

The Influence of Human Resources Competencies on Work Productivity at PT. Intidragon Suryatama Mojokerto

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ABSTRACT

Purpose: This research aims to examine the impact of human resource competency on work productivity within the footwear industry, which is characterized by its labor-intensive nature and the necessity for skilled employees to enhance both effectiveness and efficiency in production.

Design/Methodology/Approach: The study employs a quantitative approach, gathering questionnaire data from a diverse group of respondents to assess the influence of competency on work productivity. Regression analysis is utilized to quantify the level of impact that employee competency has on productivity, allowing for a detailed exploration of this relationship.

Practical Implications: The findings reveal a positive influence of employee competency on productivity enhancement, underscoring the critical importance for industries, particularly those that are labor-intensive like the footwear sector, to invest in the development of worker competencies. By doing so, these industries can improve their competitive edge and operational efficiency, leading to better overall performance and sustainability in the market.

Keywords: *Competency, Work Productivity.*

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I. INTRODUCTION

The increasing level of competition in the industrial world requires management to determine the right strategy in running its business. Efforts to carry out work efficiency and effectiveness are very necessary to increase productivity (Bahri et al., 2023). This is very necessary in order to reduce operational costs and increase work output. The role of human resources as actors and operators of this production process plays a very important role in the success of achieving management goals to increase productivity (Hasibuan, 2018). Therefore, improving employee competence must continue to be carried out by industry and the government in preparing competent and competitive human resources (Fauzi & Nugroho, 2024).

Human resources (HR) are one of the main factors that are very important in an organization because of their large and useful contribution in determining the success of the organization. Human resources hired to work in a company need to have the ability/competence and expertise in their field. In a company, human resources who have high competence are the most important resource and can increase the company's superiority. The higher the competency score they have, the greater their opportunity to achieve their main goal. In essence, competence is needed by workers to develop their careers quickly because these workers can work effectively (Maranata & Dito, 2024). According to (Sedarmayanti, 2018), competence is a combination of knowledge, skills and behavior that is used to improve achievement, or a condition/quality that is sufficient/highly qualified, which has the ability to carry out a certain role. In a company, workers who have high competence are the most important resource and can increase the company's superiority (Efendi & Utami, 2022). The higher the competency score they have, the greater their opportunity to achieve their main goal. In essence, competence is needed by workers to develop their careers quickly because these workers can work effectively (Fauzi & Nugroho, 2024).

Shoe company PT. Intidragon Suryatama is a company that has been consistent in the shoe industry for more than 50 years. With the development of the era, competition in the shoe industry is getting tighter. As one of the labor-intensive companies employing more than 3000 employees, management continues to strive to improve work efficiency and effectiveness in order to compete with competitors. Because the shoe company is a labor-intensive industry, improving the competence of human resources or operators is the company's concentration. Various efforts, both internal and external, are made to take steps to improve and increase employee competence. Employee training is carried out both internally in the company and training involving external parties, both private and government parties, all of which aim to improve the quality of human resources or employee competence (Pardede et al., 2023) .

Currently, product competition is getting tighter. With the use of the internet, all products can be offered and enjoyed by consumers. Various features and advantages of each product can be seen by consumers via the internet. This is a challenge for the industrial world in order to win the competition. The productivity of a company is an indicator to measure the level of success of a company in achieving the desired target (Sarita, 2022) . Increasing productivity can be done in various ways , one of which is increasing employee work competence. Thus, the footwear industry is still able to carry out production efficiency and effectiveness so that it can compete with competitors, both domestic industries and imported footwear products that are increasingly entering the domestic market at very competitive prices.

A. Operational Definition of Variables

1. Competence

(Bahri et al., 2023) explains that competence refers to a person's efforts to achieve optimum results in the workplace, including his or her efforts to apply and adapt skills and knowledge to the current situation, to increase benefits that have been mutually agreed upon. Meanwhile, (Fauzi & Nugroho, 2024) describe competencies as basic individual characteristics that influence the effectiveness of achievements, which have a cause-and-effect relationship with certain skills, enabling the individual to work brilliantly or achieve high achievements in the workplace or in certain circumstances. Edison, Anwar, and Komariyah (2018) stated that competency indicators are based on behavior that complies with established laws, namely:

1. Knowledge
2. Skills
3. Attitude

2. Productivity

(Maranata & Dito, 2024) explains that productivity is the ratio between the amount of output and the amount of input used. Therefore, it can be concluded that productivity is the attitude or behavior of workers to produce something that has been determined by the company according to the quality and time that has been determined, and is related to work, production techniques, and increasing worker skills. (Bahri et al., 2023) states that work productivity is the ability to produce goods or services from the various resources and abilities possessed by each worker. (Maranata & Dito, 2024) state that work productivity is an individual's success in carrying out their duties, which can be seen from the dimensions of involvement, planning ability, effort in work, and the overall productivity of workers. In order to measure work productivity, several indicators are needed. In Edy Sutrisno's book, in (Fauzi & Nugroho, 2024) it is explained that the productivity indicators are as follows:

