

The Role of Competencies and Person-Job Fit in Employee Performance: A Scoping Review

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ABSTRACT

This literature review aims to map and analyze research findings regarding the role of competencies and person-job fit on employee performance through a scoping review approach. The analyzed literature consists of 20 research articles published between 2019 and 2026 and obtained from national scientific journals relevant to the research topic. The methods used in these studies included a quantitative approach with analytical techniques such as simple linear regression, multiple linear regression, SEM-PLS, explanatory surveys, and structural equation modeling. The results of the scoping review indicate that competencies have a positive and significant influence on employee performance. Employees who possess good knowledge, skills, and work attitudes tend to be able to work more effectively, efficiently, and professionally. Furthermore, person-job fit was also found to have a positive and significant effect on employee performance. The alignment between an individual's abilities and job demands enhances employee motivation, work engagement, commitment, and productivity. Overall, competencies and person-job fit have a complementary relationship in enhancing employee performance. Optimal performance can be achieved when organizations not only enhance employee competencies through education and training but also ensure that employees are placed in roles that align with their abilities, experience, and job characteristics. Based on the results of this study, organizations are advised to implement an integrated human resource management strategy through continuous competency development and the application of a person-job fit-based job placement system to improve employee performance and organizational effectiveness

INTRODUCTION

An organization's success in achieving its strategic goals is inextricably linked to the contributions of its human resources. Employee performance is a critical factor in determining an organization's success (Mangkunegara, 2016). Optimal performance is not merely a reflection of daily work routines but rather tangible results—in terms of both quality and quantity—that align with the targets set by the organization (Hasibuan, 2014). Organizations supported by high-performing staff are more adaptive, productive, and capable of delivering excellent service to the public. However, achieving outstanding employee performance is no easy task. There are various multidimensional factors that influence one another, among which the most crucial are individual competence and the fit between the individual and their job (*person-job fit*).

The first factor that serves as the primary foundation of performance is employee competence. Competence encompasses fundamental characteristics consisting of knowledge, skills, and behavioral attitudes that an individual possesses to perform a job (Spencer & Spencer, 1993, as cited in Sutrisno, 2016). Employees with high competence are better prepared to handle complex tasks, solve problems quickly, and minimize errors on the job. Without adequate competence, employees will struggle to meet the performance standards expected by the organization, which will ultimately hinder collective productivity (Wibowo, 2017).

A number of previous studies have shown that competence has a positive effect on employee performance. Research by Aulia et al. (2023) at the Office of the Ministry of Religious Affairs in the Hulu Sungai Utara Regency's " " district, Makiah and Suryani (2024) at the Tabalong Regency Department of Communications and Information Technology, and Abdurrahman (2024) at the Balangan Regency Department of Cooperatives, Small and Medium Enterprises, Industry, and Trade all indicate that competence has a positive and significant influence on employee performance. Similar findings were also reported by Heri and Andayani (2020), Krisnawati and Bagia (2021), Nofita and Wandra (2025), Muhammad Iqbal H. et al. (2025), Fauzi (2019), Miraguniawantini et al. (2025), and Fauzi and Nugroho (2024). In general, these research results confirm that employees who possess appropriate knowledge, skills, and work attitudes are better able to achieve optimal performance.

The second factor, which is no less important, is the psychological and structural aspect known as *person-job fit*. Possessing high competence alone is not sufficient if an employee is placed in a position that does not align with their interests, personality, or personal values. *Person-job fit* is defined as the degree of alignment between an individual's abilities and the demands of the job, as well as the alignment between the individual's needs and what the job provides (Kristof-Brown et al., 2005). When an employee experiences a high level of fit with the dynamics of their tasks (*high job fit*), they tend to demonstrate greater intrinsic motivation, lower levels of work-related stress, and strong organizational *commitment* (Robbins & Judge, 2015).

Various studies indicate that person-job fit has a positive effect on performance. Widyana and Bagia (2022), Al A'machdi et al. (2025), Nela et al. (2025), Harmen et al. (2026), Febriana (2023), Saifuddin (2022), Saputri et al. (2022), Nugrahaeni and Pratama (2024), Jaya et al. (2019), and Hidayat et al. (2023) found that a good match between an individual and a job can improve the performance of both staff and employees. Employees at who are assigned to positions that align with their abilities and job characteristics tend to achieve their work targets more easily and demonstrate better performance.

