



## Enhancing Employee Performance through Competence and Work Climate: Implications for Human Resource Management

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DOI: <https://doi.org/10.61987/jemr.v4i6.1534>

### ABSTRACT

#### Keywords:

Competence, Work Climate, Employee Performance, Public Service

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This study aims to analyze the influence of competence and work climate on employee performance at the Community Health Center. The research background highlights the importance of employee competence and a supportive work climate in achieving optimal performance, considering the existing issues such as inconsistent adherence to operational procedures. Data were collected using a questionnaire that had been tested for validity and reliability. The variables examined include competence (knowledge, skills, attitude, and values), work climate (reward, support, commitment), and employee performance (quality, quantity, task implementation). The data were analyzed using multiple linear regression in SPSS version 27. The results of the study are expected to show that competence and work climate have a significant partial and simultaneous influence on employee performance. The findings are expected to contribute to improving human resource quality, strengthening the work environment, and optimizing public service delivery at the Community Health Center. The implications of this research for educational management highlight the importance of integrating competence development and fostering a favorable work climate in academic institutions. By prioritizing these factors, educational managers can enhance teacher performance, improve service quality, and create a conducive environment for optimal learning outcomes.

#### Article History:

Received: September 2025; Revised: October 2025; Accepted: November 2025

#### Please cite this article in APA style as:

Ramadhan, S., Sipatu, L., Adam, R., Kurniawan, A. (2025). Enhancing Employee Performance through Competence and Work Climate: Implications for Human Resource Management. *Journal of Educational Management Research*, 4(6), 3221-3234.

## INTRODUCTION

Human resources (HR) are crucial components of any organization, whether governmental or private (Abdullah & Holifah, 2024; Aini et al., 2024). HR cannot be separated from the activities or tasks within an organization as it directly impacts the success and productivity of the organization (Azizi et al., 2021; Muslimatun, 2022; Sadiq et al., 2022). The ability of organizations to manage

and optimize human resources effectively is essential for achieving goals and maintaining organizational efficiency. Organizations, especially in public sectors like health services, rely heavily on competent and motivated employees to provide optimal services to the community. According to Yanto et al. (2024), effective human resource management (HRM) is the key to enhancing employee performance, ensuring organizational success. The quality of HR management not only affects organizational efficiency but also influences the service delivery to the public, which is critical in sectors like healthcare. This research is important because it examines how HR management can significantly improve employee performance and organizational productivity, leading to better public services. (Yanto et al., 2024)

The performance of employees is a significant determinant of an organization's success. In public sector organizations like Community Health Center (Puskesmas) Ampana Barat, the quality of service provided to the community is heavily reliant on the competence and motivation of the staff. Unfortunately, there are often challenges related to employee performance, which include inconsistencies in meeting operational standards, errors in following procedures, and inadequate service delivery. These issues not only undermine the organization's goals but also affect the public's trust in health services. The lack of proper management of competencies and organizational climate further contributes to the existing problems. Therefore, understanding the factors that influence employee performance is crucial, especially in environments where public service is involved. The goal of this research is to address these issues by investigating the relationship between employee competence, work climate, and performance at Puskesmas Ampana Barat.

At Puskesmas Ampana Barat, there have been consistent reports of employee performance that do not meet expectations, despite the staff's qualifications and expertise. For instance, tasks assigned to employees often fall short of operational standards, with some employees making mistakes or failing to adhere to procedures. These issues have led to a decrease in the efficiency of service delivery, directly impacting patient care and overall organizational effectiveness. Moreover, an observation by the Head of the Administrative Section revealed that although all staff are qualified, gaps in performance persist. Furthermore, while Puskesmas Ampana Barat has a workforce of 83 employees, there is still a need for additional technical and accounting personnel to support the organization's objectives. These gaps underscore the importance of exploring the factors influencing employee performance, such as competencies and work climate, which this research aims to address.

Previous studies have extensively explored the relationship between employee competence and performance. For instance, Yanto et al. (2024)

highlight the importance of competence in improving organizational performance, especially in health services. Competence involves a combination of skills, knowledge, and attitudes that enable employees to meet job expectations effectively. Studies by Setyawan (2021) and Danu Erliawan (2022) emphasize that competency-based human resource management is critical for enhancing employee productivity and ensuring quality service delivery. However, there is a gap in understanding how competencies interact with other factors, such as organizational climate, to influence performance. Research by Pacheco & Coello-Montecel (2023) and Chu (2020) has shown that while digital competency can positively impact performance, other studies such as Delpechitre et al. (2019) and Karimikia et al. (2021) suggest that the relationship can be negative, highlighting the need for a more nuanced investigation.

