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Competency Based Management as a Strategy to Improve Organizational Performance

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Abstract: *Changes in the organizational environment, technological developments, and increasing demands on the quality of human resources encourage organizations to develop management approaches that are able to align individual abilities with strategic needs. Competency-based management is one of the approaches that places competence as the basis in human resource management to support the achievement of organizational performance. This research aims to analyze the application of competency-based management, its contribution to improving organizational performance, as well as supporting factors and challenges in its implementation. The research uses a qualitative approach with* the library research method. *Data were obtained from various relevant academic literature, then analyzed descriptively-analytically through the process of identification, selection, thematic grouping, comparison, and synthesis. The results of the study show that competency-based management can be integrated in human resource planning, recruitment and selection, placement, training and development, performance assessment, and career development. The implementation contributes to improving the quality and productivity of work, the suitability of individuals for work, adaptability, talent development, and the achievement of organizational goals. Its success is influenced by leadership commitment, learning culture, assessment system, resource availability, and the ability of the organization to adjust competencies to technological developments. Competency-based management needs to be developed in an integrated and sustainable manner in order to be able to support the improvement of organizational performance.*
Keywords: *Competency-Based Management, Competence, Human Resources, Organizational Performance, Human Resource Development.*

INTRODUCTION

Changes in the organizational environment that take place faster and faster require organizations to be able to manage resources effectively. Technological developments, changes in customer needs, increasingly open competition, and the dynamics of the business environment cause organizations to not be able to rely solely on physical and financial resources (Asikin & Fadilah, 2024). The organization's ability to optimize human resources is one of the important aspects to maintain sustainability and achieve organizational goals. In these conditions, human resource management needs to be directed at individual abilities that are relevant to the needs of the organization.

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Organizational performance is one of the indicators that shows the extent to which the resources owned are able to produce achievements in accordance with the goals that have been set. Performance includes the effectiveness of work processes, service quality, innovation, and the achievement of goals in a sustainable manner (Alfajriyah & Rozi, 2025). Organizations with adequate resources are not necessarily able to produce optimal performance if they are not supported by individuals who have the ability to meet the demands of the job.

Human resources have a strategic position because individuals are parties who carry out various organizational processes (Ainiyah et al., 2025). Planning, implementation, decision-making, service, innovation, and problem solving ultimately require human abilities (Kiswanto et al., 2025). Differences in individual knowledge, skills, attitudes, and characteristics can affect the quality of job execution. Therefore, organizations need a human resource management approach that is able to ensure the compatibility between individual abilities and the organization's work and goals.

Competence is one of the important concepts in explaining the relationship between human resources and performance. Competence is basically related to characteristics that support a person in carrying out work effectively. Spencer and Spencer explain competence through characteristics such as motives, traits, self-concept, knowledge, and skills (Hasninadia et al., 2026). This concept shows that work ability is influenced by deeper aspects, such as personal characteristics, and self-concept that shapes work behavior.

In organizational practice, competencies are required at different levels and types of work. Each position has different competency demands according to its responsibilities and job characteristics. A manager, for example, requires abilities in decision-making, leadership, communication, and problem solving, while operational personnel need technical competence and the ability to execute work procedures (Arina et al., 2023). The compatibility between the competencies that individuals have and the competencies that the job needs can help organizations place human resources more appropriately.

This need encourages the development of competency-based management approaches. Competency-based management is a human resource management approach that makes competency the basis for various management processes, ranging from workforce needs planning,

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recruitment and selection, placement, training and development, performance appraisal, to career development. This approach allows organizations to connect individual management with the organization's job demands and strategic goals.

Competency-based management also provides a change in the way organizations view human resource development. Employee development is based on the gap between the competencies possessed and the competencies required (Sayidana & Yusuf, 2026). Identifying gaps helps organizations determine more relevant forms of development, whether through training, mentoring, job rotation, experiential learning, or career development. In that way, the organization's investment in human resources can be directed to clearer needs.

The relationship between competence and performance can also be seen from the individual's ability to complete work. Individuals who have knowledge and skills in accordance with the demands of the job have a stronger foundation to carry out tasks effectively. (Wahyudi et al., 2025a) However, competencies do not work separately from the organizational environment. The availability of facilities, leadership, work systems, organizational culture, motivation, and awarding also affect an individual's ability to apply their competencies. Therefore, improving performance through competencies requires adequate organizational system support.

