

ANALYSIS OF THE INFLUENCE OF COMPETENCE, PSYCHOLOGICAL EMPOWERMENT, AND ORGANIZATIONAL RESILIENCE ON THE PERFORMANCE OF TUNAS HONDA PRAMUKA EMPLOYEES WITH PSYCHOLOGICAL CAPITAL AS A MEDIATING VARIABLE

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Abstract

This study aims to analyze the effect of competence, psychological empowerment, and organizational resilience on employee performance at Tunas Honda Pramuka, with psychological capital as a mediating variable. Previous studies have widely examined employee performance from the perspectives of competence, empowerment, and organizational support; however, limited research has integrated these factors with psychological capital in the context of automotive dealership employees. This study used a quantitative explanatory approach. Primary data were collected through questionnaires distributed to 100 employees of Tunas Honda Pramuka using a saturated sampling technique. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results show that competence, psychological empowerment, and organizational resilience do not have a positive and significant direct effect on employee performance. Psychological capital also does not mediate the relationship between competence and employee performance. However, psychological capital mediates the relationship between psychological empowerment and employee performance, as well as organizational resilience and employee performance. In addition, psychological capital has a positive and significant effect on employee performance. This study contributes to human resource management literature by emphasizing psychological capital as a key internal resource for improving employee performance in automotive service organizations.

Keywords: Competence, Psychological Empowerment, Organizational Resilience, Psychological Capital, Employee Performance

1. Introduction

Human resources play a strategic role in determining organizational competitiveness, particularly in service-oriented industries that require speed, accuracy, adaptability, and consistent interaction with customers. In the contemporary business environment, organizations are required not only to improve operational efficiency but also to respond to technological change and market uncertainty. The growing role of technology in economic development indicates that organizations must strengthen their



human resources to remain adaptive, productive, and competitive in changing business conditions (Nursari, 2023).

In the automotive dealership sector, employee performance becomes a crucial factor because employees are directly involved in sales, service delivery, customer handling, administration, and operational target achievement. Employee performance reflects the extent to which individuals are able to complete their duties effectively, achieve work targets, maintain service quality, and contribute to organizational goals. Previous research has shown that creativity, innovation, and human resource competence are related to operational performance, which confirms that employee competence is an important foundation for improving work outcomes (Ananta et al., 2025).

Competence is one of the main factors that supports employee performance because it represents the knowledge, skills, attitudes, and work abilities needed to complete job responsibilities. Employees with strong competence tend to understand work procedures better, solve problems more effectively, and produce higher-quality outputs. In organizational practice, competence is not only related to technical ability but also to emotional and behavioral readiness in facing work pressure. A study on public sector employees found that competence has an important influence on performance, showing that employees with adequate work capability are more likely to achieve organizational expectations (Patehurohmah, 2024).

Besides competence, psychological empowerment is also important in strengthening employee performance. Psychological empowerment refers to employees' perception that their work is meaningful, that they are competent, that they have autonomy in performing tasks, and that their contribution has an impact on the organization. When employees feel psychologically empowered, they are more likely to show initiative, responsibility, confidence, and proactive work behavior. Prior research found that psychological empowerment contributes to job performance through psychological mechanisms such as self-efficacy and affective commitment (Ochoa Pacheco et al., 2023a).

Organizational resilience is another essential factor in maintaining employee performance in a dynamic business environment. A resilient organization is able to adapt to change, manage disruption, maintain operational continuity, and provide support for employees when facing pressure or uncertainty. Digital transformation and quality improvement programs also demonstrate that organizations need innovation in technology, service, and work processes to increase adaptability and maintain performance quality (Nursari et al., 2026)

In addition to organizational factors, psychological capital is considered a positive psychological resource that can strengthen employee work outcomes. Psychological capital consists of hope, self-efficacy, optimism, and resilience, which help employees remain motivated, confident, and persistent when facing work challenges. Recent research indicates that employees' psychological capital can act as an important mechanism in strengthening organizational resilience, especially because positive psychological resources enable employees to cope with pressure and contribute to organizational stability (Njaramba & Olukuru, 2025).