The concept of organizational culture and its relationship with employee performance has also been widely discussed in the literature. According to Kulsum (2023), a positive organizational culture fosters a productive work environment, which in turn enhances employee performance. Conversely, negative work climates can lead to stress, disengagement, and low performance. However, studies by Hafulyon et al. (2021) and Artina et al. (2014) suggest that organizational culture may not always have a direct impact on performance, indicating a need for further investigation into the factors that mediate this relationship. These inconsistencies in previous research indicate a gap in understanding how specific elements of the organizational culture, such as climate and leadership, influence employee performance in different contexts, especially in healthcare settings.

This research contributes to the ongoing discourse by exploring the intertwined effects of both employee competence and work climate on performance in a specific public sector setting—Puskesmas Ampana Barat. The novelty of this study lies in its focus on the health sector in Indonesia, where human resources are crucial for improving public health outcomes. This research also offers a more integrated approach, considering not just individual competence but also the organizational climate as a mediating factor in performance. Understanding how these elements interact will provide valuable insights into improving human resource practices in healthcare institutions. Moreover, this study will address the existing research gap by providing empirical evidence on how organizational culture, competence, and work climate influence employee performance, particularly in public health service settings.

The central research problem is to investigate the impact of employee competence and work climate on the performance of employees at Puskesmas Ampana Barat, Kabupaten Tojo Una-Una. This study argues that both competence and work climate significantly influence employee performance,

which in turn affects the quality of service provided to the public. By analyzing these factors, the research aims to identify actionable solutions for improving performance in public health settings. The findings will contribute to better human resource management practices in healthcare, offering recommendations for enhancing employee training, work environment, and organizational culture to improve service delivery and overall efficiency. The research will provide valuable insights for policy-makers and administrators in improving the effectiveness of health services in Indonesia.

## RESEARCH METHOD

The research used a quantitative survey to determine the causal relationship between competency and work climate on employee performance. According to Sugiyono (2011), quantitative research is a research method grounded in the philosophy of positivism, used to study specific populations or samples. Data collection uses research instruments, and data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses.

The population in this study was all 30 employees working at the West Ampana Community Health Center in Tojo Una-Una Regency (Rahman et al., 2022). A sample is a subset of the population and its characteristics (Sugiyono, 2014). Based on this definition, the population in this study will serve as the sample. Due to the small sample size, total sampling was used (Rahman et al., 2022). The sample size is in accordance with Roscoe's opinion in (Sugiyono, 2002), which states that in

In this study, the researcher used probability sampling with the Proportionate Random Sampling method. This method was conducted randomly, while accounting for the existing strata and the relatively homogeneous population (Adab, 2023). Data analysis included descriptive analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression tests (F and t tests) to assess the significance of the variables. To determine the extent of the independent variables' influence on the dependent variable, the researcher used SPSS 27 to analyze the data. The regression equation model for the three variables in this study was formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

Y = Performance Variable

a = Constant Value

X1 = Competency Variable

X2 = Work Climate Variable

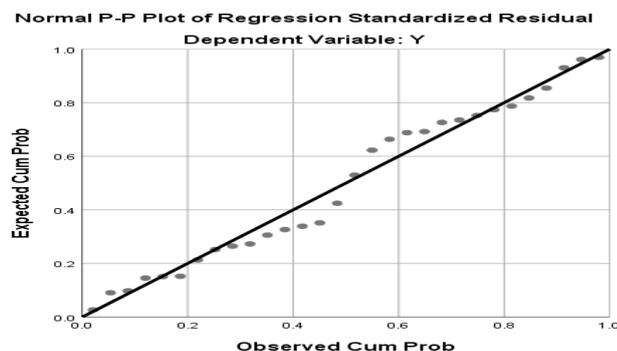
b1,b2 = Regression Coefficient

e = Error Term (Error Rate)

## Classical Assumption Test

### 1. Normality Test

The normality test was conducted to determine whether the sample used was normally distributed. To test the data for normality, the researcher used the Kolmogorov-Smirnov Test of Normality in SPSS 27.