Technological changes further strengthen organizational needs for relevant competencies. Digitization of work processes requires human resources to have the ability to use technology, process information, communicate through various platforms, and adapt to new work systems (Retired, 2024). At the same time, the development of artificial intelligence and automation is changing some of the nature of work and creating a need for new competencies. Organizations need to ensure that competency development does not stop at technical abilities that are temporary, but also includes the ability to learn, adapt, think critically, collaborate, and solve problems.

A number of previous studies have shown the relationship between competence and human resource performance. Research (Nugroho & Paradifa, 2020) found that competencies that include knowledge, skills, and abilities are related to improved employee performance. Research (N. I. Sari et al., 2024) demonstrate that the suitability of competencies with job demands contributes to productivity and quality of work. Furthermore, (Rizqi & Kuswinarno, 2024) placing competency development through training and learning as an important part of improving individual and

organizational performance. (Bendriyanti et al., 2025) Shows that the application of competency-based human resource management in recruitment, placement, development, and evaluation can improve the alignment between employee capabilities and organizational needs. Meanwhile, (Maulana et al., 2025) emphasizing that adaptive competencies are needed for human resources to be able to respond to changes in the work environment and organizational demands. The five studies generally show that competencies have an important position in supporting performance, although each study emphasizes different aspects.

The synthesis of some previous research has provided a solid basis for the importance of competencies for performance, but the discussion still tends to be separated between competencies as individual attributes, competency development, and certain functions in human resource management. The research gap lies in the limited studies that integrate competencies into a management system that include the identification of needs, recruitment, placement, development, utilization, and evaluation of competencies as a whole and relate them to organizational performance achievements.

Based on this gap, this article aims to analyze competency-based management as a strategy in improving organizational performance through a literature study. The study focuses on the concept and components of competency-based management, its application in human resource management, its contribution to organizational performance, and the factors that support and hinder its implementation. Through the synthesis of various research results, this study is expected to clarify the relationship between competency management and performance while providing a framework for understanding the implementation of competency-based management that is more integrated with the organization's strategic needs and goals.

METHOD

This study uses a qualitative approach with a literature study method (Library Research) to analyze competency-based management as a strategy in improving organizational performance (Hariani & Jabbar, 2026). Research data in the form of secondary data obtained from various academic sources, including scientific journal articles, books, proceedings and academic publications. Literature search is carried out using keywords such as competency-based

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management, competency-based management, human resource competence, organizational performance, Competence Management, and Human Resource Development. The literature was selected based on its relevance to the focus of the study, the credibility of the source, and its relevance to the concept of competence, human resource management, and organizational performance.

Data analysis is carried out in a descriptive analytical manner through several stages, namely identification and collection of literature, selection of relevant sources, reading and recording of key information, grouping by theme, comparison between sources, and synthesis of study results. The results of the synthesis are then presented narratively to gain a comprehensive understanding of how competency-based management can be integrated in human resource management to support the improvement of organizational performance.

RESULT AND DISCUSSION

1. Competency-Based Management in Human Resource Management

The results of the literature review show that competency-based management is an approach that places competence as one of the main foundations in managing human resources. Competence includes a combination of knowledge, skills, personal characteristics, attitudes, and behaviors that support performance achievement (Kartika & Sugiarto, 2014). The approach provides a framework for organizations to ensure that human resource capabilities are aligned with the demands of the job and the strategic direction of the organization.

The concept of competence developed by Spencer and Spencer is one of the important references in understanding the characteristics of individual competencies. Competencies include motives, traits, self-concepts, knowledge, and skills (C. F. Sari et al., 2023). These five aspects show that a person's performance is also influenced by internal drives, personal characteristics, and the way the individual views himself or herself in carrying out work. This perspective provides an understanding that competency management needs to be done more thoroughly than just providing technical training to employees.

In its application, competency-based management can be started through the identification of organizational competency needs. Each position has different responsibilities,

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targets, and job characteristics so that it requires different competencies. Organizations need to identify core competencies that must be possessed by all members of the organization as well as specific competencies needed in certain positions. The results of these identification can then be used to develop competency standards as a reference in human resource management.

Competency standards have an important function because they are the link between organizational needs and individual capabilities. Through these standards, organizations can determine the criteria needed in the recruitment and selection process, determine development needs, and determine indicators used to assess employee capabilities. With clear standards, decisions about human resources can be made based on job needs, not solely based on administrative considerations or working periods.