The relevance of this issue becomes stronger in the context of Honda dealership employees, who are required to work with sales targets, customer service standards, teamwork, and operational discipline. Research in a Honda dealership context shows that leadership, motivation, and work discipline are related to employee loyalty, indicating that human resource factors remain important in maintaining employee contribution within automotive dealership organizations (Kurniawan et al., 2025). Therefore, studying employee performance at Tunas Honda Pramuka is important because the company operates in a competitive service environment that requires competent, empowered, resilient, and psychologically strong employees.

However, previous studies have not fully integrated competence, psychological empowerment, and organizational resilience in one comprehensive model with psychological capital as a mediating variable. Some research has shown that psychological empowerment does not always directly improve employee performance without an intervening variable, which indicates the need to examine psychological mechanisms that may explain the relationship more deeply (Dealisa & Widodo, 2024). Based on this research gap, this study aims to analyze the influence of competence, psychological empowerment, and organizational resilience on employee performance at Tunas Honda Pramuka, with psychological capital as a mediating variable. The novelty of this study lies in the integration of individual competence, psychological empowerment, organizational resilience, and psychological capital in explaining employee performance in the automotive dealership sector.

2. Literature Review

2.1 Employee Performance Theory

Employee performance refers to the extent to which employees are able to carry out their duties, achieve work targets, and contribute to organizational goals. In organizational studies, performance is commonly understood as a combination of task achievement, work quality, responsibility, and adaptability in responding to job demands. Employee performance is also influenced by work engagement and psychological resources, because employees who are engaged and psychologically strong tend to show better effort, persistence, and focus in completing their responsibilities (Yao et al., 2022).

In a dynamic work environment, employee performance is not only determined by technical ability, but also by organizational support, work pressure, and the ability to use technology effectively. Research during the new normal period found that work-from-home policy, perceived organizational support, job stress, and technological ability were related to lecturer performance, indicating that performance is shaped by both individual and organizational conditions (Febrianty et al., 2020). Psychological capital has also been found to influence employee performance, job satisfaction, work stress, and job insecurity, showing that internal psychological strength plays an important role in maintaining performance under pressure (Sen et al., 2024).

Employee performance is influenced by both individual and organizational factors. Work pressure, social support, and organizational commitment can shape employees' psychological condition, which then affects how employees carry out their



duties in the workplace. In this sense, employee performance is not only a technical outcome, but also a reflection of employees' well-being and organizational support. This is supported by Budzana et al. (2025), who explained that work stress, social support, and organizational commitment are related to employee well-being, which is important for maintaining employee contribution in the workplace.

2.2 Employee Competency Theory

Employee competence is a set of knowledge, skills, attitudes, and behavioral capabilities that enables individuals to perform their work effectively. Competence is important in human resource management because it becomes the basis for recruitment, development, performance evaluation, and organizational capability building. A competency framework helps organizations identify the abilities needed for each job and align employee capability with organizational goals (Ali et al., 2021).

Competence can also be understood as part of human capital because it reflects the value of employees' knowledge, experience, creativity, and work-related skills. Human capital, social capital, and psychological capital have been shown to work together in shaping job performance, meaning that competence becomes stronger when supported by social relationships and positive psychological resources (Xu et al., 2022). In a broader development context, human capital also plays an important role in supporting sustainable economic growth, which indicates that the development of employee capability is essential for both organizational and economic competitiveness.

Competence can be developed through structured training, learning, and continuous improvement programs. Employees who receive appropriate training are more likely to understand their roles and responsibilities, which can support better work readiness. Manan et al. (2024) emphasized that training programs can strengthen practical understanding and managerial capability, showing that competence development is closely related to learning activities and the ability to apply knowledge in real organizational contexts.

2.3 Psychological Empowerment Theory

Psychological empowerment is a psychological condition in which employees feel that their work is meaningful, they are competent, they have autonomy, and their actions have an impact on organizational outcomes. This concept emphasizes that empowerment is not only about authority given by management, but also about employees' internal perception of control, capability, and influence in the workplace. A recent meta-analysis explains that psychological empowerment is a subjective, cognitive, and attitudinal process that helps individuals feel effective and authorized in performing their tasks (Llorente-Alonso et al., 2024).

