

Building Employee Work Effectiveness Through Competence And Communication: A Study Of Cv Sejahtera Sukses Gemilang Medan

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Abstract

Employee work effectiveness is a key factor in achieving organizational goals. Work effectiveness is influenced by several factors, particularly competence and communication. This study aims to examine the effect of competence and communication on employee work effectiveness at CV Sejahtera Sukses Gemilang Medan. A quantitative approach with a survey method was employed. The population consisted of 59 employees, all of whom were selected as respondents using a saturated sampling technique. Data were collected through questionnaires and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination (R^2) with IBM SPSS Statistics. The results indicate that competence has a positive and significant effect on employee work effectiveness. Communication also has a positive and significant effect and is the most dominant variable influencing work effectiveness. Simultaneously, competence and communication significantly affect employee work effectiveness, with a coefficient of determination (R^2) of 97.9%, indicating that most of the variation in work effectiveness is explained by these two variables. The findings highlight that improving employee competence supported by effective organizational communication is essential for enhancing work effectiveness and achieving organizational objectives

Keywords

Competence, Communication, Employee Work Effectiveness, Human Resource Management



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INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving its stated goals. In an increasingly competitive business world, companies are required to have human resources who not only possess strong technical skills but also are able to work effectively, adaptively, and professionally. Changes in the business environment, technological developments, and increasing customer expectations for service quality require companies to continuously improve

the quality of human resource management to maintain competitiveness and business sustainability.

Work effectiveness is a key indicator in measuring an organization's success in optimizing employee performance. Gibson et al. (2012) state that work effectiveness indicates the level of individual and organizational success in achieving established goals through optimal resource utilization. Employees with high work effectiveness are able to complete work on time, maintain quality work results, utilize time efficiently, and adapt to changes in the work environment. Conversely, low work effectiveness can result in delays in work completion, increased operational errors, decreased service quality, and reduced customer satisfaction.

Competence is one factor believed to play a crucial role in increasing employee work effectiveness. Boyatzis (2019) defines competence as a basic individual characteristic related to achieving superior performance. Recent empirical findings indicate that adequate competency significantly contributes to increased work effectiveness and organizational performance by enhancing both employee technical skills and work behavior (Sagrim et al., 2025; Huda & Abadiyah, 2022). Employee competency enables work to be completed more effectively, efficiently, and in accordance with organizational standards. In addition to competency, communication also plays a crucial role in supporting work effectiveness. Robbins and Judge (2023) state that communication is the process of exchanging information that enables coordination, collaboration, and effective decision-making within an organization. Open and clear communication facilitates interdepartmental coordination, minimizes errors, and increases organizational productivity. Recent research also shows that effective organizational communication can improve work coordination, build trust among employees, and enhance individual and organizational performance (Mazzei & Butera, 2022; Sagrim et al., 2025).

CV Sejahtera Sukses Gemilang Medan is a customer-oriented insurance company. In carrying out its operational activities, the company is supported by 59 employees who have responsibilities in various job functions, ranging from administration, marketing, customer service, to other operational activities. As a service company, the quality of service provided is largely determined by the ability of employees to provide fast, accurate, and professional service, so that work effectiveness is one aspect that greatly determines the company's success in achieving operational targets and maintaining customer satisfaction.

Based on initial observations conducted by researchers during the research process, the overall performance of employees at CV Sejahtera Sukses Gemilang

Medan has demonstrated a relatively good level of performance. Employees are capable of carrying out their assigned tasks according to their responsibilities, working collaboratively to complete tasks, and supporting the smooth operation of the company through interdepartmental coordination. The company also continuously encourages the improvement of human resource quality through clear division of tasks, job development, and communication between management and employees to support the achievement of company targets.