**Figure 1. Normality Test Results**

The points appear quite close together and follow the diagonal line, with no extreme deviations or significant spread from the line. This indicates that the residual data is normally distributed. Therefore, the assumption of normality in this study is met.

### 2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. If the tolerance value is  $>0.1$  and the VIF value is  $<5$ , it can be concluded that there is no multicollinearity in the multiple regression model. Conversely, if the tolerance value is  $<0.1$  and the VIF value is  $>5$ , it can be concluded that there is multicollinearity in the multiple regression model (Ghozali, 2010). The results of the multicollinearity test in this study can be seen in Table 1.

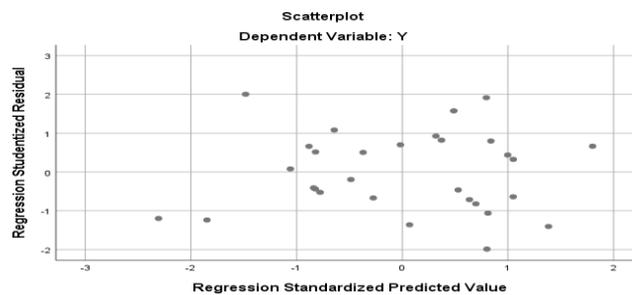
**Table 1. Multicollinearity Test Results**

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	X1	.999
	X2	.999

Based on Table 1 above, researchers can conclude that each independent variable has a tolerance value  $> 0.1$  and a VIF value  $< 10$ , so it can be said that the independent variables in this study do not experience multicollinearity.

### 3. Heteroscedasticity Test

The heteroscedasticity test aims to examine regression models that exhibit unequal residuals from one observation to another. In this study, the presence of heteroscedasticity can be detected using a scatterplot. If a specific pattern, such as dots forming a specific pattern, indicates heteroscedasticity. Conversely, if there is no clear pattern and the dots are spread above and below zero on the Y-axis, heteroscedasticity is not present. The following are the results of the heteroscedasticity test using a scatterplot using SPSS 27:



**Figure 2. Heteroscedasticity Test Results**

Based on Figure 2 above, the researcher can conclude that heteroscedasticity does not occur in the independent variables in this study because the points are spread above and below zero and do not form a clear pattern.

### 4. Results of Multiple Linear Regression Analysis

This study used multiple linear regression analysis to prove the hypothesis of the Effect of Competence and Work Climate on Employee Performance at the West Ampana Community Health Center, Tojo Una-Una Regency. The results of the multiple linear regression analysis in this study can be seen in Table 2.

Table 2. Results of Multiple Linear Regression Analysis

		Coefficients <sup>a</sup>			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	40.035	3.699		10.823
	X1	.374	.039	.780	9.582
	X2	0.415	.076	0.485	5.960
R		: .906			
R Square		: .821			
Adjusted R Square		: .808			

Based on table 2, the multiple linear regression analysis equation is obtained as follows:

$$Y = 40,035 + -0,374X_1 + 0,451X_2$$

The multiple linear regression equation model above can be explained as follows:

1. Constant (a) is 40.035. This constant value means that if the independent variables ( $X_1$  and  $X_2$ ) are assumed to be zero, then employee performance at the West Ampana Community Health Center, Tojo Una-Una Regency will be 40.035.
2. Regression coefficient  $X_1 = -0.374$ . This indicates that if the competency indicator increases by one unit, employee performance at the West Ampana Community Health Center, Tojo Una-Una Regency will increase by 0.490.
3. Regression coefficient  $X_2 = 0.451$ . This indicates that if the work climate indicator increases by one unit, employee performance at the West Ampana Community Health Center, Tojo Una-Una Regency will increase by 0.451.

