

IMPROVING THE PERFORMANCE OF GOVERNMENT APPARATUS THROUGH HUMAN RESOURCE COMPETENCE

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ARTICLE INFO

Volume 2, Issue 2
March - June 2025
240 - 244
E-ISSN 3047-6968

Received Date

April 27, 2025

Received in Revised

Mei 31, 2025

Available Online

June 30, 2025

Keywords

HR competencies;
village apparatus
performance; public
services; capacity
building; rante along
village

ABSTRACT

Research Objectives - This study aims to analyze the effect of human resource competencies on the performance of village government officials in Rante Alang Village, Luwu Regency.

Method - This study used a quantitative approach with a correlational type to determine the relationship between human resource competencies and the performance of village officials. Data were collected through questionnaires to 30 village officials and analyzed using simple linear regression with the help of SPSS 25.

Research Findings - The study found that HR competencies have a significant effect on the performance of village officials with a contribution of 48.6%. The attitudinal dimension of the apparatus shows the highest score, while technical skills still need to be improved. In addition to competence, other factors such as motivation and leadership are also thought to play a role in shaping the performance of village officials.

Theory and Policy Implications - The findings reinforce the Human Capital theory that investment in competencies improves organizational performance. The practical implication is that the development of technical skills of village officials through training needs to be prioritized in the capacity building program for village officials.

Research Novelty - This study offers novelty by focusing on the relationship between competence and performance of village apparatus in rural areas with challenging geographical conditions that have not been widely explored in previous studies.

INTRODUCTION

Rapid social and economic development requires the public sector to improve the quality of services to the community. In this context, the competence of human resources (HR) is a key factor in determining the effectiveness and efficiency of public services. Research by Chairunnisa (2023) shows that HR development and employee competence significantly affect employee performance at the South Jakarta City Administration Secretariat. This finding confirms the importance of competency improvement in supporting the performance of public organizations.

Most of the previous research focuses on the private sector or government agencies at the central and big city levels, while the influence of competence on the performance of apparatus in rural areas is still less explored. In addition, a study by Liana et al. (2025) highlighted that HR development acts as an important mediator between competencies and personnel performance within the North Sumatra Regional Police, emphasizing the need for a holistic approach in competency development.

Furthermore, Hattab et al.'s (2023) study in Palu City identified that factors such as access to training, management support, and performance appraisal positively influenced employee motivation, while work overload and limited access to information were barriers to competency development. This suggests that challenges in HR competency development are contextual and require approaches that are tailored to local conditions.

This study offers novelty by focusing on the influence of HR competencies on the performance of village government officials, specifically in Rante Alang Village, Larompong Sub-district, Luwu District-an area with challenging geographical characteristics and a high level of community dependence on administrative services from village officials. This study not only examines the relationship between competence and performance, but also tries to understand the forms of service inefficiencies arising from low apparatus competence, which has not been widely discussed in previous literature.

This study aims to analyze the extent to which HR competencies influence the performance of village officials in carrying out public service tasks. This study is limited by its specific geographical scope, namely Rante Alang Village, so the results may not be generalizable to all other rural areas. Nevertheless, this study is expected to contribute to enriching the literature related to public sector human resource management as well as providing policy input for strengthening the capacity of village officials.

METHOD

This research uses a quantitative approach with a correlational research type, which is research that aims to determine the relationship between two or more variables without manipulating these variables (Creswell, 2014). The choice of correlational approach is based on the research objective to analyze the relationship between apparatus competence and performance improvement of village employees. Previous relevant research, for example, conducted by Judge, Bono, and Locke (2000) showed a positive correlation between individual competence and performance in the workplace. In addition, a study by Memon et al. (2019) in the *International Journal of Productivity and Performance Management* also corroborates that competence has a significant influence on employee job performance in the public sector. Based on this empirical evidence, a correlational approach was chosen because it is able to provide a clear picture of the strength and direction of the relationship between the variables studied without having to intervene directly.

The data collection technique used a questionnaire method to 30 village government officials. This method was used to obtain quantitative data on competence and performance using a 5-point Likert scale. This data collection technique is in line with Sekaran and Bougie (2019), where a combination of techniques can increase data validity and reliability. In addition, recent literature from Bryman (2021) also emphasizes the importance of using triangulation techniques, which combine more than one data collection method to produce a more comprehensive picture of the phenomenon under study.

The analysis tool used SPSS version 25 with data analysis techniques in the form of descriptive analysis and simple linear regression analysis. Descriptive analysis is used to describe the characteristics of respondents and the distribution of answers to each variable indicator. Validity and reliability tests of the questionnaire were carried out to ensure that the research instruments were valid and consistent. Furthermore, simple linear regression analysis was used to test the effect of competence on the performance of village officials, and was complemented by the t test to test the significance of the effect and the coefficient of determination (R^2) analysis to determine the contribution of the independent variable to the dependent variable.