Observations also indicate that several conditions still require attention. Differences in job proficiency levels among employees result in a lack of uniformity in their ability to complete tasks. In certain situations, the communication of information between departments requires more intensive coordination to avoid miscommunication and expedite work completion. Furthermore, increasingly dynamic customer needs require each employee to continuously improve their knowledge, skills, and adaptability to changing work procedures and product developments. These conditions indicate that improving competency and communication remain crucial aspects that require attention to ensure continuous improvement of employee performance.

This demonstrates that performance effectiveness is influenced not only by individual performance but also by the company's approach to developing employee competency and establishing an effective communication system within the workplace. If employee competency is continuously improved and organizational communication is effective, work execution will be more focused, coordination between departments will improve, and company goals can be achieved more optimally. Conversely, if these two aspects are not optimally managed, work effectiveness can potentially decline, ultimately impacting service quality and the achievement of company targets.

Various previous studies have demonstrated that competency and communication have a positive influence on employee work effectiveness. However, most of this research was conducted in government agencies and large-scale companies, while research examining the relationship between competency, communication, and work effectiveness in local private companies is relatively limited. Differences in organizational characteristics, work culture, coordination systems, and service patterns in service companies provide the opportunity for different empirical findings compared to previous research. Thus, there remains a research gap that requires further study, particularly in private companies operating in the service sector.

This phenomenon provides the basis for researchers to empirically examine whether competency and communication are factors influencing employee work effectiveness at CV Sejahtera Sukses Gemilang Medan. This study is expected to provide empirical evidence regarding the relationship between the variables studied and enrich the literature in the field of human resource management, particularly in medium-sized service companies. While much research has been conducted on competency and communication, most still use employee performance as the dependent variable. Research specifically examining work effectiveness as the dependent variable in private service companies is still relatively limited, so empirical evidence is needed in different organizational contexts.

METHODS

This study used a quantitative approach with a survey method to analyze the influence of competence and communication on employee work effectiveness at CV Sejahtera Sukses Gemilang Medan. The quantitative approach was chosen because the study aims to examine the relationship between variables through numerical data measurement and statistical analysis. According to Sugiyono (2022), quantitative research is a research method used to test hypotheses based on data obtained from a specific population or sample through statistical analysis.

The population in this study was all 59 employees of CV Sejahtera Sukses Gemilang Medan. Given the relatively small population, this study used a saturated sampling technique (census), where all members of the population were selected as respondents. This technique was chosen to optimally represent all population characteristics in the research analysis (Sugiyono, 2022).

The research data consisted of primary and secondary data. Primary data were obtained by distributing questionnaires using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) to all respondents. Meanwhile, secondary data were obtained from scientific literature, reference books, journal articles, and company documents supporting the research. The research instrument was developed based on indicators for each variable, namely competence, communication, and work effectiveness, which were established based on a theoretical basis.

Before testing the hypotheses, the research instrument was tested through validity and reliability tests to ensure that each statement item accurately and consistently measured the research variables. Next, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, as

prerequisites for multiple linear regression analysis. Hypothesis testing was conducted using multiple linear regression analysis, a t-test to test partial effects, an F-test to test simultaneous effects, and a coefficient of determination (R^2) to determine the contribution of the independent variables to the dependent variable. All data analysis was conducted using IBM SPSS Statistics software.

FINDINGS AND DISCUSSION

Results

1. Validity and Reliability Test

The validity test results indicated that all questionnaire items measuring the variables of **competency**, **communication**, and **work effectiveness** had correlation coefficients greater than the critical r-table value, indicating that all measurement items were valid. Furthermore, the reliability test demonstrated that all research variables achieved **Cronbach's Alpha** values exceeding **0.60**, confirming that the research instrument was reliable and appropriate for further statistical analysis.

Table 1. Results of the Validity and Reliability Tests

Variable	Validity Test Result Cronbach's Alpha Description		
Competency	All items are valid	0.888	Valid and Reliable
Communication	All items are valid	0.863	Valid and Reliable
Work Effectiveness	All items are valid	0.890	Valid and Reliable

Source: SPSS Version 26, Processed by the Authors (2026).

