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Impact of Employee Competence and Resilience on Job Performance: A Case Study of PT. Dharma Electrindo Manufacturing

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ABSTRACT
Purpose: *This study aims to analyze the influence of employee competence and resilience on work performance at PT. Dharma Electrindo Manufacturing. Understanding these factors is crucial, as employee performance plays a pivotal role in achieving organizational objectives. The expected outcome is a deeper insight into the key drivers that enhance employee productivity.* ***Methodology*** *A quantitative approach was adopted using a descriptive-associative research design. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression via SPSS.* ***Result:*** *The findings reveal that both competence and resilience have a positive and significant effect on employee performance, both individually (partially) and jointly (simultaneously).* ***Tindings:*** *This study reveals that the combination of individual capability and psychological resilience directly contributes to improved employee performance.* ***Novelty:*** *This research offers a novel perspective by integrating psychological (resilience) and technical (competence) factors as joint determinants of employee performance in the manufacturing sector.* ***Oriiginallity:*** *The study is original in its focus on the interrelationship between competence and resilience within the context of Indonesia's manufacturing industry a perspective rarely explored in existing literature.* ***Conclusion:*** *Competence and resilience are significant predictors of employee performance. The findings provide a foundation for strategic human resource development efforts aimed at enhancing workforce effectiveness.* ***Type of paper:*** *Empirical Research Article*

INTRODUCTION

In the era of globalization and rapid industrial transformation, particularly under the paradigms of Industry 4.0 and the emerging Industry 5.0, manufacturing firms are under increasing pressure to enhance operational efficiency and workforce productivity. Sustaining competitiveness in this dynamic environment requires not only technological advancement but also the optimization of human capital. Among the critical determinants of organizational success is employee performance, which reflects not only the effectiveness of task execution but also contributes directly to production targets, cost efficiency, and overall organizational competitiveness. In a broader

economic context, employee performance serves as an indicator of labor quality and a firm's ability to manage and leverage its internal resources effectively.

However, achieving high employee performance is influenced by a complex interplay of individual and environmental factors. Two such influential constructs competence and resilience have gained considerable attention in recent human resource management literature. Competence encompasses the technical skills, knowledge, and work-related attitudes essential for performing tasks effectively. Competent employees are more likely to understand their roles, make informed decisions, and demonstrate high levels of accuracy and efficiency in their duties (Setiawan & Lestari, 2020). On the other hand, resilience refers to an individual's capacity to recover from stress, cope with challenges, and adapt to change. Employees with high resilience tend to maintain emotional stability, persevere under pressure, and remain productive in demanding work environments (Gunawan, 2021).

This study focuses on PT. Dharma Electrindo Manufacturing, a company in the electronic components industry that demands high performance across its production lines. Employees face routine challenges such as strict deadlines, process efficiency pressures, and high-stress conditions. In such a setting, technical competence alone may be insufficient if not accompanied by psychological resilience. Therefore, it becomes crucial for the organization to understand the extent to which these two factors competence and resilience collectively contribute to employee performance. Such understanding can inform more targeted human resource development strategies.Permasalahan ini menjadi relevan tidak hanya dari sudut pandang organisasi, tetapi juga dalam konteks yang lebih luas yaitu pembangunan ekonomi berbasis peningkatan kualitas tenaga kerja. Peningkatan kompetensi dan resiliensi merupakan bagian dari investasi sumber daya manusia yang pada akhirnya akan berkontribusi terhadap pertumbuhan produktivitas nasional. Dengan memahami hubungan antara variabel-variabel tersebut, maka perusahaan dapat merancang intervensi pelatihan dan kebijakan manajemen yang tidak hanya meningkatkan hasil kerja individu, tetapi juga menciptakan tenaga kerja yang unggul dan tangguh dalam menghadapi dinamika dunia kerja.

