how organizations can strategically improve performance through targeted competency development and communication effectiveness, and seeks to contribute to existing knowledge by providing an integrated approach grounded in recent theoretical and empirical advancements.

## LITERATURE REVIEW

Work Competence Theory developed by Spencer & Spencer (1993, 2018) emphasizes that competence is a combination of knowledge, skills, abilities, and other attributes that directly affect an individual's performance within an organization. Competence is not only technical in nature but also includes behavioral aspects, such as communication skills, collaboration, and adaptability (Nindatu, 2019). In the organizational context, Work Competence Theory explains that individuals with high competence tend to be able to complete tasks effectively, innovate, and contribute to the achievement of organizational goals (Correia et al., 2023; Sulistiani, 2020).

Conceptually, the relationship between competence, communication, and organizational performance within the framework of Work Competence Theory can be explained through several mechanisms. First, good competence allows employees to master tasks and responsibilities optimally, but achieving maximum performance is also greatly influenced by effective communication skills (Budi et al., 2025; Hidayat et al., 2024). Communication acts as a channel for transferring knowledge, conveying ideas, providing feedback, and building trust among organizational members. Thus, effective communication strengthens the positive impact of competence on performance, both directly and as a mediator. The knowledge and skills possessed by employees will have a greater impact on organizational performance if supported by clear, open, and responsive communication. In the integrative model, Work Competence Theory places competence as the main foundation, while communication serves as a reinforcing factor that facilitates the application of competence in daily work practices, thereby significantly driving organizational performance improvement (Septina, 2020; Windiasih, 2019).

Research has demonstrated that competency-based human resource practices are significantly linked to organizational performance. For research instance found that competency development programs increased job satisfaction and productivity among civil servants. Similarly, reported that ongoing training and professional development activities positively impact employees' adaptability and innovation capability (Dewi et al., 2023; Zielińska et al., 2025).

Effective communication is another crucial variable affecting organizational performance. Communication supports not only the transmission of information but also the creation of trust, collaboration, and alignment between employees and management. (Rosalina & Fariza, 2023; Salahudin et al., 2018) found that transparent and frequent communication mediates the relationship between leadership and employee engagement in government organizations. Furthermore, provided evidence that communication clarity and responsiveness are key predictors of team effectiveness and organizational agility.

Quantitative research has operationalized these variables using reliable measurement instruments. Competency is commonly measured through indicators such

as knowledge, skill application, problem-solving, and professional attitudes. Communication effectiveness is often assessed via clarity, openness, feedback, channel richness, and frequency. Organizational performance is measured using productivity, service quality, innovation, and goal achievement (Fajarica et al., 2022; Forje et al., 2022).

Despite abundant research on individual effects, few studies have explored how the integration of competency enhancement strategies and communication effectiveness simultaneously influence organizational performance, particularly using the Theory of Work Competence as a conceptual framework (Evinita et al., 2025; Jain & Punj, 1987; Pandey et al., 2025). This research aims to fill that gap. Research Hypotheses: H1: Competency enhancement strategies positively and significantly affect organizational performance. H2: Effective communication positively and significantly affects organizational performance. H3: Competency enhancement and effective communication together have a positive and significant effect on organizational performance.

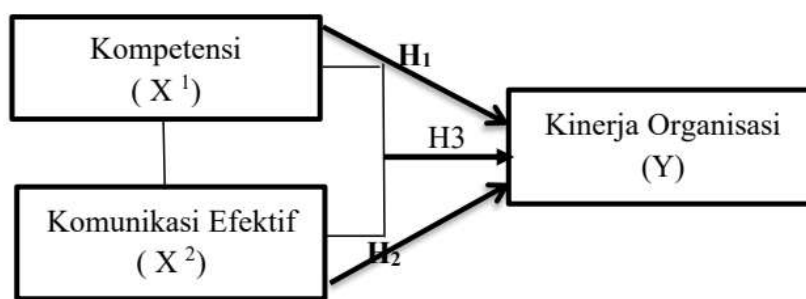


Figure 1. Conceptual Framework

## RESEARCH METHOD

This study adopts a quantitative research approach, which is suitable for examining the relationships among variables using statistical analysis. Quantitative research allows for the objective measurement of competency enhancement strategies, effective communication, and organizational performance, providing empirical evidence to support or reject the research hypotheses (Arioen et al., 2023).