Various empirical studies have also shown that competencies and *person-job fit* have a positive and significant impact on employee performance. However, the results of these studies remain scattered and have not yet been systematically mapped; therefore, a *scoping review* approach is needed to identify, examine, and analyze the existing research evidence in order to provide a more comprehensive overview. Therefore, a comprehensive study is needed to analyze the existing literature using a *scoping review* approach, where a *scoping review* is a method that complements *the Systematic Literature Review* and refers to the guidelines for selecting literature review methods proposed by Eldemire through *the Review Methodology Decision Tree*. This approach is appropriate for research that requires the collection of various pieces of evidence from previous studies on similar topics and has a broad scope of research questions, thus necessitating a descriptive explanation (Tricco et al., 2018). Additionally, Pham et al. (2014) state that a *scoping review* can serve as an initial stage prior to conducting a *systematic literature review*.

Based on this description, the objective of this study is to identify empirical evidence regarding the role of competencies and *person-job fit* on employee performance. This study was conducted through a literature review by summarizing and analyzing articles published in various journals relevant to the research topic. The literature review approach has limitations because it is potentially subjective, given that it is heavily influenced by the researcher's background, knowledge, and experience.

RESEARCH METHOD

This study employs a *scoping review* method aimed at identifying, mapping, and synthesizing research findings regarding the role of competencies and *person-job fit* on employee performance. According to Arksey and O'Malley (2005), a *scoping review* is a literature review method used to systematically and comprehensively map available research evidence. This approach is suitable for providing a broad overview of research developments, key concepts, methods used, and research gaps on a given topic.

The *scoping review* in this article was conducted through several stages: identifying research questions, identifying the literature, selecting the literature, extracting or mapping data, and compiling and synthesizing research findings. These stages were employed to ensure that the process of searching for and analyzing articles was conducted in a more focused and accountable manner.

a. Identification of Research Questions

The research questions in this article are: (1) How do competencies affect employee performance? (2) How does *person-job fit* affect employee performance? and (3) How do competencies and *person-job fit* work together to support improvements in employee performance?

LITERATURE REVIEW

The literature used consists of empirical research articles that discuss the relationship between competencies, *person-job fit*, and employee performance. The articles were obtained by searching national scientific journals online, specifically through Google Scholar and relevant journal websites.

Literature Selection

The retrieved articles were screened based on inclusion and exclusion criteria. Articles that did not address competencies, *person-job fit*, or employee performance were excluded from the review process. Articles identified as duplicates were also eliminated, ensuring that only relevant articles were used in the analysis.

Table 1. Inclusion Criteria

Criteria	Inclusion	Description
Period	2019–2026	The time frame used to describe the development of the study
Language	Indonesian	Most articles were published in Indonesian
Publication type	Journal articles	Empirical articles relevant to the research topic
Research topics	Competence, <i>person-job fit</i> , and employee performance	The article discusses the relationships among the research variables

Data Extraction and Mapping

The extracted data include the author's name, research title, year of publication, analysis techniques, research variables, and key research findings. The data were then mapped to identify patterns in the findings regarding the relationship between competencies and person-job fit on employee performance.

Synthesis of Results

The synthesis stage was conducted by summarizing the research results, grouping the findings based on key variables, and deriving general insights from the patterns of findings that emerged. The synthesis is presented narratively to explain the trends in the research results and their implications for human resource management.

Table 2. Data Collection Results

No	Author	Title	Analysis Technique	Research Findings
Competence in Performance				
1	Aulia et al. (2023)	The Effect of Competence on Employee Performance at the Ministry of Religious Affairs Office in Hulu Sungai Utara Regency	Simple Linear Regression	Competence has an effect on employee performance
2	Makiah & Suryani (2024)	The Effect of Competence on Employee Performance at the Tabalong Regency Communication and Information Technology Office	Simple Linear Regression	Competence has a significant effect on employee performance
3	Abdurrahman (2024)	The Effect of Competence on the Performance of Civil Servants at the Department of Cooperatives, Small and Medium Enterprises, Industry, and Trade in Balangan Regency	SEM-PLS	Competence has a significant effect on employee performance