1. Ability
2. Improve the results achieved
3. Work enthusiasm
4. Self-development
5. Quality
6. Efficiency

II. METHODS

A study approach based on the nature of the data, including a quantitative study approach where the data collected is in the form of statistical figures (Sugiono., 2019) . Quantitative study methods are used to research certain populations or samples, sampling techniques are carried out randomly, data collection uses study instruments, and data analysis is quantitative with the aim of testing predetermined hypotheses. Therefore, quantitative studies present specific procedures, complete literature, and clearly formulated hypotheses (Ghozali., 2018) . Based on the discussion of the problems and theories that have been explained, the investigator uses a quantitative study approach which is analyzed using regression analysis methods to determine the influence of

independent variables on dependent variables. In this study, the source of data obtained is primary data obtained from the results of interviews and questionnaires given to several workers at the level of chairman, section head, division head, staff and management. Questionnaires are given to employees who have subordinates, so that they can truly measure the level of competence of their subordinates. So that the questionnaire can be answered objectively based on field conditions (Arikunto, 2019). The population of this study was taken from employees at PT. Intidragon Suryatama at the head of the group level and above, totaling 115 people. So a sample of 50 people was used as follows :

Table 1. Research Sample

Employee Level	Amount	Part
Manager	4	Production, PPIC, Engineering, RND, QC,
Head of Division	7	Cutting, PSP and Injection production
Section Chief	16	Prod cutting, printing, sewing, packing
Group Head	23	Production cutting, printing, sewing, packing, injection
Total Respondents	50	

Source: 2024 Data Processing Results

III. RESULTS AND DISCUSSION

A. Results

1. Validity and Reliability Test

In this study, researchers collected data from a sample of 50 respondents, establishing an r table value of 0.279 at a 5% significance level. A significance test was conducted on the questionnaire items against the total score, yielding a significance value of ≤ 0.05 , which indicates that all instruments underwent a rigorous validity assessment. The validity test employed the bivariate correlation method in SPSS, enabling the researchers to examine the relationship between each questionnaire item and the overall variable construct. The test results reveal that all five instruments in the Y variable exhibit correlation values equal to or greater than the r table threshold (0.279) and maintain significance values of ≤ 0.05 . This confirms that each instrument in the Y variable meets the validity criteria, establishing their reliability in accurately capturing the construct measured. With these results, the instruments are deemed valid and suitable for use in further analyses within the study, supporting robust and credible data collection that can contribute to meaningful insights into the research objectives.

Table 2. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.787	10

Source: 2024 Data Processing Results

From the results of the reliability test shown in the table above, the Cronbach's Alpha value is 0.787, which exceeds the threshold of 0.6. This indicates that the variables in this study are reliable. A Cronbach's Alpha value above 0.6 demonstrates internal consistency among the items within each variable, meaning that the instruments are consistently measuring the intended construct. With a Cronbach's Alpha of 0.787, the items exhibit strong reliability, confirming that the data collection tools used in this research are robust and suitable for generating dependable insights in alignment with the study's objectives.

2. Linearity Test

The criterion for the linearity test states that if the significance value for deviation from linearity is greater than 0.05, the relationship between the variables can be considered linear. This indicates that the variables change in a consistent pattern relative to one another. Conversely, if the significance value for deviation from linearity is less than 0.05, the relationship between the variables is classified as non-linear. A non-linear result suggests that the variables do not follow a consistent linear trend, indicating a more complex association between them that cannot be adequately explained by a straight-line relationship.

Table 3. Linearity Test Results

			Sum of Squares	df	Mean Square	F	Sig.
Productivity * Competence	Between Groups	(Combined)	138,364	7	19,766	47,072	.000
		Linearity	137,884	1	137,884	328,362	.000
		Deviation from Linearity	.480	6	.080	.190	.978
	Within Groups		17,636	42	.420		
Total			156,000	49			

Source: 2024 Data Processing Results

From the linearity test results, the data indicate a deviation from linearity value of 0.978, which is greater than 0.05. This result confirms that the relationship between the variables is linear. Since the deviation from linearity exceeds the threshold of 0.05, it suggests a consistent, predictable association between the variables, allowing for analysis under the assumption of linearity. Consequently, the variables in this study can be interpreted as having a stable linear relationship, which supports further analysis based on linear modeling assumptions.

3. Hypothesis Testing

Table 4. T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.105	.857		2.456	.018
	Competence	.895	.047	.940	19.114	.000

a. Dependent Variable: Productivity

Source: 2024 Data Processing Results

From the coefficients data presented above, the constant value is 2.105, while the regression coefficient for the Competence variable (b) is 0.895. This allows us to express the regression equation as $Y=2.105+0.895X$. Based on this equation, we can conclude that there is a positive relationship between variable X (Competence)

and variable Y (Productivity). Specifically, for every 1% increase in variable X, we can expect an increase of 0.895 in variable Y.

