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FOSTERING COMPETENCE AND PERSON-JOB FIT IN AN EFFORT TO IMPROVE EMPLOYEE PERFORMANCE

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ABSTRACT

Employee performance plays a vital role in helping organisations reach their goals successfully. Enhancing competencies and aligning individual traits with job requirements can lead to improvements in performance. The primary aim of this study is to explore the correlation between skills and alignment with job responsibilities in order to improve the performance of workers at the Cirebon Branch Office of Perum Bulog. A survey involving 91 employees was conducted for this study, using a quantitative research approach. The sampling technique used was saturated sampling. Information was gathered by utilising a Likert scale questionnaire and then examined using multiple linear regression through SPSS software version 25. The study indicated that exceptional proficiency in one's role is critically important for enhancing employee performance. When individuals possess robust skills, they are more likely to execute their responsibilities effectively and meet the expectations set before them. Furthermore, a strong alignment between an individual and their position significantly contributes to improved performance outcomes. The fit between individuals and jobs increases motivation, job satisfaction, and effectiveness in completing tasks. The implications of these results indicate the need for companies to integrate human resource development strategies through training, proper job placement, and recruitment that consider the fit between individuals and jobs.

Introduction.

Employee performance is the main key in the success of the company. To achieve maximum performance results, employees are required to do everything productively, effectively and efficiently. Employee performance refers to the results achieved by individuals in carrying out their duties optimally as a form of responsibility given by the organisation (Ardiansyah & Surjanti, 2020). This performance reflects the extent to which a person is able to optimise his ability to achieve the best results, by paying attention to the quality and quantity aspects of the work. The main objective of good performance is to increase efficiency and effectiveness in every work activity, which ultimately contributes to the growth and development of the company (Sunardi & Sutianingsih, 2023).

Employee performance is a crucial factor that determines the success or failure of an organisation in achieving its goals and targets (Nyoman et al., 2023). The level of performance achieved is evident in the work outcomes that align with the expectations of the organisation and help to progress towards the company's overall

vision, mission, and goals. Improved employee performance brings positive impacts, such as increased productivity, efficiency, and achievement of the company's strategic targets (Susijawati et al., 2022). The performance of workers at a community bank in Ghana has resulted in beneficial results for the organisation, as well as enhancements in efficiency, productivity and service quality for the local community (Yamoah, 2024).

Employees with high performance are usually more productive because they are able to complete tasks efficiently, meet deadlines, and produce optimal output. Such increased productivity has an impact on improving work output and operational efficiency of the company. In addition, high-performing employees often contribute to innovation and problem-solving in the organisation. They are able to identify improvement opportunities and propose innovative ideas (Nong et al., 2024). Employees who excel in their work have the potential to significantly impact the overall achievement of the company (Yamoah, 2024; Wafy & Deka, 2024).

Employees are a key component in an organisation because of their important role in improving performance, as well as building competencies. Referring to (Darmawan et al., 2020), employee competence is a measure of performance. Competencies are also needed by organisations to face challenges and changes to maintain survival and to compete. To achieve efficiency at work, employees need to fulfil the competencies required by the industry and a particular job position (Nong et al., 2024). Therefore, employee competence is the main basis to ensure success in achieving optimal performance (Yamoah, 2024). According to (Nong et al., 2024), The competence possessed by employees has an impact on the emergence of a sense of satisfaction with the work that has been completed, because they are able to carry out tasks effectively, avoid stress, and gain appreciation. The findings indicated that skill level greatly impacts how well someone performs (Wijayanti & Sari, 2023; Ilyas & Amelia, 2021)

Person-Job Fit is a crucial element in determining employee performance, as it refers to how well an individual's capabilities align with the demands of a particular role (Saifuddin, 2022). Unrealistic job prospects can result in individuals making shortsighted career decisions, particularly in nations like Sweden with demanding job criteria where attaining a real estate broker's license necessitates three years of higher education. The media plays a significant role in shaping this perception, frequently depicting the profession as extremely lucrative as seen in popular shows like Million-dollar Listing or Selling Sunset (Ahlenius et al., 2024). Previous studies have shown that the compatibility between an individual and their job has a significant impact on how well they perform at work (Yonuari et al., 2024).