Furthermore, the shift from Industry 4.0 to Industry 5.0 highlights a transition toward human-centered technological integration, where artificial intelligence, robotics, the Internet of Things (IoT), big data, and augmented reality are designed to enhance not replace human capabilities. Industry 5.0 envisions a production environment that is not only smart and connected but also emotionally intelligent and people-oriented (Nugroho et al., 2023). As technological complexity increases, the resilience and competence of human workers become even more essential in maintaining adaptability, learning agility, and innovation capacity within organizations.

Despite the relevance of competence and resilience in shaping employee outcomes, limited empirical research has explored their combined influence within Indonesian manufacturing contexts. Most prior studies have treated these variables in isolation or in different sectors. This study seeks to address that gap by investigating the integrated effect of competence and resilience on employee performance in a real-world industrial setting.

Research Objective:

To analyze the simultaneous effect of competence and resilience on employee performance at PT. Dharma Electrindo Manufacturing, and to offer practical recommendations for human capital development aligned with Industry 5.0 principles

By clarifying the relationship among these variables, this study aims to contribute both theoretically to the literature on workforce adaptability and performance and practically by guiding managerial interventions that foster a more skilled and psychologically resilient labor force. This aligns with broader economic goals of enhancing national productivity through strategic investment in human capital.

LITERATURE REVIEW

Employee Performance

Employee Employee performance reflects the extent of an individual's contribution to achieving organizational objectives. According to Mangkunegara (2017), performance refers to the quality and quantity of work outcomes achieved by an individual in carrying out their duties in accordance with their responsibilities. Robbins and Judge (2019) further emphasize that performance is shaped by the interaction between motivation, ability, role perception, and organizational support.

In the context of development economics, high employee performance serves as a cornerstone of national productivity, as it directly enhances labor efficiency, increases output, and strengthens industrial competitiveness. W

Performance can be assessed through various indicators, including productivity, work efficiency, timeliness, responsibility, and output quality. As Wibowo (2021) suggests, performance evaluation should encompass not only end results but also the work process, individual initiative, and work behavior. Therefore, understanding the psychological and competency-based factors influencing performance is essential for maximizing human resource potential.

Competence

Competence is defined as an underlying characteristic of an individual that is causally related to effective performance in a job or specific situation (Spencer & Spencer, as cited in Wibowo, 2021). It encompasses three key dimensions: knowledge, skills, and attitude. In contemporary competency models, the concept extends beyond technical abilities to include soft skills such as communication, teamwork, problem-solving, and adaptability (Suherman & Putra, 2020).

According to Boyatzis (1982), as cited in Setiawan & Lestari (2020), competencies can be categorized into threshold competencies the minimum requirements for job performance and differentiating competencies, which distinguish high performers from average ones. Empirical findings by Putri & Widodo (2020) demonstrate that competence significantly influences both employee productivity and loyalty, thereby directly contributing to the achievement of organizational goals.

Resilience

In the context of occupational psychology, resilience refers to an individual's capacity to cope with stress, recover from setbacks, and persist in the face of change or adversity (Luthans et al., 2015). Resilience is a core component of psychological capital, which consists of four key elements: hope, efficacy, resilience, and optimism—collectively known by the acronym HERO (Luthans, Youssef, & Avolio, 2007).

According to Gunawan (2021), individuals with high resilience are better equipped to manage workplace stress, sustain motivation, and maintain productivity even under challenging conditions. This is supported by Hasanah & Nugroho (2021), who found a positive correlation between resilience and adaptive capacity, alongside a reduction in occupational burnout. In manufacturing environments characterized by high targets, time pressure, and strict operational procedures, psychological resilience is essential for ensuring that employees can continue to perform effectively.