Furthermore, the coefficients table also indicates a significance value of 0.000, which is less than the threshold of 0.05. This implies that the Competence variable (X) has a statistically significant effect on the Productivity variable (Y). Additionally, the calculated t value is 19.114, which exceeds the critical t value of 2.01063. This reinforces the finding that the Competence variable (X) significantly influences the Productivity variable (Y), providing strong evidence of the impact of competence on productivity in the context of this study.

Table 5. F Test Results

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137,884	1	137,884	365,330	.000 ^b
	Residual	18,116	48	.377		
	Total	156,000	49			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Competence

Source: 2024 Data Processing Results

From the regression results, the calculated F value is 365.330, which exceeds the F table value of 4.04. This indicates that, when considered simultaneously, the Competence variable has a significant influence on the Productivity variable. Additionally, the significance value is 0.000, which is less than the 0.05 threshold. This further confirms that the Competence variable (X) significantly impacts the Productivity variable (Y). Therefore, we can conclude that the relationship between these two variables is not only statistically significant but also indicative of a strong influence of competence on productivity within the context of this study.

Table 6. Results of the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.881	.614

a. Predictors: (Constant), Competence

Source: 2024 Data Processing Results

From the Model Summary data presented above, the value of R is 0.940, and the R square (R²) value is 0.884. The R square value represents the proportion of variance in the dependent variable that can be explained by the independent variable. In this case, the R square value indicates that the Competence variable (X) accounts for 88.4% of the variance in the Productivity variable (Y). This demonstrates a strong relationship between the two variables. Furthermore, the remaining 11.6% of the variance in productivity is attributed to other factors not included in this study. This substantial R square value underscores the significance of the Competence variable in influencing productivity and suggests that while the competency plays a major role, additional variables may also contribute to productivity outcomes in this context.

B. Discussion

From the equation data provided, it can be concluded that the relationship between variable X (Competence) and variable Y (Productivity) is positive. Specifically, for every 1% increase in variable X, there is a corresponding increase of 0.895 in variable Y. Furthermore, the coefficients table reveals a significance value of 0.000, which is less than the 0.05 threshold. This indicates that the Competence variable (X) significantly affects the Productivity

variable (Y). Additionally, the calculated t value of 19.114 is greater than the critical t value of 2.01063, further supporting the conclusion that the Competence variable has a significant impact on Productivity. In the Model Summary data, the R value is 0.940, and the R square (R^2) is 0.884. The R square value indicates that 88.4% of the variance in the Productivity variable (Y) can be explained by the Competence variable (X). This strong correlation suggests that competency plays a crucial role in determining productivity outcomes. Meanwhile, the remaining 11.6% of the variance in productivity can be attributed to other variables not included in this study, highlighting the potential influence of additional factors on productivity.

Based on the results of the analysis, it was found that the HR competency variable had a significant influence on work productivity. This means that HR competency can influence worker performance. Every individual who works is expected to achieve high achievements. Achievement is the result of activity and ability elements that can be measured. The success of an achievement really depends on and is determined by several aspects in carrying out the work. To achieve optimum performance, the influence of competency factors needs to be maximized according to the field of work given to workers. Therefore, competence as an individual characteristic is needed to achieve effective performance in carrying out work tasks (Morad & Wahyuni, 2023). Competence can be linked to achievement in a causal flow model which shows that objective, trait, self-concept, and knowledge competencies generated by certain circumstances can predict behavior that subsequently increases achievement. If competence is used well, it will give the impression of increasing optimum work productivity. The results of this study are in line with previous studies conducted by (Maranata & Dito, 2024) and studies by (Fauzi & Nugroho, 2024) regarding work competence on work productivity, which explains that work competence has a significant direct influence on workers' work productivity.

IV. CONCLUSION

The partial study results indicate that competence has a positive and significant influence on worker productivity. Analyzing the questionnaire distribution reveals that the highest response rate was for the first statement, which emphasizes that the tasks assigned align with the company's goals. This finding suggests that the work assigned to employees is well-matched with the organization's objectives. As a result, workers perceive that their roles are not only suited to their skills but also contribute effectively to the company's mission. This alignment between individual tasks and organizational goals emerges as one of the key findings in the study, highlighting the importance of ensuring that employees' competencies are utilized in a manner that supports overall company performance.

Suggestions that are expected to be useful for agencies, in this case PT. Intidragon Suryatama Company, for future improvements based on the results of this study. First, employee competency which includes aspects of skills, knowledge, and attitudes is very important in increasing productivity, so it needs special attention from the company. Second, considering that employee competency has a significant influence on productivity, the company should continuously improve employee competency according to their respective fields of work. This improvement can be done in various ways, either through the recruitment process, internal training, or externally, so that the company's human resources (HR) are more competent in their fields and are able to increase productivity.

This study has several limitations. First, it focuses only on the influence of competence on productivity, so other factors such as work environment and motivation have not been considered. Second, the use of questionnaires has the potential to cause respondent bias who want to provide answers according to company expectations. Third, this study was only conducted at PT. Intidragon Suryatama, so the results are difficult to generalize to other companies or industries. These limitations are expected to be a consideration for further research to expand the scope of variables and subjects so that the results are more representative.

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