Employee performance in the work environment is a major factor affecting the success of a company, including at Perum Bulog Cirebon Office. Perum Bulog is a state-owned enterprise (SOE) responsible for managing national food logistics, especially rice. Bulog's main roles include procurement, storage, distribution, and stabilisation of food prices to support food security in Indonesia. As a strategic institution, Bulog Cirebon Branch Office operates under the supervision of the government with the main mission of maintaining food availability and affordability for the community.

In carrying out its duties, Perum Bulog Cirebon Branch Office requires human resources (HR) who have the competence and suitability to the job needs in various sectors, including operations, supply chain management, finance, and public services. Hence, the key elements of skill, suitability for the job, and job satisfaction play a crucial role in the organisation's achievements. Nevertheless, there are hurdles to overcome in guaranteeing that all employees possess adequate skills and are well-suited for their roles, potentially impacting work efficiency and effectiveness. This research aims to examine how compensation and job suitability can enhance employee performance.

2. Literature and Hypothesis Development
2.1. Employee Performance

Employee performance is vital for a company's success in achieving its goals. This performance clearly showcases the employees' capability to execute their responsibilities with exceptional efficiency and effectiveness (Triansyah et al., 2023). Companies must pay special attention to managing employee performance in order to improve productivity, efficiency and quality of work results. Employee performance plays a crucial role in ensuring the success and achievement of company targets (Aminuddin, 2023). Employee performance is defined as the level of effectiveness and efficiency of individuals in carrying out the main tasks and responsibilities listed in their formal job description. The success of an employee is marked by their ability to achieve goals that are in line with the company's overall objectives, thereby giving the company a competitive advantage (Nusraningrum et al., 2024).

The primary concept underlying employee performance is to facilitate the attainment of the company's objectives and the execution of tasks. The proficiency with which employees execute their responsibilities

significantly influences the overall success of the organisation. Organisational leaders need to prioritise the development of employees as human resources who are competent, have good work ethics, perform as needed, and understand and apply the values that apply in the organisation (Trysantika et al., 2023). The success of a company relies heavily on the performance of its employees, because businesses need employees who can complete tasks effectively. Employee performance indicators in this study refer to (Robbins & Judge, 2015) are quantity, quality of work, timeliness, independence, and effectiveness.

2.2. Competence

Competence refers to an individual's capacity to effectively complete a task or job, drawing on the right skills, understanding, and approach to work. In addition, competence also includes a combination of insights, skills, attitudes, and individual characteristics that play a role in supporting success at work (Luahambowo et al., 2024). Competency is a mixture of expertise, abilities, and dispositions that can be enhanced through practice, education, or mentorship. Competence is an important driver of employee performance (Feola et al., 2024). Competence is defined by standards with pre-defined levels of mastery and performance criteria, allowing individuals to demonstrate and evaluate their abilities.

Competence is the merging of relevant knowledge and skills within a specific setting, obtainable and honed through educational and training opportunities (Ježková Petrů & Zychová, 2023). Job fit and competence are positively related to employee performance (Nainggolan, 2024). As a key element in the success of the company, employees play an important role in carrying out various company activities. The progress and growth of the company today is highly dependent on the application of appropriate competencies (Petrů & Zychová, 2023). Indicators of competence in this study refer to Spencer, namely skills, experience, abilities, traits (Sugiyono & Hermawan, 2022).

