The Influence of Competence on Employee Performance in The Hybrid Work Era at The Subdistrict Office of Secanggang

Muhammad Hirzi, Muhammad Isa Indrawan, Kiki Farida Ferine

Abstract

This study investigates the effect of competence on employee performance at the Subdistrict Office of Secanggang, The research was conducted from September to December 2025 with a total population of 30 employees. Using a quantitative approach, data were analyzed through simple linear regression with SPSS version 25.0. The regression results revealed a significant positive relationship, with competence contributing a coefficient value of 1.105 (t = 8.073, p < 0.001), indicating that every one-point increase in competence enhances employee performance by 1.105 points. The coefficient of determination ($R^2 = 0.551$) further showed that 55.1% of performance variance is explained by competence, while the remaining 44.9% is influenced by other factors. Hypothesis testing confirmed that competence significantly affects performance, supporting the proposed hypothesis (H_a). These findings emphasize that competence covering technical skills, adaptability, problem-solving ability, and creativity is a strategic determinant of performance in the hybrid work era. The study concludes that continuous professional development, tailored training, and supportive leadership are essential for enhancing competence, thereby strengthening public sector performance and service quality.

Keywords: Competence, Employee Performance, Hybrid Work

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Introduction

In today's hybrid work era, where the boundaries between office and home are increasingly fluid, the competence of employees has become a decisive factor in ensuring organizational effectivenessespecially in public bureaucracies such as the Subdistrict Office of Secanggang. Competence, which integrates knowledge, technical skills, and professional attitudes, forms the foundation for employees to perform their duties effectively and responsibly.

Research consistently highlights the role of competence in determining employee performance. [1] demonstrated that competence significantly influences the quality of employee outcomes, while [2] found that employee competence strengthens productivity and service delivery across organizational contexts. These findings underline the importance of competence as a central determinant of employee performance.

The hybrid work model also brings new challenges and opportunities. A report by *The* [3] noted that hybrid work makes employees "happier, healthier, and more productive," with workplace flexibility enhancing both motivation and performance. However, hybrid systems also demand higher adaptability, technological literacy, and self-management. Employees who lack the necessary competencies, particularly in digital literacy and communication, often struggle to meet performance expectations [4].

Preliminary observations at the Secanggang Subdistrict Office reveal similar dynamics. While some employees demonstrate strong competence in administrative tasks and public service, others particularly those accustomed to traditional work models still face difficulties in adapting to digital applications and hybrid systems. This gap results in inconsistent service delivery, slower administrative processes, and unequal performance outcomes. In such a context, competence becomes not only a technical requirement but also a strategic necessity for maintaining the quality of public services in a hybrid era.

Based on these conditions, this study aims to analyze the extent to which competence influences the performance of employees at the Subdistrict Office of Secanggang in the hybrid work environment.

Literature Review

2.1   Competence

Competence, as defined in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PermenPAN-RB) No. 6 of 2024, refers to the knowledge, skills, and professional behaviors required for civil servants to perform their duties effectively and responsibly. It includes technical expertise, managerial ability, and socio-cultural awareness that can be measured and developed in line with job demands. Scholars such as [5,6] emphasize that competence is not only a combination of observable knowledge, skills, and attitudes but also a core value that must be continuously strengthened through professional development to ensure that civil servants remain adaptive, accountable, and aligned with the values of *BerAKHLAK* (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative). In this context, competence becomes the foundation linking human resource quality with the effectiveness of public service delivery, particularly in the hybrid work era [4].