4	Heri & Andayani (2020)	The Effect of Competence on Employee Performance in the Youth Division of the Bandung City Youth and Sports Office	Simple Linear Regression	Competence has a very high and significant effect on employee performance
5	Krisnawati & Bagia (2021)	The Effect of Job Competence on Employee Performance	Simple Linear Regression	Work competencies have a positive and significant effect on employee performance
6	Nofita & Wandra (2025)	The Effect of Competence on Employee Performance in the Local Government of South Solok Regency	SEM-PLS	Competencies have a positive and significant effect on civil servant performance
7	Muhammad Iqbal H. et al. (2025)	The Effect of Competence on the Performance of Civil Servants at the Fisheries Office of West Pesisir Regency	Multiple linear regression	Competence has a significant effect on civil servant performance
8	Fauzi (2019)	The Effect of Competence on Employee Performance at the Bureau of Government and Cooperation, West Java Provincial Secretariat	Explanatory survey	Competencies have a positive and significant effect on employee performance
9	Miraguniawantini et al. (2025)	The Effect of Leadership and Competence on the Performance of Civil Servants at the Sumedang Regency Regional Secretariat	Simple Linear Regression	Competence makes a significant contribution to civil servant performance

10	Fauzi & Nugroho (2024)	The Effect of Competence on Employee Performance with Work Motivation as an Intervening Variable	Multiple linear regression	Competence affects employee performance
Person-job fit affects performance				
11	Widyana & Bagia (2022)	The Effects of Person-Job Fit and Job Satisfaction on Employee Performance	Multiple linear regression	Person-job fit has a positive and significant effect on employee performance
12	Al A'machdi et al. (2025)	The Effect of Person-Job Fit and the Non-Physical Work Environment on Employee Performance	Multiple linear regression	Person-job fit has a positive and significant effect on employee performance
13	Nela et al. (2025)	The Effects of Person-Job Fit and Work Engagement on Employee Performance	Multiple linear regression	Person-job fit has a significant effect on employee performance
14	Harmen et al. (2026)	The Effect of Person-Job Fit and Person-Organization Fit on Employee Performance	Multiple linear regression	Person-job fit has a positive and significant effect on employee performance
15	Febriana (2023)	The Effect of Person-Job Fit on Salesperson Performance with Self-Efficacy as a Moderating Variable	PLS-SEM	Person-job fit affects salespeople's performance
16	Saifuddin (2022)	The Effect of Person-Job Fit (P-J Fit) and Job Satisfaction on Employee Performance (A	Multiple linear regression	Person-job fit has a positive and significant effect on performance

		Study at Baitul Maal Hidayatullah)		
17	Saputri et al. (2022)	The Effects of Work Fatigue and Person-Job Fit on Employee Performance	Multiple regression	Person-job fit has a positive and significant effect on performance
18	Nugrahaeni & Pratama (2024)	The Effects of Teamwork, Person-Job Fit, and Compensation on the Performance of Non-Civil Servant Employees	Multiple regression	Person-job fit has a positive and significant effect on performance
19	Jaya et al. (2019)	The Effects of Person-Job Fit and Education on Employee Performance	Linear regression	Person-job fit has a significant effect on performance
20	Hidayat et al. (2023)	The Role of Normative Commitment and Person-Job Fit in Improving Employee Performance	Multiple linear regression	Person-job fit has a significant positive effect on performance improvement

RESULTS

1. The Effect of Competence on Employee Performance

The results of a *scoping review* of 10 articles discussing competencies show the following:

1) Study by Aulia et al. (2023)

The study was conducted on employees at the Ministry of Religious Affairs office in Hulu Sungai Utara Regency using simple linear regression analysis. The results showed that competencies influence employee performance. This indicates that employees' ability to understand and carry out their job duties is a key factor in improving work effectiveness.

2) Makiah and Suryani (2024)

The study was conducted on employees of the Tabalong Regency Communication and Information Technology Office. This study used simple linear regression and found that competencies have a significant effect on employee performance. Good competencies enable employees to complete their work accurately and professionally.

3) Abdurrahman (2024)

The study was conducted at the Balangan Regency Office of Cooperatives, Small and Medium Enterprises, Industry, and Trade using the SEM-PLS method. The results showed that competence has a positive and significant effect on civil servant performance. The higher the competence of civil servants, the higher their performance.

4) Heri and Andayani (2020)

A study conducted at the Youth Division of the Bandung City Youth and Sports Office also showed that competence has a very high and significant influence on employee performance. This demonstrates that the quality of human resources is a key factor in supporting organizational productivity.