Numerous concepts and research findings suggest that the proficiency of employees can significantly impact their job performance (Wijayanti & Sari, 2023). A study by Nong et al. (2024) revealed that boosting workplace productivity hinges on employees possessing skills that align with their organisation's needs and specific roles. When individuals have the appropriate competencies, it significantly enhances their job performance. Consequently, this research presents the compelling argument that:

H1 : The higher the competence, the higher the employee performance

2.3. Person-Job Fit

Person-job fit pertains to the degree of alignment between an employee's abilities, expertise, and talents and the demands of their job position. Research on person-job fit within brokerage firms has shown to increase both job retention rates and overall employee productivity (Ahlenius et al., 2024). Person-job fit is a major factor that influences an employee's overall engagement and performance on the job (Woerkom et al., 2024). Person-job fit refers to how employees' abilities, knowledge and skills match the demands of their position. This alignment drives job performance and increases their enthusiasm in developing related skills (Guo & Hou, 2022).

There are two primary elements to consider when it comes to matching a person with a job: the alignment of skills with job requirements (D-A Fit) and the fulfillment of needs by job resources (N-S Fit). D-A Fit evaluates how closely an employee's capabilities match the demands of the job, whereas N-S Fit determines if the resources available in the job meet the employee's requirements. Together, these factors contribute to employees being able to work efficiently and feel satisfied with their work environment (Guo & Hou, 2022; Stich, 2021). Attaining Demand-Abilities Fit involves having the necessary expertise, competencies, and capacities that align with the demands of the position. Meanwhile, Need-Supplies Fit occurs when the job is able to fulfil the needs, preferences and desires of the individual seeking employment (Chen et al., 2006). In this research, the person-job pit indicator, as defined by (Widodo et al., 2020) includes assessments of ability, knowledge, personal needs, and interests to determine job suitability.

In today's dynamic work environment, employees play a critical role in proactively managing their abilities, needs, and working conditions to build a fit with the work environment. The alignment of Person-Job Fit is essential for optimizing employee performance. When individual characteristics are congruent with the requirements of their roles, it significantly enhances motivation, job satisfaction (Parinding et al., 2024), and loyalty to the organisation, consequently leading to improved overall performance (Woerkom et al., 2024). Person-Job Fit (P-J Fit) not only plays an important role in improving employees' performance by ensuring a match between their skills, values and job demands, but also contributes to their psychological and physical well-being. Research on domestic workers in China shows that good P-J Fit, including demand-ability and

need-supply fit, can improve workers' health status, reduce symptoms of depression, and promote higher productivity and commitment to the organisation (Chen et al., 2022). Hence, the hypothesis put forward in this research is:

H2 : The better the person-job fit, the higher the employee performance.

3. Research Method

The study utilises a quantitative methodology. (Sugiyono, 2019) states that quantitative research is based on the positivist belief system, which centers on studying a particular population or sample. Information is gathered using research tools, then examined through statistical or quantitative means to assess predetermined assumptions. The sample for this investigation comprised of 91 staff members from the Perum Bulog Cirebon Branch Office.

A saturated sampling technique was employed in this research, utilising the entire population of 91 employees as the sample. The data was gathered through a questionnaire designed with indicators for each variable, based on theoretical references, using a Likert scale of 1-5 to measure agreement levels. (Bougie & Sekaran, 2019) state that the Likert scale evaluates the level of agreement from respondents based on statements using a five-level scale ranging from strongly disagree (1) to strongly agree (5). The data collected was subsequently analyzed using SPSS software version 25. This study focused on two independent variables - competence (X1) and person-job fit (X2), along with one dependent variable - employee performance (Y).