The indicators of competence can be grouped into three dimensions: technical, managerial, and socio-cultural. Technical competence refers to mastery of job-related knowledge, task execution, and the use of digital applications in service delivery. Managerial competence emphasizes the ability to lead teams, manage resources, and make data-driven decisions with a focus on organizational performance. Socio-cultural competence involves adaptability to diverse environments, effective communication, and professional attitudes that reflect tolerance, empathy, and integrity. Together, these dimensions highlight competence as a multidimensional construct that determines the overall performance and adaptability of employees in dynamic work settings [4].
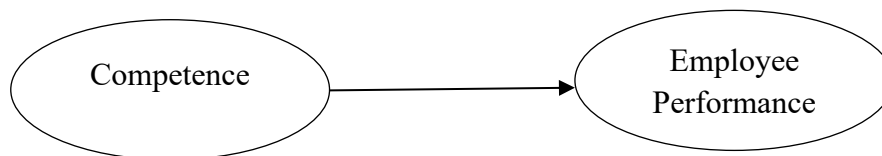
2.2   Employee Performance

Employee performance can be understood as the outcomes achieved by an employee in terms of both quality and quantity, reflecting the extent to which assigned responsibilities are fulfilled. [8] defines performance as the work results accomplished by an employee in accordance with given responsibilities, while [9] emphasize that performance represents the results evaluated against specific standards or criteria, including effectiveness, efficiency, and the employee's contribution to organizational goals. These perspectives highlight performance not only as an individual achievement but also as a critical indicator of organizational success.

The indicators of employee performance, as outlined by [8], cover several key dimensions: quality of work, which relates to accuracy and conformity to standards; quantity of work, referring to the volume of tasks completed; and timeliness, which reflects adherence to deadlines. Performance also includes effectiveness in achieving organizational objectives, efficiency in utilizing resources, and discipline in complying with rules and procedures. Additionally, creativity expressed through the ability to generate innovative ideas serves as an important indicator of employee performance in dynamic work environments. Collectively, these dimensions underscore that performance is a multidimensional construct shaped by both technical ability and behavioral attributes.

2.3   Conceptual Framework and Hypothesis

This study conceptualized competence as the independent variable (X) and employee performance as the dependent variable (Y) as shown on the following fiqure.

The hypothesis is:

Ha : Competence positively influences the employee performance in the hybrid work era at the Subdistrict Office of Secanggang.

Ho : Competence does not positively influences the employee performance in the hybrid work era at the Subdistrict Office of Secanggang.

Research Methodology

This study applies a quantitative causal-associative research design, aiming to analyze the relationship patterns between variables and to determine the influence of the independent variable on the dependent variable [10].

The study was conducted out from September to December 2025.at the Subdistrict Office of Secanggang, located at Jl. Secanggang, Hinai Kiri, Kecamatan Secanggang, Kabupaten Langkat, Sumatera Utara 20855.

The population in this study comprises all employees of the Subdistrict Office of Secanggang totaling 30 employees. [11] define population as the entire group of subjects or objects that are the focus of a study and possess specific characteristics relevant to the research problem.

According to [12], a sample is a subset of the population selected to represent the whole. When the population is relatively small, a saturated sampling technique can be used, in which all members of the population are included. Because the population in this study consists of only 40 employees, the entire population was taken as the sample.

The data collected using structured questionnaires distributed to all employees across divisions within the office. The data will be analyzed using quantitative statistical methods with SPSS version 25.0. Several steps will be performed:

1. Validity testing ensures that questionnaire items accurately measure the intended variables. An item is valid if the correlation coefficient (*r-count*) exceeds the critical value (*r-table*). Reliability testing will use Cronbach's alpha, where a value greater than the critical value indicates reliability.

2. The regression model used in this study is expressed as:

    Y = a + bX
    Where:
    Y = Employee Performance
    X = Competence
    a = Constant
    b = Regression Coefficient

3. The t-test used to assess whether competence significantly affects employee performance [13].

4. The coefficient of determination (R^2) measures how much variance in employee performance can be explained by competence. Values range from 0 to 1, with values closer to 1 indicating stronger influence [13].

Results

4.1 Descriptive Analysis

Descriptive statistics were used to determine the minimum, maximum, mean, and standard deviation values of the research variables.