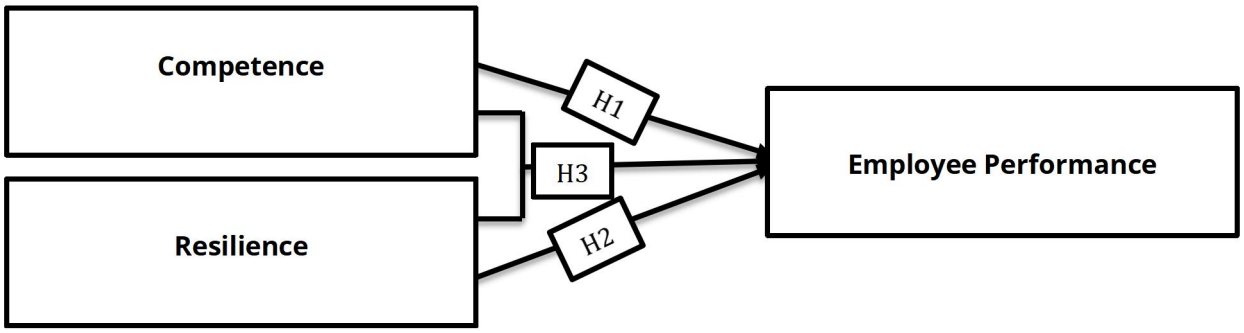
The Relationship Between Competence, Resilience, and Performance

Strong competence enables employees to perform tasks efficiently and punctually, while resilience equips them with the mental stamina to withstand work-related pressures. The combination of these attributes results in a workforce that is not only technically skilled but also emotionally and mentally resilient. Research by Wulandari & Pramudyo (2022) confirms that technical competence and resilience jointly contribute to improvements in both job quality and job satisfaction.

These findings highlight the need for human resource development strategies to go beyond technical training by also reinforcing psychological capacities. Consequently, organizations should adopt a holistic approach to employee development that integrates both skill enhancement and psychological resilience in order to promote productivity and organizational sustainability

Prior Studies and Hypotheses Development
Based on the research findings, the conceptual framework is outlined as follows:

Figure 1. Thinking framework



source : Processed Data 2025
Based on this framework, a set of hypotheses can be formulated:

Hypothesis Formulation

The Effect of Competence on Employee Performance
H_1: There is a positive and significant relationship between competence and employee performance.

The results of the t-test show a significance value of 0.000 (< 0.05) with a t-statistic of 4.532, indicating that Hypothesis H1 is accepted. This finding confirms that competence has a positive and statistically significant effect on employee performance. Employees with high levels of competence encompassing knowledge, skills, and work attitudes are more capable of completing tasks efficiently and with higher quality.

These results align with the theory proposed by Spencer & Spencer (1993), who define competence as an underlying characteristic that enables individuals to perform tasks effectively and exceptionally. Similarly, Prakoso (2020) found that employee competence significantly influences work performance, where improvements in competence directly enhance workplace productivity.

The Effect of Resilience on Employee Performance
H_2: There is a positive and significant relationship between resilience and employee performance..

The results of the t-test indicate a significance value of 0.000 (< 0.05) and a t-statistic of 3.981, thereby supporting Hypothesis H2. This finding confirms that resilience has a positive and statistically significant impact on employee performance. Employees with strong emotional and mental resilience are better equipped to handle workplace stress, recover from setbacks, and remain focused on achieving performance targets.

This result is supported by Luthans et al. (2007), who identified resilience as a key component of psychological capital, capable of significantly enhancing work performance. In addition, Yuliana & Febrianti (2022) found that resilience significantly improves employees' adaptive capacity and contributes to successful work outcomes.

The Joint Effect of Competence and Resilience on Employee Performance

H_3: There is a positive and significant joint effect of competence and resilience on employee performance.

The results of the F-test indicate a significance value of 0.000 (< 0.05) with an F-statistic of 63.872, which supports Hypothesis H3. This suggests that competence and resilience jointly exert a positive and statistically significant influence on employee performance. Together, these two variables explain 61.2% of the variance in employee performance, as reflected by the coefficient of determination ($R^2 = 0.612$).