Several statistical tests were employed in this research to confirm the accuracy, dependability, and the correlation among the variables under investigation. The validity assessment aims to determine the instrument's ability to accurately measure the intended concept, typically through conducting correlation analysis between individual item responses and overall scores. The reliability assessment is utilized to evaluate the accuracy of the research tool in consistently measuring the same factor multiple times, usually using the Cronbach's Alpha coefficient. Furthermore, traditional assumption assessments like checking for normality, multicollinearity, and heteroscedasticity are performed to confirm that the data meets the prerequisites for regression analysis. The evaluation of normality is conducted in order to establish whether the data follows a normal distribution, whereas the multicollinearity examination is utilized to detect any high correlations between the predictor variables. Ensuring that the error variance in the regression model remains stable, the heteroscedasticity test is conducted. Ultimately, a multiple linear regression analysis is used to investigate the influence of independent variables on the dependent variable, leading to insights into the connection between proficiency, alignment with job requirements, and work output.
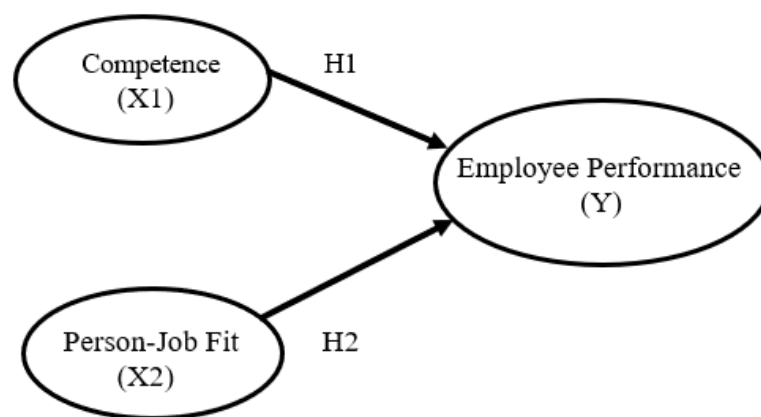

Fig. 1. Research model

4. Result and discussion
4.1. Results
4.1.1. Characteristics of Respondents

This research categorizes participants according to different attributes like gender, age, and level of education. An overview of these attributes is provided to examine how they relate to the variables studied. Furthermore, the findings from analyzing the data regarding participant characteristics are displayed in Table 1.

Table 1. Characteristics of Respondents by Gender, Age, Education, and Years of Service

Respondent Characteristics	Number of Respondents	
	In the picture	Percentage
Gender		
Man	77	84,62%
Woman	14	15,38%
Age		
< 25 years	7	7,69%
25 – 35 years	30	32,97%
36 – 45 years	32	35,15%
> 46 years	22	24,18%
Education		
Senior High School	64	70,33%
Bachelor Degree	19	20,88%
Master	8	8,79%
Length of service		
< 5 years	25	27,47%
5 - 10 years	45	49,45%
> 10 years	21	23,08%

Source: Data processed 2025

According to the data in table 1, the majority of male participants were 77 individuals, accounting for 84.62% of the total. The age range that had the most survey participants was from 36 to 45 years old, with a total of 32 people, accounting for 35.15% of the respondents. The educational qualifications of the respondents primarily consist of high school graduation, with 64 individuals constituting 70.33% of the total. In terms of work experience, most respondents have less than a decade of experience, with 45 individuals or 49.45%. The results of the reliability assessment for each factor are presented in the accompanying Table 2.

Table 2. Research Instrument Validity Test Results

Statement	Competence	Person-Job Fit	Employee Performance	r Table
1	0,238	0,415	0,560	0,206
2	0,407	0,676	0,421	0,206
3	0,546	0,580	0,512	0,206
4	0,526	0,355	0,458	0,206
5	0,415	0,367	0,370	0,206
6	0,526	0,549	0,519	0,206
7		0,626	0,253	0,206
8		0,473	0,253	0,206

Source: Data processed 2025

4.1.2. Descriptive Statistical Analysis

Descriptive statistics involve analyzing collected data to describe its characteristics without the aim of drawing broad conclusions or generalizations. Descriptive statistics refer to numerical data that illustrate the features or qualities of the variables studied in the research.

