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REVIEWER'S REPORT

Manuscript No.: IJAR-57173

Title: THE EFFECT OF ORGANIZATIONAL CHANGE AND HUMAN RESOURCE COMPETENCE ON WORK PRODUCTIVITY,

Recommendation:

Accept after minor revision

Rating	Excel.	Good	Fair	Poor
Originality		✓,		
Techn. Quality		✓,		
Clarity	✓,			
Significance	✓,			

Reviewer Name: Abdul Haseeb Mir

Detailed Reviewer's Report

The research article titled "The Effect of Organizational Change and Human Resource Competence on Work Productivity" provides a pragmatic and empirically grounded investigation into the industrial dynamics of the footwear cluster in Cibaduyut, Bandung City. By examining how structural shifts and individual expertise intersect within the context of Industry 4.0, the study offers vital insights for small and medium-sized enterprises (SMEs) navigating the pressures of technological advancement and market volatility. The author's use of multiple regression analysis on a sample of sixty-seven employees allows for a clear, quantitative assessment of how organizational adaptability and workforce skill sets act as primary drivers of operational efficiency.

The narrative begins by situating the study within the transformative era of Industry 4.0, characterized by the rapid integration of digital technologies and online business activities. The author expertly describes the "environmental shift" that has forced traditional footwear manufacturers to move beyond manual processes toward more digitized, streamlined operations. This context is essential for the article's central thesis: that organizational change is not merely a reactive necessity but a proactive strategic lever. A significant strength of this introductory section is the focus on "job redesign," where the author illustrates that structural changes are ineffective unless they are accompanied by a fundamental rethinking of how tasks are distributed and performed in a tech-driven landscape.

A substantial portion of the article is dedicated to the evaluation of "Human Resource Competence" as a mediator of productivity. The author defines competence through a multi-dimensional lens, encompassing motives, traits, self-concept, knowledge, and skills. This comprehensive definition is

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handled with academic rigor, moving the discussion beyond simple technical proficiency to include the psychological and behavioral readiness of the workforce. The finding that human resource competence has a significant partial effect on productivity underscores a critical point for industrial clusters: the "human element" remains the most valuable asset, even in an era of automation. The analysis suggests that when employees possess the requisite motives and traits to adapt to new technologies, the positive impact of organizational change is significantly amplified.

The discussion on "Work Productivity" itself is particularly insightful, as the author treats it not just as an output of volume, but as a measure of quality, efficiency, and timeliness. By correlating organizational change and competence simultaneously, the study reveals a synergistic relationship; while structural change provides the framework for efficiency, human competence provides the momentum. The quantitative results—showing significant simultaneous effects—provide a robust empirical foundation for the argument that high productivity is the result of an aligned "socio-technical" system. This section effectively highlights that a deficiency in either area (structural rigidity or skill gaps) creates a bottleneck that no amount of effort can fully overcome.

Furthermore, the paper addresses the specific geographical and economic context of the Cibaduyut footwear cluster. This localized focus adds a necessary practical layer to the theoretical findings, as it addresses the unique challenges of traditional craft-based industries transitioning to modern manufacturing standards. The author's observation that some companies have already successfully implemented structural changes provides a useful "proof of concept" for other firms in the region. The narrative effectively argues that for these footwear companies to remain competitive in a globalized market, they must institutionalize a culture of continuous learning and organizational flexibility.

In summary, this article offers a rigorous and well-structured analysis of the factors determining industrial success in the modern era. It successfully bridges the gap between organizational theory and empirical industrial research. The author's ability to link abstract concepts like "motive" and "trait" with concrete productivity metrics makes this a significant contribution to the field of human resource management and industrial sociology. It is an essential read for researchers and business leaders seeking to understand the mechanics of growth within regional industrial clusters during periods of rapid technological change.

Recommendations for Minor Revisions

Methodological Detail

- Sample Specifics:** While the sample size of sixty-seven is appropriate for a specialized industrial cluster, the article would benefit from a brief table detailing the demographic profile of the

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respondents, such as their average years of tenure and educational background. This would help clarify if "competence" is primarily a result of formal education or on-the-job experience.

- **Variable Measurement:** The author mentions using a Likert scale for data collection. Including a few sample questions or indicators for the "Organizational Change" and "Competence" variables would provide the reader with a clearer understanding of how these abstract constructs were operationalized.

Content and Discussion

- **Technological Specifics:** The paper cites "technological advancements" as a driver of change. The author should briefly specify which types of technology are most impactful in the Cibaduyut context (e.g., e-commerce platforms, automated cutting machinery, or digital inventory management) to provide more actionable insights for practitioners.
- **Resistance to Change:** A brief paragraph discussing potential "resistance to change" among the workforce—and how the successful companies in the sample mitigated this resistance—would add a valuable qualitative dimension to the quantitative findings.

Structural and Technical Elements

- **Proofreading and Formatting:** There are minor typographical errors in the abstract (e.g., "both oth," "hav have") and some inconsistencies in spacing that should be corrected. Additionally, ensuring all internal citations follow a consistent academic style (such as APA) throughout the document will enhance the professional quality of the publication.
- **Regression Coefficients:** The conclusion states that there is a "significant effect," but providing the actual R-squared value or the standardized coefficients in the text would allow scholars to gauge the specific strength of the relationship between the independent and dependent variables.

Recommendation: Recommend for publication with minor revision.