This finding underscores the importance of simultaneously developing both technical capabilities and psychological resilience in order to optimize workforce productivity

This implies that achieving optimal employee performance requires organizations to focus not only on developing technical competencies but also on strengthening psychological aspects such as mental resilience and adaptability. This aligns with the findings of Putri & Nugroho (2021), who observed that the combination of competence and psychological capacities such as resilience significantly enhances individual performance in manufacturing work environments.

METHOD

Research Methodology

This study was conducted at PT. Dharma Electrindo Manufacturing, located in Cirebon, West Java, from January to March 2025. The research employed a quantitative approach with a descriptive-associative design, aiming to examine the relationship and influence of competence and resilience on employee performance. The study involved two independent variables competence (X_1) and resilience (X_2) and one dependent variable, namely employee performance (Y). The population consisted of all production department employees at the company. A purposive sampling technique was applied, selecting 94 respondents based on specific criteria aligned with the research objectives.

Primary data were collected through a structured, closed-ended questionnaire developed using validated indicators for each variable. The instrument utilized a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to main data collection, the questionnaire underwent validity and reliability testing. Additional data collection methods included preliminary interviews and observations, which contextualized behavioral indicators and captured respondent perspectives. Questionnaires were distributed both online and offline to ensure broad sample coverage. Each respondent was required to read a preface, fill in personal data, and complete the survey with care.

Data analysis was performed using SPSS version 25 and involved several stages:

1. Instrument testing using Pearson Product-Moment correlation for validity and Cronbach's Alpha for reliability.
2. Classical assumption tests, including tests for normality, multicollinearity, heteroscedasticity, linearity, and autocorrelation.
3. Multiple linear regression analysis to determine the partial and simultaneous effects of the independent variables on employee performance.

Hypothesis testing was conducted using the t-test (for partial effects) and the F-test (for joint effects), with a significance level of 0.05. The coefficient of determination (R^2) was calculated to evaluate the explanatory power of the model. All statistical procedures were implemented rigorously to ensure analytical robustness and replicability of findings.

RESULTS AND DISCUSSION

RESULTS

Table 1. **Measurement Indicator**

Variable	Indicator	Source
Competence (X_1)	Job knowledge	Sutrisno (2009)
	Technical skills	
	Responsibility	
	Problem solving ability	
	Teamwork & communication	
Resilience (X_2)	Emotional regulation	Yessica Ekayuni et al. (2022)
	Optimism	
	Empathy	
	Self confidence	
	Sense of meaning in work	
Employee Performance (Y)	Work quality	Chairunnisah et al. (2021)
	Work quantity	
	Timeliness	
	Responsibility & efficiency	
	Initiative & contribution	

Respondent Characteristics

This study involved 94 respondents, each of whom was asked to express their opinions on various questionnaire items. Responses were recorded using a 5-point Likert scale, with weights ranging from 1 (strongly disagree) to 5 (strongly agree). The data were analyzed using interval scoring, where the highest average corresponds to a score of 5 and the lowest to a score of 1, in order to quantify levels of agreement across the sample.

Table 2 Description of Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)	Cumulative (%)
Gender	Male	31	33,0%	100,0%
	Female	63	67,0%	
Age	18 – 22 tahun	24	25,5%	100,0%
	23 – 27 tahun	68	72,3%	
	28 – 32 tahun28 –32 tahun	2	2,12%	
Length of Employment	> 5 Tahun	26	27,7%	100,0%
	1 Hari – 6 Bulan	19	20,2%	
	1 – 2 Tahun	33	35,1%	
	3 – 4 Tahun	16	17,0%	

source : Processed Data 2025

Validity and Reliability Testing

This study employed a rigorous psychometric evaluation to ensure the quality and robustness of the data collection instrument. Construct validity was assessed using item-total correlation analysis, in which each questionnaire item was considered valid if its correlation coefficient exceeded the critical r-value of 0.205. This threshold was determined at a significance level of α = 0.05 with 90 degrees of freedom, ensuring that only statistically robust items that meaningfully contributed to their respective constructs were retained for further analysis. To complement the validity assessment, reliability testing was performed using Cronbach's Alpha coefficient to evaluate the internal consistency of the instrument. A Cronbach's Alpha value exceeding 0.60 was set as the reliability benchmark, indicating that the questionnaire consistently and reliably measured the intended constructs, thereby ensuring the stability and trustworthiness of the resulting data.