The validity assessment of the research instrument, conducted among employees at the Perum Bulog Cirebon Branch Office, yielded a critical r value with degrees of freedom (df) equal to n-2, which is 89, at a significance level (α) of 0.05. Referring to the product moment correlation coefficient table, the threshold value (table r) is established at 0.206. The results of the validity assessment indicate that the r values for the variables of competence, person-job fit, and employee performance exceed the r table value, thereby confirming the validity of all variables in this study. The detailed outcomes of the reliability tests for the variables of competency, person-job fit, and employee performance are presented in Table 3 below:

Table 3. Research Instrument Reliability Test Results

No	Variables	Cronbach's Alpha
1	Competence	0,707
2	Person-Job Fit	0,795
3	Employee Performance	0,726

According to the findings presented in Table 3, the reliability assessment indicates that the competency variable (X1) has a Cronbach's Alpha coefficient of 0.707, the person-job fit variable is 0.795, and the employee performance variable (Y) stands at 0.726. All the tools used in this research have a Cronbach's Alpha value above 0.70, indicating their reliability and credibility as measurement instruments (Ghozali, 2018). Furthermore, the study also made use of conventional hypothesis testing methods, including checks for multicollinearity and normal distribution, with the results summarized in Table 4.

Table 4. Multicollinearity and Normality Test Results

Variables	Tolerance	VIF
Competent	0,360	2,778
Person-Job Fit	0,360	2,778

Source: Data processed in 2025

The Multicollinearity test involves examining the Tolerance value and Variance Inflation Factor (VIF). If the VIF value is under 10 and the Tolerance value is over 0.1, a regression model is seen as having no multicollinearity. The Competence and Person-Job Fit variables have Tolerance values of 0.360, higher than 0.1, and VIF values of 2.778 each, lower than 10, based on the multicollinearity test outcomes. Hence, it can be concluded that there are no signs of multicollinearity in the regression model. The results of the normality test indicate that the Kolmogorov-Smirnov statistic is 0.075, exceeding the critical value of 0.05, which suggests that the residual data adheres to a normal distribution. Furthermore, the findings from the multiple regression analysis are detailed in Table 5.

Table 5. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,030	1,619		3,106	0,003
1. Competent	0,272	0,141	0,214	1,931	0,057
2. Person-Job Fit	0,559	0,104	0,599	5,392	0,000
Adjusted R Square = 0,601					
F Statistics = 68,702 and sig. 0,000					

Source: Data processed in 2025

According to the data in Table 5, the Adjusted R Square figure is 0.601, equivalent to 60.1%, signifying that competence and person-job fit, the independent variables, can clarify 60.1% of the changes in employee performance. This illustrates the notable impact of both variables on enhancing employee performance. Meanwhile, the remaining 39.9% is influenced by other factors not included in this research model. External factors such as motivation, work environment, organisational culture, leadership, and employee welfare can be considered for further research.

The derived regression model can be articulated as follows: $Y = 5.030 + 0.272X1 + 0.559X2$. As indicated in Table 5, the F value of 68.702 exceeds the F table value of 3.101, and the significance level of 0.000 is well below the threshold of 0.05. This strongly suggests that the regression model is highly effective in accounting for variations in performance within this study.

The preliminary results of the hypothesis testing suggest that the competency variable (X1) significantly influences employee performance (Y), with a significance value of 0.057 <0.05. It suggests that higher competency leads to enhanced employee performance, reflected in a positive influence level of 0.272. This means that an increase in competence correlates with an improvement in employee performance. Competence is a solution to the challenges of human resources and organisations in problem solving, because increasing employee competence, which includes skills, knowledge and experience relevant to the job, can have a positive impact on performance (Hajiali et al., 2022). Employees who possess enhanced skills and capabilities can enhance their performance at work, creating higher-quality results and adjusting effortlessly to job requirements. As a result, this leads to a boost in productivity and the successful attainment of organisational objectives (Nong et al., 2024). Therefore, it is reasonable to assume that employee performance increases with competence.