2. Classical Assumption Tests

Before hypothesis testing, the regression model was evaluated using the classical assumption tests. The **Kolmogorov–Smirnov normality test** produced a significance value of **0.200 (> 0.05)**, indicating that the residuals were normally distributed. The **multicollinearity test** showed a **Tolerance value of 0.211 (> 0.10)** and a **Variance Inflation Factor (VIF) of 4.743 (< 10)** for each independent variable, demonstrating the absence of multicollinearity. In addition, the **Glejser heteroscedasticity test** yielded significance values greater than **0.05** for all variables, indicating that the regression model was free from heteroscedasticity problems. Therefore, all classical regression assumptions were satisfied, confirming that the model was appropriate for hypothesis testing.

Table 2. Results of the Classical Assumption Tests

Test	Result	Interpretation
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Test	Result	Interpretation
Kolmogorov–Smirnov	Sig. = 0.200	Residuals are normally distributed
Multicollinearity	Tolerance = 0.211; VIF = 4.743	No multicollinearity
Heteroscedasticity (Glejser)	Sig. > 0.05	No heteroscedasticity

Source: SPSS Version 26, Processed by the Authors (2026).

3. Multiple Linear Regression Analysis and Hypothesis Testing

The results of the multiple linear regression analysis generated the regression equation presented in the study. The regression model indicates that **competency** (X_1) and **communication** (X_2) have positive relationships with **employee work effectiveness** (Y). This finding implies that improvements in employee competency and organizational communication are associated with higher levels of work effectiveness among employees of CV Sejahtera Sukses Gemilang Medan.

Table 3. Multiple Linear Regression and Hypothesis Testing Results

No.	Variable	Statistical Test	Statistical Result	Conclusion
1	Employee Competency (X_1) → Work Effectiveness (Y)	t-test (Partial)	Sig. = 0.000 < 0.05; $t = 5.512 > 2.003$; $B = 0.232$	Employee competency has a positive and significant effect on work effectiveness. Higher competency leads to greater employee work effectiveness.
2	Communication (X_2) → Work Effectiveness (Y)	t-test (Partial)	Sig. = 0.000 < 0.05; $t = 18.601 > 2.003$; $B = 0.995$	Communication has a positive and statistically significant effect on employee work effectiveness and represents the strongest predictor in the regression model.
3	Competency (X_1) and Communication (X_2) (Simultaneous) → Work Effectiveness (Y)	F-test	Sig. = 0.000 < 0.05; $F = 1324.444 > 3.16$	Competency and communication simultaneously have a significant effect on work effectiveness.

No.	Variable	Statistical Test	Statistical Result	Conclusion
4	Effectiveness (Y)	Regression Model Fit	Coefficient of R ² = 0.979; Determination Adjusted R ² = 0.979 (R ²)	employee work effectiveness. Competency and communication explain 97.9% of the variation in employee work effectiveness, while the remaining 2.1% is explained by other variables outside the model.

Source: SPSS Version 26, Processed by the Authors (2026).

The coefficient of determination ($R^2 = 0.979$) indicates that **97.9%** of the variation in employee work effectiveness can be explained jointly by competency and communication, whereas the remaining **2.1%** is attributable to other factors not included in the present study.

Discussion

The Effect of Competency on Work Effectiveness

The findings reveal that **employee competency has a positive and statistically significant effect on work effectiveness** at CV Sejahtera Sukses Gemilang Medan, as indicated by a significance value of **0.000 (< 0.05)** and a **t-statistic of 5.512**. These results suggest that employees possessing higher levels of knowledge, technical skills, and professional attitudes tend to perform their duties more effectively. This finding supports the competency theory proposed by **Boyatzis (2019)**, which argues that competency represents an individual's underlying characteristics that contribute to superior job performance. Employees with adequate competencies are better equipped to complete their tasks efficiently and in accordance with organizational standards. The present findings are also consistent with previous studies conducted by **Ayu Lestari (2021)** and **Budi Prasetyo (2020)**, both of which concluded that competency positively influences work effectiveness.