The population of this research consisted of all employees within the targeted organization. To ensure representativeness, a total sampling (census) technique was used, in which all members of the population were included as research participants. This approach is recommended when the population is relatively small and accessible. The final sample comprised 44 employees, aligning with the principle of maximizing data validity when dealing with limited population sizes (Rustamana et al., 2024; Sugiyono, 2001).

The research was conducted at a government institution, providing a suitable context to investigate the impact of competency enhancement and communication effectiveness on organizational performance in the public sector. Data were collected using a structured questionnaire, which was developed based on validated indicators from previous empirical studies. The questionnaire included Likert-scale items to measure employee competence, communication effectiveness, and organizational performance. The use of questionnaires is widely recognized in quantitative research for its efficiency and ability to reach a broad sample (Rachman et al., 2024).

A small sample size in a study can be scientifically justified if the target population

is indeed limited or relatively small and can be fully accessed. In the context of this research, the entire population of employees in the studied organization consists of only 44 people, making the total sampling technique (census) the appropriate choice to ensure that all members of the population are represented in the study. By using the entire population, the research can obtain more accurate and comprehensive data, as well as minimize selection bias that may arise if only a small portion of the population is taken as a sample. Additionally, this approach aligns with recommendations in quantitative research with small populations, where total sampling can enhance internal validity and ensure that the research results truly reflect the actual conditions of the population (Waruwu et al., 2025).

The collected data were analyzed using multiple linear regression analysis, performed with the assistance of SPSS software. Multiple regression is appropriate for examining the simultaneous effect of two or more independent variables on a dependent variable. Reliability and validity tests were conducted to ensure that the research instruments consistently and accurately measured the intended constructs.

## RESULT AND DISCUSSION

### Result

This research involves 44 respondents who are all employees at the institution that is the subject of the study. The demographic characteristics of the respondents are described as follows. 1) Age Most respondents fall within the productive age range. Respondents aged 20–30 years numbered 10 people (22.7%), aged 31–40 years numbered 18 people (40.9%), aged 41–50 years numbered 12 people (27.3%), and those over 50 years numbered 4 people (9.1%). 2) Gender Based on gender, the respondents consisted of 22 males (50%) and 22 females (50%), resulting in a balanced distribution between males and females in this study. 3) Work Experience Regarding work experience, 8 respondents (18.2%) have less than 5 years of work experience, 15 respondents (34.1%) have 5–10 years of work experience, 13 respondents (29.5%) have 11–15 years of work experience, and 8 respondents (18.2%) have more than 15 years of work experience. 4) Last Education Based on the level of education, respondents with high school/equivalent education amounted to 7 people (15.9%), Diploma amounted to 11 people (25%), Bachelor's degree (S1) amounted to 20 people (45.5%), and Postgraduate (S2/S3) amounted to 6 people (13.6%). Table 1 presents the descriptive statistics for each research variable, including mean, standard deviation, minimum, and maximum values.

**Table 1.** Descriptive Statistics of Research Variables

Variabel	N	Min	Max	Mean	Std. Deviation
Competency (X1)	44	2	5	4,40	0,60
Communication (X2)	44	2	5	4,38	0,65
Organizational Performance (Y)	44	2	5	4,47	0,63

Respondents rated all variables highly, indicating that the majority perceive competency, communication, and organizational performance at favorable levels within the organization.

**Table 2.** Coefficients

Variabel	t-value	Sig. (p-value)
Competency (X1)	4,099	0,000
Communication (X2)	3,367	0,001

The t-test results indicate that both independent variables significantly influence organizational performance. Competency (X1) has a t-value of 4.099 with a significance level of 0.000, which is lower than the 0.05 threshold, showing a strong and statistically significant effect on organizational performance. Similarly, Communication (X2) records a t-value of 3.367 with a significance value of 0.001, also below 0.05, indicating a significant positive influence. These findings suggest that improving employee competency and strengthening effective communication within the organization contribute meaningfully to enhancing overall organizational performance.

**Table 3. Model Summary**

<b>Model (X1 &amp; X2 → Y)</b>	<b>R</b>	<b>R Square</b>
Competency & Communication → Organizational Performance	0,743	0,552

The correlation coefficient (R) of 0.743 indicates a strong positive relationship between competency and communication collectively with organizational performance. Meanwhile, the coefficient of determination (R Square) of 0.552 shows that 55.2% of the variation in organizational performance can be explained by competency and communication variables included in the regression model. The remaining 44.8% is influenced by other factors not examined in this study, suggesting that although the model has good explanatory power, additional variables may also play an important role in determining organizational performance.