Psychological empowerment is important because employees who feel empowered tend to show stronger motivation, confidence, and responsibility in completing work. Empowered employees are more likely to develop self-efficacy and affective commitment, which then support better task-based job performance (Ochoa Pacheco et al., 2023b). In service organizations, psychological empowerment has also been linked with job performance through emotional intelligence, indicating that



empowered employees are better able to manage emotions, interact with others, and perform effectively in customer-oriented work settings (Cudjoe et al., 2023). In business development contexts, the use of digital tools and communication platforms can support empowerment because employees and business actors are encouraged to become more active, adaptive, and independent in carrying out work activities, as shown in the study by Sihombing et al. (2025) on the optimization of WhatsApp Business for business marketing development.

2.4 Organizational Resilience Theory

Organizational resilience refers to the organization's ability to anticipate disruption, respond to pressure, adapt to change, and maintain performance during uncertain conditions. A resilient organization does not only survive crisis situations, but also learns from them and develops stronger capabilities for future challenges. Recent literature explains that organizational resilience involves processes at the individual, group, organizational, and network levels, which together support organizational adaptation and continuity (Su & Junge, 2023).

Organizational resilience is closely related to employee performance because a resilient organization provides support, clarity, and adaptive systems that help employees continue working effectively during uncertainty. Research in higher education institutions found that organizational resilience can influence employee performance through perceived organizational support (Sihag & Dhoopar, 2023). Digital capability also strengthens organizational adaptability, as shown in research on digital village models for MSME supply chain capability development, which indicates that technology-based systems can improve organizational capacity to respond to operational challenges (Antoni et al., 2025). In addition, organizational, product, process, and marketing innovation also support business sustainability, which shows that organizations need innovation capacity to remain resilient in changing environments (H. H. Febrianty, 2019).

2.5 Psychological Capital Theory

Psychological capital is a positive psychological resource that consists of self-efficacy, hope, optimism, and resilience. Employees with high psychological capital tend to believe in their ability, maintain positive expectations, persist in achieving goals, and recover from difficulties. Recent research shows that psychological capital can improve job performance through work engagement, especially when employees have sufficient autonomy in their work (Liu et al., 2024).

Psychological capital is relevant as a mediating variable because it explains how individual and organizational factors can be transformed into stronger employee performance. Leadership and organizational support can strengthen employees' psychological capital, and this psychological resource can then contribute to organizational resilience during crisis situations (Njaramba & Olukuru, 2025b). In addition, trust-based mechanisms are important in maintaining stability, as consumer trust and business trust have been shown to affect economic stability; this supports the idea that confidence, optimism, and trust are important psychological foundations in organizational and business contexts (Nursari & Pratama, 2024).



2.6 Relationship Among Variables

The relationship among competence, psychological empowerment, organizational resilience, psychological capital, and employee performance can be understood through the perspective of positive organizational behavior. Competence provides the basic ability needed to perform work tasks, psychological empowerment strengthens employees' sense of meaning and autonomy, and organizational resilience provides a supportive environment for employees to adapt to changes. However, these factors may not directly improve performance if they are not supported by strong internal psychological resources.