5) Krisnawati and Bagia (2021)

The results of this study indicate that job competencies have a positive and significant influence on employee performance. This study shows that employees who possess the skills required by their jobs will find it easier to meet the performance standards expected by the organization.

6) Nofita and Wandra (2025)

The study was conducted at the South Solok Regency Government using the SEM-PLS method to analyze the influence of competencies on civil servant performance. The results show that competencies have a positive and significant influence on civil servant performance.

7) Muhammad Iqbal H. et al. (2025).

This study was conducted on civil servants at the Pesisir Barat Regency Fisheries Office using multiple linear regression. The results indicate that competencies have a significant effect on civil servant performance.

8) Fauzi (2019)

This study was conducted on employees of the Bureau of Government and Cooperation at the West Java Provincial Secretariat using an explanatory survey method. The results of this study indicate that competencies have a positive and significant effect on employee performance

9) Miraguniawantini et al. (2025)

The study was conducted on civil servants at the Sumedang Regency Regional Secretariat; the results showed that the competency variable had a significant positive effect on civil servant performance. This study demonstrated that competency not only improves individual quality but also supports the overall effectiveness of the organization

10) Fauzi and Nugroho (2024)

The results of the study indicate that competence continues to influence employee performance even when mediated by work motivation.

A review of 10 articles discussing competence showed that competence has a positive effect on employee performance. Studies by Aulia et al. (2023), Makiah and Suryani (2024), and Abdurrahman (2024) indicate that employee competence plays a direct role in improving work quality, the effectiveness of task execution, and the achievement of organizational targets.

Similar findings were also reported by Heri and Andayani (2020), Krisnawati and Bagia (2021), Nofita and Wandra (2025), and Muhammad Iqbal

H. et al. (2025). These studies demonstrate that employees who possess good knowledge, skills, and work attitudes tend to be able to work more professionally and productively. Competencies also help employees understand their tasks, solve problems, and adapt to changes in their work.

Research by Fauzi (2019), Miraguniawantini et al. (2025), and Fauzi and Nugroho (2024) reinforces the finding that competencies not only impact individual performance but also support organizational effectiveness. Thus, competencies can be viewed as a key asset in improving employee performance because they form the foundation of an individual's ability to perform work in accordance with organizational standards.

2. The Influence of *Person-Job Fit* on Employee Performance

The results of a *scoping review* of 10 articles discussing *person-job fit* are as follows:

1) Research by Widyana and Bagia (2022)

The results of this study indicate that *person-job fit* has a positive and significant effect on employee performance. The alignment between an individual's abilities and the job can improve the quality of an employee's work

2) Al A'machdi et al. (2025)

The study's results indicate that *person-job fit* has a positive and significant effect on employee performance. Employees who are placed in roles aligned with their competencies adapt more easily to the work environment.

3) Nela et al. (2025)

The results of the study show that *person-job fit* has a significant effect on employee performance. A high level of job fit can increase employee engagement in completing organizational tasks.

4) Harmen et al. (2026)

Research findings indicate that *person-job fit* and *person-organization fit* have a positive and significant effect on employee performance. This suggests that employee fit is important not only in terms of the job but also in terms of organizational culture.

5) Febriana (2023)

The research findings reveal that *person-job fit* influences salespeople's performance, with self-efficacy serving as a moderating variable. This study demonstrates that an individual's self-confidence can strengthen the influence of job fit on performance.

6) Saifuddin (2022)

The research results show that *person-job fit* has a positive and significant effect on employee performance (t-value 3.166; $p = 0.002 < 0.05$).

7) Saputri et al. (2022)

The results of the study found that *person-job fit* has a positive and significant effect on employee performance despite the presence of work fatigue.

8) Nugrahaeni and Pratama (2024)

The research results show that *person-job fit* has a positive effect on the performance of non-civil servant employees. Appropriate job placement can increase employee productivity.

9) Jaya et al. (2019)

The research results indicate that *person-job fit* has a significant effect on employee performance. Employees whose skills align with their job roles are able to work more effectively.

10) Hidayat et al. (2023)

The research findings indicate that *person-job fit* has a significant positive effect on improving employee performance through normative commitment.