Within the context of CV Sejahtera Sukses Gemilang Medan, competency is particularly important because the company operates in the service sector, where service quality largely depends on employees' professional capabilities. Employees' ability to understand work procedures, deliver quality customer service, and complete assignments accurately contributes directly to organizational effectiveness.

These findings further support the study of **Huda and Abadiyah (2022)**, which demonstrated that competency positively affects employee performance. Similarly, **Sagrim et al. (2025)** emphasized that competency development is one of the most influential factors in improving organizational effectiveness.

The Effect of Communication on Work Effectiveness

The results also indicate that **communication exerts a positive and statistically significant influence on employee work effectiveness**, as evidenced by a **t-statistic of 18.601** and a significance value of **0.000 (< 0.05)**. Moreover, the regression coefficient for communication (**B = 0.995**) is the largest among the independent variables, suggesting that communication is the most dominant predictor of employee work effectiveness. This finding supports the organizational behavior theory proposed by **Robbins and Judge (2019)**, who argue that communication serves as the primary mechanism for facilitating coordination, collaboration, and information exchange within organizations. Effective communication enables employees to understand work instructions more clearly, complete tasks more efficiently, and minimize operational errors.

At CV Sejahtera Sukses Gemilang Medan, effective communication between managers and employees, as well as among colleagues, plays a vital role in maintaining smooth organizational operations. Clear and timely information sharing facilitates coordination across departments, thereby enhancing productivity and helping the company achieve its organizational objectives. These findings are consistent with the study of **Mazzei and Butera (2022)**, which identified organizational communication as the foundation of effective coordination and employee performance. Likewise, **Lubis et al. (2025)** found that communication significantly improves employee work effectiveness.

The Simultaneous Effect of Competency and Communication on Work Effectiveness

The simultaneous hypothesis test demonstrates that **competency and communication jointly have a positive and statistically significant effect on employee work effectiveness**, as reflected by an **F-statistic of 1324.444** and a significance value of **0.000**. Furthermore, the **R² value of 0.979** indicates that these two variables collectively explain nearly all variations in employee work effectiveness. These findings suggest that improving work effectiveness depends not only on employees' competencies but also on the quality of organizational communication. High competency without effective communication may not produce optimal performance, while effective communication alone cannot

compensate for insufficient technical and professional capabilities. Therefore, organizations should integrate competency development and communication enhancement through continuous training programs, professional development initiatives, and strengthened internal communication systems.

Overall, the findings reinforce the principles of **human resource management**, which emphasize that competency and communication are fundamental determinants of organizational effectiveness. For CV Sejahtera Sukses Gemilang Medan, these findings provide important managerial implications, suggesting that investments in employee competency development and organizational communication can serve as strategic initiatives for improving work effectiveness while supporting the achievement of long-term organizational goals.

CONCLUSION

Based on the data analysis and discussion, this study shows that competence and communication have a positive and significant influence on employee work effectiveness at CV Sejahtera Sukses Gemilang Medan. Competence, demonstrated through employee knowledge, skills, and work attitudes, has been shown to improve their ability to complete work accurately, effectively, and in accordance with company standards. Furthermore, effective communication plays a role in facilitating information delivery, improving coordination between departments, and minimizing errors in work execution, thus significantly contributing to increased work effectiveness.

The results also indicate that competence and communication simultaneously have a very strong influence on employee work effectiveness. This indicates that increased work effectiveness depends not only on individual ability to perform tasks but also on the quality of communication within the work environment. Therefore, competency development, supported by an effective organizational communication system, is a strategic factor in increasing employee work effectiveness and supporting the sustainable achievement of company goals.

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