**Table 4. ANOVA**

<b>Model (X1 &amp; X2 → Y)</b>	<b>F-value</b>	<b>Sig. (p-value)</b>
Competency & Communication → Organizational Performance	47,569	0,000

The F-test result shows an F-value of 47.569 with a significance level of 0.000, which is lower than the 0.05 threshold. This indicates that competency (X1) and communication (X2) simultaneously have a statistically significant effect on organizational performance (Y). In other words, the regression model is appropriate and reliable for explaining organizational performance, as both independent variables together contribute meaningfully to improving the organization's overall performance.

## **Discussion**

### **The Influence of Competence on Organizational Performance**

The results of the statistical test on the first hypothesis indicate that competence has a positive and significant impact on organizational performance, as evidenced by the t-statistic value of 4.099, which far exceeds the t-table value (1.242) with a significance level of 0.000 (<0.05). These findings reinforce that employee competence—which includes knowledge, skills, attitudes, and behaviors is the main foundation for achieving optimal performance within the environment of the Office of Manpower, Transmigration, Energy, and Mineral Resources of West Papua Daya. The theoretical explanation based on Work Competence Theory (Maślikowska & Gibbert, 2019) states that competence, as

a fundamental characteristic of individuals, causally correlates with the success of task execution, so individuals with adequate competence will be able to work effectively and make significant contributions to the organization's goals.

Analytically, these results also reflect the process of internalizing competencies at the level of local government organizations, where competency indicators such as task understanding, adaptability to changes, commitment, and technical skills directly influence the output and outcome of the organization. Employees with high competence tend to show better productivity, are able to complete tasks on time, and are adaptive to task dynamics and regulatory changes. This finding is in line with the research of (Pramudyawardhani & Munari, 2023), which emphasizes that human resource competence not only improves service quality but also affects the overall efficiency and effectiveness of the organization. Furthermore, in the context of the Department of Manpower, competence is not limited to technical aspects but must also be balanced with social and managerial competencies, especially in delivering complex public services oriented toward community satisfaction (Anam, 2017; Dharma, 2019; Rahayu et al., 2019).

The theoretical implications of these findings reinforce the relevance of Work Competence Theory as a conceptual framework capable of explaining the relationship between competence and organizational performance in the public sector. The results of this study provide empirical evidence that planned and sustainable competence development is a key strategy for achieving superior organizational performance. Critically, this research also expands the understanding of the dimensions of ASN competence within the scope of local government, where competence development should be oriented not only toward individual improvement but also toward creating team synergy and organizational innovation (Andersson et al., 2022; Jaya Saputra et al., 2024). Furthermore, these results indicate that investment in training, education, and human resource capacity development directly impacts the achievement of organizational targets and has the potential to strengthen the competitiveness of government institutions amidst external and internal challenges. Thus, this research not only validates existing theories but also enriches the scientific discourse on the importance of integrating individual competencies and organizational strategies in efforts to improve public sector performance (Al-Sada et al., 2017; Pircher Verdorfer et al., 2025).

### **The Influence of Effective Communication on Organizational Performance**

The results of the statistical test on the second hypothesis indicate that effective communication has a positive and significant impact on the organizational performance at the Office of Manpower, Transmigration, Energy, and Mineral Resources of West Papua. The t-value of 3.367 far exceeds the t-table value (1.242) with a significance level of 0.001 ( $< 0.05$ ), thus the hypothesis is accepted. These findings confirm that clear, open, and two-way communication between leaders and employees, as well as among coworkers, plays a crucial role in enhancing task execution effectiveness, facilitating coordination, and minimizing miscommunication that can hinder the achievement of organizational goals.

Analytically, effective communication not only serves as a tool for information exchange but also becomes a mechanism for unifying vision, delivering accurate instructions,

providing feedback, and creating a conducive and collaborative work atmosphere. In the context of dynamic and complex government organizations, effective communication facilitates the adaptation process to policy changes, ensures uniform understanding at all levels, and enhances employee commitment to their tasks and responsibilities. These results are consistent with the findings of (Indrayana & Rahasia, 2021; Rohmah & Gunarsih, 2021), which emphasize that good communication is closely related to increased productivity, job satisfaction, and employee commitment. Moreover, effective communication is the key to the implementation of public services, where clarity of information and transparency of processes are greatly needed by the community (Al-Musadieq et al., 2018; Wishart et al., 2019).