## RESULT AND DISCUSSION

### Result

This study aims to measure the influence of competency and work climate on employee performance at the Ampana Barat Community Health Center in Tojo Una-Una Regency. Based on the research results and data analysis conducted using SPSS version 27, the following conclusions can be drawn:

1. Normality Test: Based on the results of the One-Sample Kolmogorov-Smirnov Test, a significance value of  $0.200 > 0.05$  was obtained, indicating a normal distribution of the residual data. Therefore, the regression model meets the assumption of normality and is suitable for further analysis.
2. Multicollinearity Test: The test results show that each independent variable (Competence and Work Climate) has a Tolerance value of 0.999 ( $> 0.10$ ) and a VIF value of 1.001 ( $< 10$ ). This indicates the absence of multicollinearity, so the two independent variables can be used together in the regression model without excessive influence on each other.
3. Heteroscedasticity Test: Based on the scatterplot graph, the data points are randomly distributed above and below zero and do not form a specific pattern. This indicates that the regression model does not exhibit heteroscedasticity, meaning the residual variance is homogeneous.
4. Multiple Linear Regression Analysis: The regression analysis yields the following equation:  $Y = 40.035 + 0.374X_1 + 0.451X_2 + e$

The partial test (t-test) yields the following:

- a. The Competence variable ( $X_1$ ) has a positive and significant effect on Employee Performance ( $Y$ ) with a significance value of  $.000 < 0.05$ .

- b. The Work Climate variable ( $X_2$ ) also has a positive and significant effect on Employee Performance ( $Y$ ) with a significance value of  $.000 < 0.05$ .

The R Square value of .821 indicates that 0.821% of the variation in employee performance can be explained by competency and work climate, while the remaining 1.79% is influenced by other factors outside this study.

Overall, the results of the study indicate that the regression model meets all classical assumptions (normality, multicollinearity, and heteroscedasticity), thus the model is deemed feasible and valid.

## Hypothesis Test Results

### 1. Simultaneous Hypothesis Test (f-Test)

The F-Test is used to test the significance level of the independent variables simultaneously on the dependent variable. The model is considered significant if the calculated F-value  $>$  F-table or the sig.F-value  $\leq 0.05$ . The independent variables simultaneously have a significant influence on the dependent variable.

### 2. Partial Hypothesis Test (t-Test)

The t-test is conducted to test the significance of the relationship between variable ( $X$ ) and variable ( $Y$ ) separately. probability (Sig. t)  $\leq \alpha = 0.05$  or a 95% confidence level. If T count  $>$  T table or the sig. T value  $\leq 0.05$ , then the competency variable has a partial significant effect on Employee Performance. In other words, the proposed hypothesis can be accepted.

### 3. Coefficient of Determination ( $R^2$ )

According to Sugiyono (2018), the coefficient of determination ( $R^2$ ) is a measure of how much variation in the dependent variable ( $Y$ ) can be explained by the independent variable ( $X$ ). The coefficient of determination ranges from 0 to 1. An  $R^2$  value close to 1 indicates that the independent variable can explain the variation in the dependent variable well. Conversely, an  $R^2$  value close to 0 indicates that the independent variable cannot explain the variation in the dependent variable well.

The results of the analysis regarding the influence of competence and work climate on employee performance at the West Ampana Community Health Center, Tojo Una-Una Regency, can be explained as follows:

#### 1. Simultaneous Test (F Test)

The F test obtained a calculated F value of 61.988 with a significance level (Sig.) of 0.000, as the significance value is less than 0.05.

2. This indicates that the variables of competence and work climate simultaneously have a significant effect on employee performance. Therefore, it can be concluded that competence and work climate simultaneously have a

significant effect on employee performance at the West Ampana Community Health Center, Tojo Una-Una Regency.

### 3. Intermediate Test (T Test)

#### a. The Effect of Competence on Employee Performance

The test results obtained a calculated t value of 9.582 with a significance value of 0.000, as the significance value is less than 0.05. This means that the competency variable (X1) has a positive and significant effect on employee performance at the West Ampana Community Health Center in Tojo Una-Una Regency.

#### b. The Effect of Work Climate on Employee Performance

The t-test results show a calculated t-value of 5.960 with a significance level of 0.000. Since the significance value is less than 0.05, it can be concluded that the work climate variable has a positive and significant effect on employee performance at the West Ampana Community Health Center in Tojo Una-Una Regency.

### 4. Determinant Test (R2)

Based on the results of the determination test, the R-square value was 0.821, or 82.1%. This means that the independent variable, work climate competency, is able to explain 82.1% of the variation in changes in the dependent variable, employee performance. The remaining 18.1% is explained by factors not examined in this study, such as leadership, work environment, work motivation, work discipline, and other external factors.