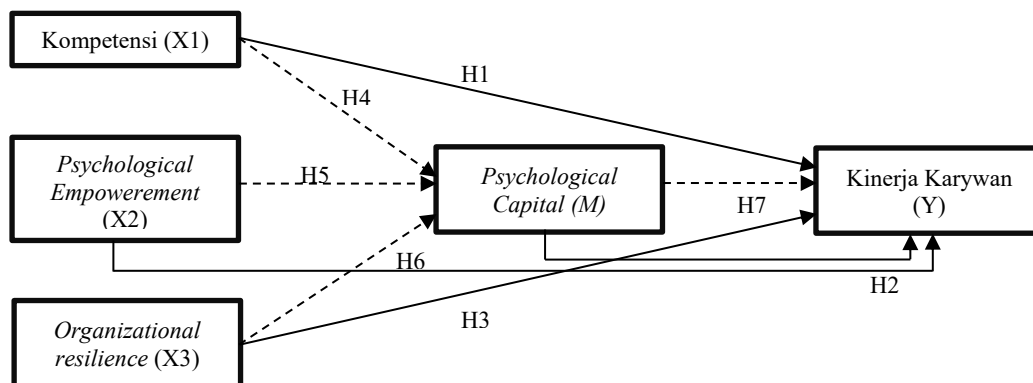
Psychological capital is therefore positioned as a mediating variable because it connects individual and organizational factors with employee performance. Employees who are competent, empowered, and supported by a resilient organization are expected to develop confidence, hope, optimism, and resilience. These positive psychological resources can help employees work more consistently and productively. In line with this, technology-based organizational capability and data utilization have been shown to support performance improvement, as discussed by Febrianty et al. (2025) in the context of the SMAC framework and MSME performance. Thus, this study argues that psychological capital plays an important role in explaining employee performance at Tunas Honda Pramuka.

2.7 Conceptual Framework

The conceptual framework of this study explains the relationship between competence, psychological empowerment, organizational resilience, psychological capital, and employee performance. Competence, psychological empowerment, and organizational resilience are positioned as independent variables because they represent employees' work capability, psychological condition, and organizational adaptability. Employee performance is positioned as the dependent variable, while psychological capital is used as a mediating variable that connects the influence of competence, psychological empowerment, and organizational resilience on employee performance. This framework is based on the assumption that employees with strong competence, a high sense of empowerment, and support from a resilient organization will develop stronger psychological capital, reflected in self-efficacy, hope, optimism, and resilience.



Figure 1. Conceptual Framework



3. Research Method

This study used a quantitative research approach with an explanatory design to analyze the causal relationship between competence, psychological empowerment, organizational resilience, psychological capital, and employee performance. The type of data used in this study consisted of primary and secondary data. Primary data were obtained directly from respondents through questionnaires, while secondary data were collected from books, journal articles, and previous studies relevant to the research variables. The respondents in this study were employees of Tunas Honda Pramuka, determined using a saturated sampling technique because the total population was relatively limited, namely 100 employees. The research instrument was a structured questionnaire using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of each research variable.

Data collection was carried out by distributing questionnaires to employees who met the research criteria. The theoretical framework used in this study was based on Positive Organizational Behavior, which explains the role of positive psychological resources in improving employee performance, supported by the concept of human resource competence and organizational resilience. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software to test both direct and indirect relationships among variables. The credibility of the data was ensured through validity and reliability testing, including convergent validity, discriminant validity, Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), coefficient determination, effect size, and bootstrapping to test the significance of the hypotheses and the mediating role of psychological capital.

4. Result

This study involved 100 employees of Tunas Honda Pramuka as respondents. Data were collected through online and offline questionnaires from December 2025 to January 2026. The respondents consisted of 52% male and 48% female employees. Most

respondents were aged 20–25 years (70%), had a senior high school or vocational school educational background (63%), worked in the workshop unit (47%), and had worked for 1–3 years (38%).

Table 1. Respondent Characteristics

Characteristics	Dominant Category	Percentage
Gender	Male	52%
Age	20–25 years	70%
Education	Senior High School/Vocational School	63%
Work Unit	Workshop	47%
Length of Employment	1–3 years	38%

The descriptive analysis shows that all research variables were perceived positively by respondents. Employee performance had the highest mean score of 4.541, followed by psychological capital with a mean score of 4.506. These results indicate that employees generally had strong work performance and positive psychological resources, especially in terms of confidence, hope, optimism, and resilience.

Table 2. Descriptive Statistics

Variable	Mean	Category
Competence	4.486	Very Good
Psychological Empowerment	4.445	Very Good
Organizational Resilience	4.436	Very Good
Psychological Capital	4.506	Very Good
Employee Performance	4.541	Very Good

The measurement model was evaluated through convergent validity and reliability testing. The results show that all variables had AVE values above 0.50, Composite Reliability values above 0.70, and Cronbach's Alpha values above 0.70. Therefore, all constructs in this study were declared valid and reliable.