Table 3 **Validity Test Results**

Variabel	Item	Informations
Competence (X_1)	15 item	Valid
Resilience (X_2)	65 item	Valid
Employee Performance (Y)	15 item	Valid

Source : SPSS 25 Procesing Results, 2025

Based on Table 3, the reliability analysis of the measurement scales for Competence, Resilience, and Employee Performance demonstrates strong internal consistency, as all items were found to be valid.

Reliability Test

Reliability testing is a method used to assess the consistency or stability of the results produced by a measurement instrument. In research, reliability indicates how consistently the tool delivers similar results under consistent conditions.

Table 4 **Reliability Test Results**

Variabel	Cronbach's Alpha	Normal limit	Informations
Competence (X_1)	0,937	0,60	Reliabel
Resilience (X_2)	0,981	0,60	Reliabel
Employee Performance (Y)	0,939	0,60	Reliabel

Source : SPSS 25 Procesing Results, 2025

As shown in Table 2, the Cronbach's Alpha values for Competence (X_1), Resilience (X_2), and Employee Performance (Y) all exceed the threshold of 0.60, indicating that the measurement items used in this study demonstrate acceptable levels of internal reliability.

Classical Assumption Testing

Classical assumption testing comprises a set of procedures designed to assess whether the data meet the essential conditions required for conducting classical linear regression analysis.

Table 5 Results of Classical Assumption Tests

		Unstandardized Residual
N		94
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	7.10744026
Most Extreme Differences	Absolute	0.061
	Positive	0.051
	Negative	-0.061
Test Statistic		0.061
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source : SPSS 25 Procesing Results, 2025

The One-Sample Kolmogorov-Smirnov test showed a non-significant result (p = 0.200), indicating that the unstandardized residuals (N = 94) do not significantly deviate from a normal distribution. Thus, the assumption of normality is met.

Multicollinearity Test

According to Sugiyono (2023:319), the purpose of the multicollinearity test is to determine whether there are intercorrelations among the independent variables within a regression model. Multicollinearity testing is a situation in regression analysis where two or more independent variables in the same model are highly correlated with each other.

Table 6 Multicollinearity Test Results

		Collinearity Statistics	
Model		Tolerance	VIF
1	Competence (X_1)	0.326	3.067
	Resilience (X_2)	0.326	3.067

a. Dependent Variable: Y
Source : SPSS 25 Procesing Results, 2025

Both Kompetensi (X1) and Resiliensi (X2) have VIF = 3.067 and Tolerance = 0.326, which are within acceptable limits. This indicates that no multicollinearity problem exists in the regression model.

Heteroscedasticity Test

The Heteroscedasticity Test is employed to assess whether the error variances (residuals) in a regression model remain constant across different levels of the independent variables, thereby ensuring the assumption of homoscedasticity is met.

Table 7 Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.414	3.085		1.107	0.271
	Competence (X_1)	0.012	0.083	0.026	0.140	0.889
	Resilience (X_2)	0.003	0.021	0.030	0.164	0.870

a. Dependent Variable: Y

Source : SPSS 25 Procesing Results, 2025

Based on the results presented above, each independent variable exhibits a significance value greater than 0.05, indicating that heteroscedasticity is not detected in the model.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method used to assess the relationship between a dependent variable and two or more independent variables. In this study, the mode:

Table 7 Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.267	.223		23.590	.000
	Competence (X_1)	.073	.006	.089	12.195	.000
	Resilience (X_2)	.191	.001	.925	127.447	.000

a. Dependent Variable: Y

source : SPSS 25 Procesing Results, 2025

The interpretation of the multiple linear regression equation is as follows:

The constant value (intercept) is 5.267, indicating that when both Competence and Resilience are equal to zero, the baseline value of Employee Performance is 5.267.