## Discussion

The findings of this study reveal significant relationships between competence, work climate, and employee performance at the Ampana Barat Community Health Center in Tojo Una-Una Regency. These findings align with previous studies emphasizing the importance of employee competence in driving performance. For instance, Shet et al. (2019) and Salman et al. (2000) and highlight that competent employees are more likely to perform their tasks effectively, leading to improved organizational outcomes. The results of this study also support the theory that work climate influences employee performance. As suggested by Bella (2023) and Karsim et al. (2023), a positive work climate enhances employee motivation, collaboration, and job satisfaction, which in turn improves overall performance. The significant positive effects of both competence and work climate on employee performance observed in this study are consistent with these prior findings, further validating the crucial role of these factors in public sector organizations, particularly in health services.

However, some differences between this study and previous research are also evident. For instance, studies like Abun et al. (2023) and Sutaguna et al.

(2023) argue that the impact of work climate on employee performance might not always be direct or significant. These studies suggest that other organizational factors, such as leadership style or job-specific training, could mediate the effects of work climate on performance. The findings of this research, which indicate a strong direct effect of work climate on performance, highlight the need for more nuanced investigations into the complex interplay of organizational culture, leadership, and environmental factors. The absence of multicollinearity and heteroscedasticity in this study further supports the reliability of the model, confirming that both competence and work climate can be studied together without distortion, a perspective not always emphasized in earlier research.

From a theoretical standpoint, this study makes a significant contribution by confirming that both competence and work climate are vital predictors of employee performance, particularly in public health organizations. The findings enhance the understanding of how these two factors interact within the context of health services, where human resources play a critical role in delivering quality care to the public. The theoretical implications suggest that HRM strategies focused on improving employee competence and fostering a supportive work climate are essential for boosting organizational performance, a conclusion that is aligned with models of effective organizational behavior (Humairah et al., 2023; Dalapo, 2025). Furthermore, the study's use of multiple regression analysis to quantify the impact of these factors provides empirical support for existing theoretical frameworks, contributing to a more robust understanding of the variables that drive performance in healthcare settings.

From a practical perspective, the study offers valuable insights for the management of human resources at the Ampana Barat Community Health Center. The positive and significant effects of competence and work climate on employee performance suggest that improving these areas could lead to enhanced service delivery. For example, investing in training programs that enhance employees' skills and knowledge, along with cultivating a positive work climate, could significantly improve performance. Additionally, the results emphasize the importance of addressing organizational climate issues, such as communication, teamwork, and leadership, to ensure that employees remain motivated and engaged. These practical implications align with the findings of Jiang et al. (2024), who suggest that a comprehensive HRM approach can improve overall organizational outcomes by focusing on both individual and collective factors affecting performance.

Finally, this study's findings highlight the importance of considering both competence and work climate as integral components of performance management in healthcare organizations. While the results confirm the significant roles of these factors, it also underscores the need for further research

to explore additional variables that may contribute to employee performance, such as leadership quality, job satisfaction, and organizational commitment. Given the complexity of human behavior in organizational settings, future studies could examine how these factors interact with others, such as work motivation and work discipline, to provide a more comprehensive understanding of the dynamics influencing performance. This would allow organizations like Puskesmas Ampana Barat to implement more targeted strategies aimed at improving employee performance and, by extension, the quality of public health services.

## CONCLUSION

The conclusion of this study reveals that competence and work climate have a significant impact on employee performance at the Ampana Barat Health Center, Tojo Una-Una Regency. The most important finding of this study is that enhancing employee competence and creating a positive work climate can directly improve employee performance. This highlights the lesson that organizations, particularly in public service sectors like healthcare, must focus on employee competency development and fostering a supportive work environment in order to provide optimal and quality services. This research underscores the critical role of effective human resource management in driving superior employee performance.

The strength of this study lies in its contribution to understanding the impact of competence and work climate on employee performance in the healthcare sector, particularly at the Health Center. This study provides new insights that can be applied to human resource management policies in government institutions and other public service sectors. However, this research has limitations in terms of the scope of variables analyzed, as other factors such as leadership, work motivation, or organizational policies were not considered. Therefore, future research could expand the variables studied to gain a more comprehensive understanding of the factors influencing employee performance.

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