A review of 10 articles discussing *person-job fit* shows that the alignment between the individual and the job has a positive effect on employee performance. Research by Widiana and Bagia (2022), Al A'machdi et al. (2025), and Nela et al. (2025) shows that employees whose abilities, skills, and job demands align will find it easier to achieve optimal performance.

Research by Harmen et al. (2026), Febriana (2023), and Syaifuddin (2022) shows that *person-job fit* can improve performance both directly and through psychological factors such as self-efficacy and job satisfaction. This indicates that job fit is not only related to technical abilities but also to employees' comfort, self-confidence, and satisfaction with the work they perform.

Research by Saputri et al. (2022), Nugrahaeni and Pratama (2024), Jaya et al. (2019), and Hidayat et al. (2023) also indicates that *person-job fit* contributes to improved performance. Employees placed in roles that align with their competencies and job characteristics tend to exhibit higher levels of motivation, engagement, and commitment. Conversely, a mismatch between an employee and their job can create obstacles in task execution and reduce productivity

3. The Role of Competencies and Person-Job Fit in Employee Performance

Overall, the results of *the scoping review* indicate that competencies and *person-job fit* have a complementary relationship in enhancing employee performance. Competencies describe an employee's ability to perform their job, while *person-job fit* describes the alignment between those abilities and the job's demands. Optimal performance is more easily achieved when employees possess adequate competencies and are placed in suitable jobs. These findings indicate that it is not enough for organizations to simply improve employee competencies through training; they must also ensure that employees are placed in positions that align with their abilities, interests, experience, and job characteristics. Thus, competency development and appropriate job placement must be managed in an integrated manner within the human resource management system.

The analytical methods used in this study employed a quantitative approach with techniques such as simple linear regression, multiple linear regression, SEM-PLS, PLS-SEM, explanatory surveys, and structural equation modeling, demonstrating the strength of quantitative approaches in examining the relationships between variables. The research was conducted in various organizational contexts, including government agencies, public sector organizations, and private companies. However, qualitative studies also provide a deeper understanding of the mechanisms and processes underlying these relationships.

DISCUSSION

Based on the results of *the scoping review*, it is evident that competence is a factor that has a positive and significant influence on employee performance. This finding is consistent across various types of organizations, including both government agencies and the private sector. Research by Aulia et al. (2023), Makiah and Suryani (2024), and Abdurrahman (2024) demonstrates that competencies can enhance task effectiveness, work quality, and the achievement of organizational goals. Employees with high competencies tend to have a better understanding of their tasks and responsibilities, enabling them to complete their work effectively and efficiently.

These results are consistent with the theory of competence proposed by Lyle Spencer and Signe Spencer (1993), which states that competence is a fundamental characteristic of an individual consisting of knowledge, skills, and attitudes related to high performance. The higher an employee's level of competence, the greater the likelihood that the employee will achieve optimal performance.

Findings from Heri and Andayani (2020), Krisnawati and Bagia (2021), Nofita and Wandra (2025), and Muhammad Iqbal H. et al. (2025) further reinforce the notion that competence serves as a key asset in enhancing work productivity. Strong competencies enable employees to work professionally, solve workplace problems, and adapt to technological advancements and changes in the organizational environment. In the context of modern organizations, adaptability is a key indicator supporting an organization's success in navigating the dynamics of the work environment.

In addition to impacting individual performance, competencies also contribute to the overall effectiveness of the organization. This is evidenced by research by Fauzi . (2019), Miraguniawantini et al. (2025), and Fauzi and Nugroho (2024), who found that competencies can improve service quality, organizational work effectiveness, and even influence other variables such as work motivation. Thus, competencies serve not only as individual technical abilities but also as strategic organizational assets in achieving established goals.

Based on these findings, it can be concluded that competencies are a fundamental factor determining employees' success in performing their jobs. Competencies serve as the foundation for employees' ability to complete their work. Employees who possess good knowledge, skills, and work attitudes will be better able to understand tasks, make decisions, solve problems, and maintain the quality of their work. Therefore, competencies are not only related to technical abilities but also encompass work behavior, responsibility, and employees' readiness to meet organizational demands. Organizations need to enhance employee competencies through education, training, career development, and sustainable human resource management.