RESULTS AND DISCUSSION

Characteristics of Respondents. Based on gender, the majority of respondents were male (73.3%) compared to female (26.7%), reflecting the socio-cultural reality in the study area where women's participation in village government structures is still limited. This may be due to the community's perception of gender roles, which still considers strategic positions in government as the domain of men, women's double burden between domestic and professional work, as well as possible structural barriers in the village apparatus recruitment system. Meanwhile, the age distribution showed that 50% of respondents were in the 36-45 years range, followed by the 46-55 years group (23.3%), while the 20-35 years and above 56 years groups each accounted for 13.3%. The dominance of respondents in the productive age group indicates that village governments tend to be filled with individuals who have sufficient maturity of thought and life experience, but still have

sufficient physical energy to carry out government tasks, while younger groups may still be considered inexperienced and older groups may have reduced their activities.

Meanwhile, education levels were dominated by senior high school graduates (86.7%), with only 6.7% having a diploma or bachelor's degree, reflecting several realities including the modest formal requirements for becoming a village official, limited access to higher education in rural areas, and perhaps the absence of adequate incentives for college graduates to work at the village level. In addition, most respondents had 1-5 years of work experience (60%), indicating that these village officials are relatively new to their duties, which may be due to the high turnover in the village government structure, the large number of new officials recruited in recent years in line with the development of the village programme, or the tendency of more experienced officials to move to other institutions that offer better prospects.

Based on Human Resources (HR) competencies. Based on descriptive analysis, the overall HR competency of village officials was in the "Agree" category with an average score of 3.57. The attitude indicator obtained the highest score (3.70), especially in terms of service friendliness (3.83). Knowledge also scored well (3.49), with officials considered to have adequate understanding in their field of work (3.67). However, technical skills still need to be improved, especially in mastering work facilities (3.37). This shows that although village officials have good attitudes and knowledge, their technical skills still need to be developed through training.

Hypothesis Test. The simple linear regression test results show that HR competence has a significant effect on the performance of village officials ($t_{hitung} = 5.145$, $sig. = 0.000$). The regression equation $Y = 7.533 + 0.970X$ indicates that any increase in HR competence will increase performance by 0.970 points. The coefficient of determination (R^2) of 0.486 indicates that 48.6% of performance variation can be explained by HR competencies, while 51.4% is influenced by other factors such as motivation, leadership, or work environment.

The Effect of HR Competencies and Performance of Village Government Officials.

Based on empirical findings through linear regression tests, this study shows that Human Resource Competence (HRC) is proven to have a significant influence on the performance of village officials, with a contribution of 48.6%, indicating a positive correlation between increased competence and performance. In line with this, Becker's Human Capital theory (1964) asserts that investment in individual knowledge, skills and abilities increases productivity and performance. Furthermore, the results showed that the average performance of village officials was in the 'Moderately Agreed' category with a score of 3.20, where the work quantity indicator recorded the highest score (3.59), especially in achieving work targets (3.80), followed by good work quality (3.56) with the ability to work according to village objectives (3.73). However, effectiveness (2.84) and independence (2.85) are still areas for improvement, particularly in terms of working beyond standards (2.23) and taking initiatives outside of basic duties (2.06), indicating that while village officials are able to complete routine tasks, innovation and proactivity are still a challenge. This study also found that 51.4% of the variation in village apparatus performance was influenced by other factors beyond the HR competency variables that were not studied.

Improving the performance of village officials is an important aspect in realizing effective and efficient village governance. The performance of village officials directly impacts the quality of public services, village development, and community welfare (Dwiyanto, 2015). One of the fundamental factors believed to influence the performance of village officials is their human resource competence. HR competencies, in the context of public organizations such as village governments, include knowledge, skills, abilities, and personal characteristics that enable individuals to perform their duties and responsibilities effectively (Boyatzis, 1982; Spencer & Spencer, 1993). Relevant competencies for village officials may include an understanding of laws and regulations, administrative skills, communication skills, leadership abilities, and an understanding of the needs and aspirations of village communities. The findings of this study are in line with research by Pattiasina, M., et al (2016) who examined the effect of HR competencies on employee performance at PT Bank Tabungan Negara, Tbk. Manado Office Branch. The results also show that HR competencies have a significant influence on employee performance, with a contribution of 41%. This indicates that, both in the

context of village government and banking, HR competencies play an important role in driving performance.

The fundamental similarity between this research and Pattiasina's research, M., et al (2016) is the finding of a significant effect of HR competency variables (X) on performance (Y). Although the research context is different (banking sector vs. village government), both studies confirm the importance of competencies in improving individual performance in organizations. Furthermore, research by Sedarmayanti (2017) also emphasizes that competence is one of the main keys in bureaucratic reform and improving the performance of civil servants, including village officials. Thus, the findings of this study reinforce the view that HR competency development is an important investment to improve the performance of public organizations.

CONCLUSIONS

Overall, this study proved that HR competencies have a significant effect on the performance of village officials in Rante Alang Village, Larompong Sub-district, Luwu Regency. Nevertheless, there is still room for improvement, especially in the aspects of technical skills and work independence. These findings can serve as a basis for village governments to design more effective HR development programmes.

ACKNOWLEDGEMENTS

We would like to thank the officials and government of Rante Alang Village who have been willing to receive researchers and provide the data needed so that this research can be carried out as expected.

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