Uji Hipotesis

The regression coefficient for Competence is 0.073, meaning that for every one-unit increase in Competence, while Resilience remains constant, Employee Performance is expected to increase by 0.073 units.

The regression coefficient for Resilience is 0.191, suggesting that a one-unit increase in Resilience, with Competence held constant, leads to an expected increase of 0.191 units in Employee Performance.

Test Hipotesis

Hypothesis testing is a statistical method employed to assess whether a population parameter can be estimated based on sample data.

Partial Test (t-Test)

Partial Test (t-Test) is a statistical method used to assess the significance of each regression coefficient in a linear regression model.

Table 8. Partial Test (t-Test) Variabel Competence (X_1)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	14.326	5.063		2.829	.006
	Competence (X_1)	.698	.082	.666	8.553	.000

a. Dependent Variable: Y

Source : SPSS 25 Procesing Results, 2025

Based on the table above, the t-statistic (8.553) exceeds the t-table value (1.986), with a significance level of 0.000 (< 0.05). This indicates that H_0 is rejected and H_1 is accepted, confirming that Competence has a positive and significant partial effect on Employee Performance.

H1. Competence affects employee performance

The t-test yielded a value of t = 8.553 with a p-value of 0.000 (< 0.05). Since the t-statistic exceeds the critical value (t > 1.966) and p < 0.05, the hypothesis is accepted. This indicates that competence has a positive and significant effect on employee performance.

Table 9 Partial Test (t-Test) Variabel Resilience (X_2)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.008	4.283		1.403	.164
	Resilience (X_2)	.206	.017	.783	12.078	.000

a. Dependent Variable: Y

Source : SPSS 25 Procesing Results, 2025

Based on the table above, the t-statistic (12.078) is greater than the t-table value (1.986), with a significance level of 0.000 (< 0.05). Therefore, H_0 is rejected and H_1 is accepted, indicating that Resilience has a positive and significant partial effect on Employee Performance.

H2. Resilience affects employee performance

The t-test produced a value of t = 12.078 and p = 0.000 (< 0.05). As t > t-table and the significance level is below 0.05, the hypothesis is supported. This confirms that resilience also has a positive and significant effect on employee performance.

F-Test (Simultaneous Test)

The F-test is used to determine whether the independent variables collectively have a significant effect on the dependent variable. In this study, the decision rule is based on comparing the significance value to a probability threshold of 0.05. The basis for decision-making in the F-test is as follows: If significance < 0.05, then H_0 is rejected, indicating a simultaneous effect. If significance ≥ 0.05, then H_0 is accepted, indicating no joint effect.

Table 10 F-Test (Simultaneous Test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7093.710	2	3546.855	72.624	.000[b]
	Residual	4444.290	91	48.838		
	Total	11538.000	93			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source : SPSS 25 Procesing Results, 2025

Based on the table, the F-statistic (27.624) is greater than the F-table value (3.095), and the significance level (0.000) is less than 0.05. These results indicate that the independent variables, Competence and Resilience, have a positive and significant simultaneous effect on Employee Performance.

H3. Competence and resilience simultaneously affect employee performance

The F-test resulted in F = 72.624 with p = 0.000 (< 0.05). Given that F > F-table (3.097) and the p-value is less than 0.05, the hypothesis is accepted. This implies that competence and resilience together have a significant joint effect on employee performance.

Results of the Determination Coefficient Test (R^2)

The coefficient of determination (R^2) is a statistical measure that evaluates the extent to which the independent variables account for the variation in the dependent variable within a regression model.