The examination of the second hypothesis presented in Table 5 yielded compelling results, with a significance value of 0.000. This outcome decisively demonstrates that the person-job fit variable has a significant influence on employee performance. Aligning the right individual with the suitable position not only enhances employee performance but also exhibits a noteworthy effect size of 0.559. This implies that when there is a good match between a person and their job, it results in better performance from the employee. The alignment between individuals and their roles has a positive impact on work behaviours and attitudes. Matching job requirements with employees' capabilities, such as their expertise and competencies, contributes to higher levels of motivation, job contentment, and dedication to the company. With high Person-Job Fit (P-J Fit), employees are able to work more effectively, thereby contributing to their improved performance (Guo & Hou, 2022). The compatibility between an individual and their job enhances both work behaviours and attitudes. This is achieved when the job requirements align with the employee's abilities, such as their knowledge and skills, resulting in higher levels of motivation, job satisfaction, and loyalty to the company. This fit also creates positivity by ensuring employees have the standard of abilities and skills needed to complete tasks effectively. With a high Person-Job Fit (P-J Fit), employees are able to work more optimally, thereby contributing to their improved performance (Pelealu, 2022). Therefore, the hypothesis that states the better the person-job fit, the higher the employee performance can be accepted.

The results of the multiple regression analysis indicate that a person's fit for a job is more influential than their skills and abilities. In this study, companies should consider both competence (X1) and job fit (X2) as crucial factors in enhancing employee productivity (Y), as they have been proven to have a notable effect.

4.2. Discussion
4.2.1. The Influence of Competence (X1) on Employee Performance (Y)

In order to enhance the abilities of their employees, companies must create plans that encompass skills, knowledge, capabilities, and characteristics. Firstly, employees' skills can be improved through technical and non-technical training that is relevant to their duties and responsibilities. These training programmes can be in the form of workshops, seminars or professional certifications that allow employees to hone their skills on an ongoing basis. Secondly, employees' work experience can be broadened by providing opportunities for job rotation, cross-departmental assignments, or participation in strategic projects. By doing so, employees can enrich their horizons and understand different aspects of the organisation. Thirdly, companies can enhance employees' capabilities by providing access to resources and technology that support their work, and building a work environment that encourages innovation and self-development. Finally, aspects of employee traits, such as discipline, honesty, and work ethic, can be developed through a positive corporate culture, mentoring programmes, and reward systems that encourage professional behaviour. By implementing these strategies, companies not only improve individual competencies, but also strengthen the competitiveness of the organisation as a whole.

4.2.2. The Influence of Person-Job Fit (X2) on Employee Performance (Y)

To improve Person-Job Fit in a company, management needs to ensure that each employee is placed in a position that matches their competencies and preferences. Firstly, capability fit can be improved by conducting competency-based recruitment, where the selection of prospective employees is done by matching their skills and expertise with the demands of the job. In addition, training and development programmes can be implemented to improve employees' skills to better match the needs of the organisation. Second, knowledge fit can be improved through continuous learning programmes, such as internal training, mentoring, or access to educational resources, so that employees have a deeper understanding of their field of work. Third, companies need to pay attention to employees' personal needs, including work-life balance, fair compensation, and a work environment that supports their physical and mental well-being. By understanding and fulfilling these needs, companies can increase employee job satisfaction and motivation. Finally, interest congruence can be maintained by providing flexibility in work and opportunities for employees to develop their careers according to their passions. Companies can use this approach to foster a work atmosphere that is both cohesive and efficient, allowing employees to feel at ease, inspired, and empowered to contribute their utmost to the organisation.

5. Conclusions

The results of this study indicate that competence has a significant effect on employee performance. Competencies encompassing expertise, background, talent, and personal traits play a vital role in boosting job performance and efficiency. Employees equipped with robust skills and relevant experience excel in their tasks and adeptly navigate workplace dynamics, leveraging their unique abilities and characteristics. Therefore, companies need to focus on developing employee competencies through training, assigning tasks that match expertise, and creating a work environment that encourages continuous skills improvement.

Research indicates that the compatibility between an individual and their job significantly influences workplace performance. When an individual's skills, expertise, personal needs, and interests align with the job's requirements, it results in enhanced motivation and greater satisfaction within the workplace. When an employee feels that their job matches their expertise and meets their needs, they tend to work more optimally and have a higher commitment to the organisation. The implication of these findings is that companies need to pay attention to the recruitment and selection process in order to get employees who match the characteristics of the job. In addition, organisations can improve person-job fit by providing career development opportunities that match employees' interests and potential.

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