The theoretical implications of these findings reinforce organizational behavior theory and communication theory in the context of public management, particularly that effective communication is an important determinant of organizational performance. This research contributes to the development of theory by asserting that effective communication in the ASN environment not only enhances productivity and efficiency but also strengthens cross-sector coordination and accelerates strategic decision-making (Marlina et al., 2020; Siwi et al., 2020). Critically, this research shows that public organizations need to continuously innovate in building communication systems that are adaptive to technological changes (e.g., the use of digital media) and local socio-cultural contexts, so that every policy and instruction can be understood and consistently implemented by all employees. Thus, the results of this research not only validate existing theories but also expand the scope of applying effective communication theory in the government sector, which demands responsive and transparent services to the public (Hartoko & Mersa, 2021; Wachyu & Winarto, 2022; Yusril et al., 2023).

### **The Influence of Competence and Effective Communication Simultaneously on Organizational Performance**

The results of the test on the third hypothesis indicate that competence and effective communication simultaneously have a positive and significant impact on organizational performance at the Office of Manpower, Transmigration, Energy, and Mineral Resources of West Papua Southwest. This is evidenced by the F-test results, where the F-calculated value of 47.569 is much greater than the F-table (2.45) with a significance level of 0.000 ( $< 0.05$ ). Additionally, the coefficient of determination ( $R^2$ ) value of 0.552 indicates that 55.2% of the variation in organizational performance is explained by these two independent variables, while the remaining variation is influenced by other factors outside the research model. These findings indicate that the development of employee competencies supported by effective communication will result in a stronger synergy in driving optimal organizational performance (Dara et al., 2025; Shaik et al., 2021).

In-depth analysis shows that the integration of competence and effective communication is key to creating a productive, innovative, and responsive work environment. Competent employees will find it easier to understand instructions, adapt to changes, and make the right decisions when supported by open and two-way communication channels. On the other hand, effective communication will strengthen the implementation of competence through collaboration, constructive feedback, and the enhancement of mutual trust within the team. These findings are supported by the research (Hanafi et al., 2018; Jasega Hidayat

et al., 2023) which state that competence and effective communication together significantly contribute to the improvement of productivity and service quality in public sector organizations. In other words, these two factors cannot be separated and must be managed simultaneously to create efficient work processes and optimal results.

Theoretically, these findings extend the validation of Work Competence Theory and organizational communication theory in the context of the public sector. The results of this study show that organizational performance is not only influenced separately by competence or communication, but by the interaction and synergy of both. This emphasizes the importance of a holistic approach in human resource management, where competency development programs must be integrated with effective organizational communication strategies (Janz, 2007; Makanga et al., 2025). The critical implication for theory development is the need to consider the interdependence dimensions between variables, where failure in one aspect can reduce the overall system's effectiveness. Moreover, these findings indicate that public organizations need to implement human resource training and development policies that not only focus on enhancing technical skills but also on cross-cultural communication training, team collaboration, and the use of modern communication technologies. Thus, the model produced in this study can serve as an important reference for the development of both theory and practice in performance management within the government sector (Ardhani & Ratnasari, 2019; Kurniawan & Arestia, 2025; Piwowar-Sulej & Iqbal, 2025).

## **CONCLUSION**

Based on the results of this study, it can be concluded that both competency enhancement strategies and effective communication have significant and positive impacts on organizational performance. The findings demonstrate that organizations with employees who possess high competence and engage in clear, effective communication are more likely to achieve higher levels of performance. These results highlight the importance of integrating continuous competency development and open communication channels as key components of human resource management strategies.

## **RESEARCH LIMITATIONS**

This study has several limitations that need to be considered when interpreting the results and their implications. First, the sample size used is relatively small, involving only 44 respondents, all of whom are from a single local government agency. These limitations can affect the external validity and generalizability of the findings, as the results of this study may not represent the conditions of other government organizations with different characteristics, cultures, or scales.

Another limitation lies in the scope of the variables studied, where this research only focuses on the influence of competence and effective communication on organizational performance without considering other factors that may also significantly contribute, such as motivation, leadership style, organizational culture, and the external environment. This is reflected in the coefficient of determination ( $R^2$ ) value of 0.552, which indicates that 44.8% of the variation in organizational performance is explained by

other variables outside the research model.

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