Table 11 Results of the Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784[a]	.615	.606	6.98844

a. Predictors: (Constant), X2, X1

Source : SPSS 25 Procesing Results, 2025

Based on the table above, the coefficient of determination (R^2) is 0.615, indicating that 61.5% of the variation in Employee Performance can be explained by the two independent variables—Competence (X_1) and Resilience (X_2). The remaining 38.5% is attributed to other factors not included in the model. An R^2 value of 0.615 is considered relatively strong, suggesting that the regression model possesses good predictive power in explaining the influence of competence and resilience on employee performance.

DISCUSSION

Competence and its influence on improving employee performance at PT. Darma Electrindo

Competence is defined as an individual's fundamental characteristic that directly influences job performance. Based on the t-test results, competence has a positive and significant effect on employee performance (t = 8.553; p = 0.000). This indicates that higher levels of knowledge, technical skills, problem-solving ability, responsibility, and workplace communication are associated with improved employee performance.

These findings support the framework proposed by Spencer & Spencer (1993), which asserts that both threshold competencies (basic requirements) and differentiating competencies (attributes that distinguish high performers from average ones) directly contribute to work outcomes. In a manufacturing environment such as PT. Dharma Electrindo, mastery of operational procedures and technical proficiency are critical to maintaining productivity levels.

Resilience and its influence on improving employee performance at PT. Darma Electrindo

Resilience refers to an individual's psychological capacity to recover from stress, adapt to change, and maintain emotional stability in challenging work conditions. The t-test results indicate that resilience has a significant positive effect on employee performance (t = 12.078; p = 0.000). Employees with high resilience are able to sustain consistent performance, remain focused under pressure, and demonstrate effective self-regulation

This variable is particularly relevant in high-stress production environments where tight deadlines and performance targets are common. The findings align with the concept of psychological capital introduced by Luthans et al. (2007), which highlights resilience as a key component contributing to enhanced work effectiveness. Supporting this, Hasanah & Nugroho (2021) found that resilience not only reduces the risk of burnout but also improves employees' adaptive capacity in demanding settings.

Employee performance is influenced by competence and resilience

Employee performance reflects the actual contribution of individuals toward achieving organizational objectives, typically measured through work quantity, quality, timeliness, efficiency, and initiative. In this study, employee performance is significantly influenced by two key variables: competence and resilience.

The simultaneous F-test yielded an F-value of 72.624 ($p < 0.000$), indicating that competence and resilience jointly exert a statistically significant effect on employee performance. The coefficient of determination ($R^2 = 0.615$) further reveals that 61.5% of the variance in employee performance can be explained by these two variables. The remaining 38.5% may be attributed to other factors, such as motivation, leadership style, or work-life balance.

CONSLUSION

This study demonstrates that both competence and resilience have a significant impact on employee performance at PT. Dharma Electrindo Manufacturing, both individually (partial effect) and collectively (simultaneous effect). Competence emerged as the most dominant factor, highlighting the critical role of task understanding, technical skills, and the ability to work independently in supporting performance outcomes. Resilience also plays a vital role, particularly in maintaining emotional stability, a positive attitude, and endurance under pressure. These findings contribute to the advancement of organizational behavior and human resource management theory, emphasizing the need to integrate technical capacity with psychological resilience as foundational components of optimal performance.

From a practical standpoint, the results offer strategic guidance for companies seeking to enhance human resource quality. Organizations are encouraged to balance competency-based

training with emotional and mental resilience development. Emphasizing soft skills development and implementing resilience training programs can help sustain long-term employee productivity.

For future research, it is recommended to explore additional variables such as work motivation, leadership style, or work-life balance as potential predictors of performance. Moreover, extending the scope of the study to other industrial sectors would improve the generalizability of findings. This research also opens avenues for the development of a new theoretical model that integrates psychological and technical competencies within the framework of employee performance in the manufacturing sector.

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