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Competence	30	3.10	5.00	4.32	0.47
Employee Performance	30	3.25	4.95	4.28	0.45

Source: SPSS output, version 25.0

The data above presented the descriptive statistics of the research variables. Competence scores range from 3.10 to 5.00 (M = 4.32, SD = 0.47), while Employee Performance scores range from 3.25 to 4.95 (M = 4.28, SD = 0.45). Both variables are positioned above the midpoint of the measurement scale (1–5), indicating that most employees at the Subdistrict Office of Secanggang perceive themselves as having high competence and relatively strong performance. The mean values, which are close to the upper limit of the scale, suggest a positive organizational environment where employees are able to demonstrate their knowledge, skills, and behaviors effectively in line with their roles [8,9].

The standard deviation values (0.47 for competence and 0.45 for performance) indicate moderate variability among respondents' perceptions. This implies that, while the general tendency is positive, there are differences in how individual employees assess their own competence and performance. Such variation is natural in public sector settings where employees possess diverse backgrounds, experiences, and responsibilities. According to [15], moderate standard deviation values reflect heterogeneity in responses, which enriches the dataset and allows for more robust analysis. Similarly, [18] emphasized that competence tends to vary across employees, influencing how effectively they perform tasks, especially in dynamic work arrangements such as the hybrid era.

4.2 Validity and Reliability Tests

Validity was tested using Pearson's Product-Moment correlation, where each item was correlated with the total score of its variable. With N = 30 and a significance level of 5%, the critical *r-table* value is **0.361**. Items with *r-value* > 0.361 are considered valid.

Table 2. Validity Test Results for Competence

Variables	Items	r-value	r-table (0.361)	Sig.	Result
Competence	1	0.712	0.361	0.000	Valid
	2	0.689	0.361	0.000	Valid
	3	0.674	0.361	0.001	Valid
	4	0.721	0.361	0.000	Valid
	5	0.694	0.361	0.000	Valid
	6	0.735	0.361	0.000	Valid
Employee performance	1	0.781	0.361	0.000	Valid
	2	0.762	0.361	0.000	Valid
	3	0.745	0.361	0.000	Valid
	4	0.769	0.361	0.000	Valid
	5	0.737	0.361	0.001	Valid
	6	0.725	0.361	0.001	Valid
	7	0.802	0.361	0.000	Valid

The results confirm that all items for both Competence and Employee Performance are valid, as their correlation coefficients exceed the threshold of 0.361 with significance < 0.05.

Reliability was assessed using Cronbach's Alpha, a measure of internal consistency. An instrument is considered reliable if its Cronbach's Alpha value is greater than 0.60. This confirms that the research instrument was reliable [13].

Table 3. Reability Results

Variable	Cronbach's Alpha	Benchmark	Result
Competence	0.912	> 0.60	Reliable
Employee Performance	0.934	> 0.60	Reliable

Both the competence and Employee Performance scales yielded Cronbach's Alpha values well above the 0.60 benchmark. This indicates that the scales are highly reliable and consistent for measuring the variables. The analysis confirms that the research instrument is both valid and reliable. All questionnaire items effectively measure their respective variables, and the scales demonstrate high internal consistency. The data is therefore suitable for further statistical analysis, such as regression testing.

4.3 Regression Analysis
4.3.1 Simple Linear Regression

To further examine the relationship between competence and employee performance, a regression analysis was conducted. Regression analysis is a statistical method commonly used in social sciences to determine the extent to which an independent variable can explain or predict changes in a dependent variable [13]. In this study, competence was treated as the independent variable, while employee performance served as the dependent variable. The analysis was performed using SPSS version 25.0, and the results are presented in Table 4.

Table 4. Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	8.754	2.018	–	4.338	0.000
Competence	1.105	0.137	0.742	8.073	0,000

Dependent Variable: Employee Performance

The regression equation can be expressed as:

Y=8.754+1.105X

This means that, all else being equal, every 1-point increase in competence corresponds to a 1.105-point increase in employee performance. The significance level (p < 0.000) confirms a strong and positive relationship.