High competence alone is not an absolute guarantee of superior productivity if the structural-psychological aspect known as *Person-Job Fit* (PJ Fit) is ignored. *Person-job fit* has a positive and significant influence on employee performance. These findings indicate that the alignment between individual characteristics and job demands is a critical factor in enhancing productivity and

work effectiveness. Research by Widyana and Bagia (2022), Al A'machdi et al. (2025), and Nela et al. (2025) demonstrates that employees whose abilities, skills, and experience align with their jobs tend to perform better than those assigned to mismatched roles.

These findings align with the *person-job fit* theory proposed by Kristof-Brown (2025), which explains that a fit between an individual and a job occurs when the individual's abilities meet the job's demands, and the job meets the individual's needs. The higher the level of this fit, the higher the employees' job satisfaction, motivation, and performance.

Research by Harmen et al. (2026), Febriana (2023), and Syaifuddin (2022) indicates that *person-job fit* not only directly influences performance but can also be reinforced by psychological factors such as self-efficacy and job satisfaction. Employees who feel a good fit with their jobs tend to have higher self-confidence, feel more comfortable at work, and are more motivated to achieve the targets set by the organization.

Findings from Saputri et al. (2022), Nugrahaeni and Pratama (2024), Jaya et al. (2019), and Hidayat et al. (2023) also indicate that *person-job fit* contributes to increased work engagement, organizational commitment, and employee productivity. Conversely, a mismatch between an employee's competencies and the job they perform can lead to work-related stress, low motivation, errors in task execution, and a decline in performance.

Thus, *person-job fit* is a key factor in human resource management as it is directly linked to the processes of recruitment, selection, placement, and employee development. *Person-job fit* plays a role in ensuring that employees' competencies are utilized in the right jobs. A good fit between employees and their jobs fosters a sense of comfort, job satisfaction, motivation, and employee engagement. When employees feel that their work aligns with their abilities and needs, they tend to be more enthusiastic about their work and better able to demonstrate optimal performance. Organizations need to ensure that every employee is placed in a position that aligns with their competencies, interests, and job characteristics so they can achieve optimal performance.

A key finding of this study is that competencies and *person-job fit* are two complementary factors in enhancing employee performance. Competencies describe an employee's ability to perform a job, while *person-job fit* describes the degree to which those abilities align with the demands of the assigned job. High competencies alone will not fully result in optimal performance if an employee is placed in an unsuitable role. Conversely, appropriate placement will also be ineffective if employees lack adequate competencies. Thus, organizations need to manage both aspects simultaneously.

These findings support a modern human resource management approach that emphasizes the importance of both competency development and appropriate employee placement. Employees with high competencies who are placed in suitable jobs will find it easier to understand their tasks, complete their work effectively, and achieve organizational goals. Conversely, employees with high competencies but placed in unsuitable jobs are at risk of experiencing decreased motivation and productivity.

Although most studies indicate a positive and significant effect, there are several opportunities for further research. First, further research is needed to examine competencies and *person-job fit* simultaneously within a more comprehensive model. Second, studies using qualitative or *mixed-methods* approaches could be conducted to explore in greater depth the mechanisms underlying the relationships between competencies, job placement, job satisfaction, motivation, and performance. Third, longitudinal “ ” studies are needed to examine the long-term effects of competencies and *person-job fit* on employee performance.

CONCLUSION

Based on the results of a *scoping review* of 20 articles discussing the influence of competencies and *person-job fit* on employee performance, it can be concluded that:

1. **Competencies have a positive and significant effect on employee performance.**

The findings indicate that employees who possess good knowledge, skills, and work attitudes tend to be able to perform their duties more effectively, efficiently, and professionally. Competence helps employees understand their work, solve problems, adapt to change, and achieve organizational goals. Therefore, competence is one of the key factors determining the success of both individual and organizational performance.

2. ***Person-job fit* has a positive and significant effect on employee performance.** The alignment between an individual's abilities, skills, experience, and characteristics and the demands of the job has been shown to enhance productivity, work engagement, motivation, and employee commitment. Conversely, a mismatch between an employee and their job can create obstacles in task execution, leading to a decline in performance.

3. **Competencies and *person-job fit* have a complementary relationship in improving employee performance.**

Competence refers to an employee's ability to perform their job, while *person-job fit* ensures that those abilities align with the demands of the job. Optimal performance is more easily achieved when an organization not only develops employees' competencies through education and training but also implements a job placement system that aligns with individual competencies, interests, experience, and characteristics.

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