Table 3. Validity and Reliability Test

Variable	AVE	Composite Reliability	Cronbach's Alpha	Result
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Competence	0.541	0.834	0.830	Valid and Reliable
Psychological Empowerment	0.550	0.846	0.835	Valid and Reliable
Organizational Resilience	0.533	0.723	0.709	Valid and Reliable
Psychological Capital	0.545	0.863	0.860	Valid and Reliable
Employee Performance	0.500	0.851	0.833	Valid and Reliable

The structural model evaluation showed that competence, psychological empowerment, and organizational resilience explained 42.8% of psychological capital. Meanwhile, competence, psychological empowerment, organizational resilience, and psychological capital explained 92.3% of employee performance. This indicates that the model has strong predictive power in explaining employee performance.

Table 4. R-Square Test

Endogenous Variable	R-Square	R-Square Adjusted	Interpretation
Psychological Capital	0.428	0.410	Moderate
Employee Performance	0.923	0.920	Strong

The hypothesis testing results show that psychological capital had a positive and significant effect on employee performance. Psychological empowerment and organizational resilience also had positive and significant effects on psychological capital. However, competence did not significantly affect psychological capital or employee performance. Psychological empowerment and organizational resilience did not directly affect employee performance, but their effects occurred through psychological capital.

Table 5. Hypothesis Testing

Relationship	Original Sample	T- Statistic	P- Value	Result
Competence → Employee Performance	-0.003	0.074	0.471	Not Supported

Psychological Empowerment	→	0.015	0.251	0.401	Not Supported	
Employee Performance						
Organizational Resilience	→	-0.045	0.794	0.214	Not Supported	
Employee Performance						
Competence	→	Psychological	-0.030	0.208	0.418	Not Supported
Capital						
Psychological Empowerment	→	0.454	2.659	0.004	Supported	
Psychological Capital						
Organizational Resilience	→	0.270	2.210	0.014	Supported	
Psychological Capital						
Psychological Capital	→ Employee	0.978	33.086	0.000	Supported	
Performance						

Overall, the results indicate that psychological capital is the most dominant factor influencing employee performance at Tunas Honda Pramuka. Competence, psychological empowerment, and organizational resilience do not directly improve employee performance. However, psychological empowerment and organizational resilience can improve employee performance indirectly by strengthening psychological capital. Therefore, self-efficacy, hope, optimism, and resilience are important psychological resources for improving employee performance in the automotive dealership sector.

Discussion

The findings show that competence does not have a significant direct effect on employee performance at Tunas Honda Pramuka. This result indicates that competence, although necessary, is not sufficient to increase employee performance when it is not supported by strong emotional control, achievement motivation, and consistent work behavior. In practice, employees may understand product knowledge, service procedures, and administrative standards, but this knowledge does not automatically improve sales achievement or service quality if it is not transformed into proactive action. This finding differs from research showing that knowledge, skills, traits, and motives can significantly influence job performance, which means that the impact of competence may depend on how strongly each competence dimension is applied in the workplace (Cao et al., 2024).

Psychological empowerment also does not significantly affect employee performance directly. This result suggests that employees' perception of meaningful work has not been fully supported by autonomy, flexibility, and decision-making authority. Employees may feel that their work is important for the organization, but limited freedom in choosing work methods, handling customers, or making service



decisions can prevent empowerment from becoming measurable performance. A recent matched-pair study also shows that not all empowerment dimensions directly affect in-role performance; work methods have a positive direct effect, while work schedules and work criteria do not directly influence performance (Kimpah et al., 2024).

The result further shows that organizational resilience does not have a significant direct effect on employee performance. This finding indicates that resilience at Tunas Honda Pramuka functions more as a mechanism for maintaining work stability than as a direct driver of performance improvement. Employees may be able to survive and adapt to changes in targets, procedures, or operational policies, but this adaptation does not automatically lead to higher productivity, innovation, or sales achievement. This is relevant to research on service employees, which explains that resilience can provide both direct and indirect workplace benefits, but its effect may depend on other mechanisms such as organizational citizenship behavior and job embeddedness (Kimpah et al., 2024).