Competency-based management can also be applied in the recruitment and selection process. Competency-oriented recruitment allows organizations to search for individuals based on abilities and characteristics that match the demands of the position. The selection process can then be directed to identify the level of competency mastery of prospective employees. This approach helps reduce the likelihood of mismatches between individuals and jobs, especially when the organization has specific job demands.

At the placement stage, information about competencies can be used to adjust individuals to appropriate positions. Placement that considers competencies allows organizations to make more optimal use of employee abilities. Development aspects are also a major part of competency-based management. The results of competency mapping can show the gap between the abilities possessed by individuals and the competencies needed to achieve certain performance. These gaps can be the basis for determining training programs, coaching, mentoring, job rotation, and career development.

Competency-based management also has a relationship with a performance appraisal system. Assessments consider the competencies used in achieving these outcomes. This approach provides a more complete picture of employee contributions. Two individuals who achieve the same target, for example, may have different development needs because their level of competence and work behavior are not always the same.

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Based on the results of the literature synthesis, the relationship between human resource management functions and competencies can be described as follows.

Table 1. Application of Competency-Based Management in Human Resource Management Functions

HR Management Function	Competency-Based Application	Contributions
HR Planning	Identify competency needs	Determining the needs of the workforce
Recruitment and selection	Selection based on competency standards	Acquiring suitable individuals
Placement	Competency and position mapping	Improve individual-job fit
Training and development	Competency gap analysis	Improve employee capabilities
Performance appraisal	Assessment of outcomes and competencies	Identify development achievements and needs
Career development	Competency mapping for career paths	Preparing human resources for the next position

The table above shows that competency-based management is not a stand-alone program. Competencies need to be integrated into various human resource management functions so that an interrelated management system is formed. This integration allows organizations to manage employees from the entry stage to career development.

2. The Contribution of Competency-Based Management to Organizational Performance

The results of the study show that competence has a close relationship with the individual's ability to carry out work and ultimately contributes to the achievement of organizational performance. Individuals who have competence in accordance with the demands of the job have the ability to carry out tasks more effectively (Masud et al., 2022). Knowledge helps individuals understand the job, skills enable tasks to be carried out, while attitudes and behavioral characteristics influence how individuals use those abilities in work situations.

The first contribution is seen in improving the quality of work. Appropriate competencies allow employees to better understand work standards, procedures, and job demands. Competency mastery can also reduce errors and improve the ability to solve

problems that arise. When skills are possessed by many individuals in the organization, improving the quality of work at the individual level can have an impact on the quality of the organization's output as a whole.

The next contribution is related to productivity. Adequate competence can help employees get the job done with a more effective use of time and resources (Wahyudi et al., 2025b). Individuals who understand work methods and have the necessary skills do not need the same time to complete tasks as individuals who have not mastered those competencies. Competency development can therefore be one of the organizational instruments to increase productivity without only focusing on increasing workload.

Competency-based management can increase the effectiveness of achieving organizational goals. When individual competencies are aligned with the strategic needs of the organization, employee activities have a clearer relationship with the goals to be achieved (Setyawati et al., 2024). For example, organizations that prioritize innovation need human resources with the ability to think creatively, solve problems, collaborate, and utilize technology. This alignment makes human resource development not run separately from the organization's strategy.

Competencies also play a role in improving an organization's adaptability. A changing work environment requires individuals who are able to learn new things and adapt to the way they work. Competencies such as learning agility, communication, collaboration, and digital literacy are becoming increasingly important as organizations face changing technology and consumer needs. Organizations that consistently develop competencies have a stronger foundation for adapting their human resources to environmental demands.

In the business context, adaptability is related to competitiveness. Changes in technology, competition, and consumer behavior cause organizations to need to update work processes and services regularly. Human resources who have relevant competencies can support organizations in generating innovations, improving service quality, and responding to changes in market needs. Competence therefore not only serves to ensure that routine work runs well, but can also be part of the organization's capacity to face changes.

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The relationship between competence and performance can be understood through a series of systematic processes. The organization first determines the competencies needed, then identifies the competencies possessed by the individual. The difference between the two is the basis for development. Improving competencies is expected to improve work skills, which in turn supports the achievement of organizational targets and goals. The process takes place in a sustainable manner because the demands of the job and the needs of the organization also change.

Thus, the contribution of competency-based management to performance does not only occur through training. The impact arises from the integration of various human resource functions, starting from acquiring suitable individuals, placing them in the right jobs, developing their competencies, assessing their performance, to preparing them for greater responsibilities. This integrated approach makes competence part of the organization's management system.