This means that, all else being equal, every one-point increase in competence corresponds to a 1.105-point increase in employee performance. The significance level (p < 0.000) confirms a strong and positive relationship. The regression analysis highlights that competence is a powerful determinant of employee performance. Specifically, the regression coefficient (B = 1.105, t = 8.073, p < 0.001) shows that competence significantly enhances performance outcomes. These findings align with studies such as [13], which demonstrated that competence, when integrated with digital adaptability, strongly improves work outcomes in hybrid settings.

4.3.2 Coefficient of Determination (R²)

The coefficient of determination (R²) was calculated to measure the proportion of variance in employee performance explained by competence.

Table 5. Coefficient of Determination

Model	R	R²	Adjusted R²
1	0.742	0.551	0.538

Source: SPSS output, version 25.0

The results indicated that 55.1% of the variance in employee performance is explained by competence, while the remaining 44.9% is influenced by other factors not included in this model. The correlation coefficient (R = 0.742) demonstrates a strong positive relationship between the two variables (competence and employee performance).

4.3.3 Hypothesis Testing (t-Test)

To strengthen the regression findings, hypothesis testing was conducted using the t-test. This test aims to determine whether competence has a statistically significant influence on employee performance by comparing the calculated t-value with the critical t-table value at a 5% significance level.

Table 4. Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	8.754	2.018	–	4.338	0.000
Competence	1.105	0.137	0.742	8.073	0,000

Dependent Variable: Employee Performance

The calculated t-value (t.count = 8.073) for the Competence variable is compared with the critical t-value (t-table) at df = n − k − 1 = 30 − 1 − 1 = 28. For a two-tailed test with a significance level of α = 0.05, the critical t-value is 2.048. Since tcalculated (8.073) > t-table (2.048), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

The significance value (p = 0.000) is also less than the significance level (α = 0.05), which further confirms the rejection of H_0.

Based on the t-test results, it can be concluded that competence has a positive and significant influence on employee performance at the Subdistrict Office of Secanggang. This finding provides empirical support for H1, which states that competence positively affects employee performance in the hybrid work era.

The result demonstrates that competence covering technical skills, problem-solving ability, adaptability, and creativity directly contributes to performance improvements. In real terms, this means that employees with higher competence are more effective in meeting work targets, more efficient in utilizing resources, and more disciplined in adapting to hybrid working conditions.

Thus, the acceptance of H1 underscores the strategic importance of enhancing employee competence through continuous training and professional development, as these efforts translate into tangible and measurable performance gains in the public sector context.

These results are consistent with prior studies. For instance, Wibowo [16] highlighted that competence significantly affects employee effectiveness, particularly when aligned with organizational goals. Similarly, [17] emphasized that competence is a key determinant of employee productivity, as it strengthens motivation and discipline. In the public sector context, [18] found that competence positively influences employee performance through increased adaptability and problem-solving skills. Furthermore, [9] stressed that competence is central to improving efficiency and organizational outcomes.

Thus, the acceptance of Ha underscores the strategic importance of enhancing employee competence through continuous training and professional development, as these efforts translate into tangible and measurable performance gains in the public sector context.

Conclusion

The findings of this study confirm that competence has a positive and significant influence on employee performance at the Subdistrict Office of Secanggang. The statistical evidence, with a high t-value (8.073) and a significance level below 0.05, strongly supports the hypothesis (Ha) that competence directly contributes to improving work outcomes in a hybrid work setting. This result reinforces the argument that competence is not merely a technical requirement, but a strategic driver of organizational effectiveness.

Therefore, the study underscores the importance of continuous professional development, tailored training programs, and supportive leadership as means of nurturing competence. By investing in human capital, government institutions can not only improve service quality but also build a culture of adaptability and inclusiveness that benefits both employees and society.

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