Psychological capital does not mediate the relationship between competence and employee performance. This means that competence owned by employees has not been strong enough to build psychological capital in the form of hope, optimism, self-efficacy, and resilience. In the dealership context, an employee may understand product features and sales procedures, but repeated customer rejection or high sales pressure can weaken optimism and persistence. Therefore, competence remains more technical and functional, not yet psychological. Research on authentic leadership and task performance also shows that psychological capital can function as a mediating mechanism, but its strength may decrease when employees experience high performance pressure (Jang, 2022).

Psychological capital mediates the relationship between psychological empowerment and employee performance. This result means that psychological empowerment can improve performance when employees' sense of meaning, competence, autonomy, and impact is transformed into positive psychological resources. Employees who feel their work is meaningful may become more confident, hopeful, optimistic, and resilient, and these psychological strengths then encourage better work outcomes. This supports the idea that psychological empowerment does not always work alone, but becomes more effective when it activates internal motivation and engagement that help employees perform their tasks better (Juyumaya, 2022).

Psychological capital also mediates the relationship between organizational resilience and employee performance. This finding indicates that organizational resilience improves performance indirectly by strengthening employees' psychological readiness. A resilient organization can provide stability, support, and clarity during change, but these conditions only become performance-enhancing when employees internalize them as confidence, optimism, hope, and resilience. This is consistent with research showing that psychological capital can serve as an indirect mechanism linking



positive organizational conditions and job performance, especially when employees also perceive strong organizational support (Nursari et al., 2024).

The strongest finding of this study is that psychological capital has a positive and significant effect on employee performance. This shows that employees with stronger self-efficacy, hope, optimism, and resilience are more capable of maintaining motivation, facing pressure, and achieving work targets. In the context of Tunas Honda Pramuka, psychological capital helps employees remain confident when offering products, look for alternative strategies after failed sales approaches, and recover from previous target failures. Recent evidence also confirms that psychological capital significantly improves job performance and can strengthen performance through job engagement and job satisfaction (Jia & Zhang, 2025).

Overall, the findings indicate that employee performance at Tunas Honda Pramuka is more strongly influenced by internal psychological resources than by competence, psychological empowerment, and organizational resilience directly. Competence, empowerment, and resilience remain important, but their contribution becomes more effective when they are able to strengthen psychological capital. Therefore, management should not only focus on technical training and work procedures, but also develop programs that strengthen employee confidence, optimism, hope, and resilience. In addition, organizations can improve performance by using interactive performance systems that support empowerment, creativity, and employee involvement in decision-making processes (Zhang et al., 2023).

6. Conclusion

Based on the results of data analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM), this study concludes that competence does not have a positive and significant effect on employee performance at Tunas Honda Pramuka. This indicates that employee competence, although important as a basic work capability, is not sufficient to directly improve performance without the support of stronger psychological and behavioral factors. Psychological empowerment also does not have a positive and significant direct effect on employee performance, meaning that employees' sense of meaningful work and involvement has not yet been fully transformed into measurable work outcomes. In addition, organizational resilience does not have a positive and significant direct effect on employee performance, suggesting that resilience in this context functions more as a mechanism for maintaining work stability rather than directly improving performance.

The results also show that psychological capital does not mediate the relationship between competence and employee performance. This means that employee competence has not been able to strengthen psychological capital sufficiently to improve performance indirectly. However, psychological capital mediates the relationship between psychological empowerment and employee performance, indicating that empowerment can improve performance when it successfully strengthens employees' confidence, hope,



optimism, and resilience. Psychological capital also mediates the relationship between organizational resilience and employee performance, showing that organizational resilience can contribute to performance when it is internalized into positive psychological resources. Furthermore, psychological capital has a positive and significant effect on employee performance, which confirms that employees' internal psychological strengths are the most dominant factor in improving performance at Tunas Honda Pramuka.

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