3. Supporting Factors, Challenges, and Strategies for Strengthening Competency-Based Management

Although it has the potential to improve performance, the implementation of competency-based management requires support from various aspects of the organization. One of the main factors is the commitment of the leadership. The leadership has a role in determining strategic competencies, providing development resources, and ensuring that the competency-based system is implemented consistently (Darmawan & Adzhar, 2026). Without leadership support, competency-based management risks stopping at the preparation of competency standard documents without producing real changes in human resource management.

Organizational culture is also a supporting factor. A culture that encourages learning, openness to change, collaboration, and self-development will facilitate the implementation of competency-based systems. Conversely, a work environment that does not provide space for learning can make competency development programs less effective. Therefore, competency development needs to be placed as part of the work culture, not just as a training activity that is carried out at a certain time.

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The availability of an objective assessment system is also needed. Organizations need instruments that are able to identify competencies in a relevant way and provide an overview of individual ability gaps. Assessments that are too subjective can result in inaccurate mapping. Therefore, assessment methods can be combined as needed, for example through observation, competency-based interviews, performance assessments, assessments, and feedback from work-related parties.

Technological changes also require organizations to update competency models. Competencies that were relevant in the past can undergo changes when new technologies enter the work process. The use of artificial intelligence, automation, data analytics, and various digital systems makes organizations need a combination of technical and non-technical competencies. Digital literacy, learning skills, critical thinking, creativity, communication, and collaboration are becoming increasingly important to complement specific technical skills.

Strengthening competency-based management therefore needs to be directed at the development of adaptive systems. Organizations need to conduct regular work analysis, update competency standards, conduct employee capability mapping, and develop development programs based on actual needs. Evaluation is also needed to find out whether competency development really brings changes to work behavior and performance outcomes.

Strengthening strategies can begin by building a competency framework that connects the organization's core competencies, managerial competencies, and technical competencies of each position (Ramadhani, 2025). The framework is then integrated with the recruitment, placement, development, performance appraisal, and career development processes. This integration is important so that every human resource management activity has the same direction and supports the achievement of organizational goals.

In addition, competency development needs to use diverse learning approaches. Formal training is still required for specific competencies, but learning through work experience, coaching, mentoring, peer learning, projects, and job rotations can complement the process. Diverse approaches provide opportunities for employees to develop competencies while applying them in real-life work situations.

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Based on the synthesis of the literature, the success of competency-based management can be summarized through the following key relationships.

Table 3. A Framework for Implementing Competency-Based Management and Its Organizational Impacts

Aspects	Management Focus	Expected Impact
Identify competencies	Determine competencies according to positions and strategies	Suitability of needs and abilities
Competency mapping	Measuring the actual capabilities of employees	Identify strengths and gaps
Development	Training, coaching, mentoring, work experience	Individual capacity building
Performance integration	Connecting competencies to work targets	Improved quality and productivity
Career development	Adapting competencies to the needs of the position	In-house talent readiness
Evaluation	Assess the relevance and impact of the system	Continuous improvement

The synthesis shows that competency-based management will make a stronger contribution if positioned as an integrated management system. Competencies need to be linked to work, performance, development, and organizational strategy. Its application must also be dynamic because competency needs change with technological developments, work characteristics, and organizational environments.

The results of the literature study show that competency-based management can be a human resource management strategy to support the improvement of organizational performance. Its contribution arises through increasing individual suitability for work, work quality and productivity, adaptability, talent development, and alignment of human resource capabilities with strategic goals. However, its success depends on the commitment of leaders, learning culture, the right assessment system, the availability of resources, and the organization's ability to update competencies according to changing environments. Therefore,

organizations need to develop competency-based management as a sustainable process that systematically connects strategic needs with human capabilities.

CONCLUSION

Based on the results of a literature study, competency-based management is a strategic approach to managing human resources by making competencies the basis for planning, recruitment and selection, placement, development, performance assessment, and career development. This approach helps organizations align individual abilities with job demands and strategic goals. Appropriate competencies can support improving work quality and productivity, the effectiveness of achieving goals, adaptability, innovation, and the development of organizational talents. This correlation shows that competencies need to be seen not just as individual abilities, but as part of a human resource management system that is integrated with organizational needs.

Conflict of Interest

The author declares no conflict of interest.

Generative AI Statement

The author declares that no generative artificial intelligence (AI) tools were used in the preparation, writing, or editing of this manuscript.

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