



# The Influence of Human Resource Competence on Employee Performance at the Ministry of Public Works and Housing, Pompengan Jeneberang River Basin Center, Makassar

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## ABSTRACT

This study examines the influence of human resource (HR) competence on employee performance at the Ministry of Public Works and Public Housing, Pompengan Jeneberang River Basin Center, Makassar. HR competence, encompassing knowledge, skills, and work attitudes, is considered a critical factor in enhancing organizational effectiveness, particularly in public sector institutions that demand high accountability and service quality. This research adopts a quantitative approach using a saturated sampling technique, involving all 34 employees as respondents. Data were collected through structured questionnaires and analyzed using simple linear regression, validity and reliability tests, classical assumption tests, and t-tests. The findings reveal that HR competence has a positive and significant effect on employee performance. The regression results show a coefficient of 0.408, indicating that improvements in competence lead to increased employee performance. Furthermore, the t-test results demonstrate a significance value of 0.000, which is lower than the 0.05 threshold, and a calculated t-value of 9.766 exceeding the t-table value, confirming the acceptance of the research hypothesis. These results highlight the importance of competency development in improving employee productivity, work quality, and organizational performance. The study contributes to human resource management literature by providing empirical evidence from a public sector context. Practically, the findings suggest that organizations should prioritize training and competency-based development programs to enhance employee performance and achieve institutional objectives effectively.

## 1. Introduction

Human resources play a strategic role in determining organizational success, particularly in public sector institutions that are required to deliver effective, efficient, and accountable services. In the era of increasing organizational complexity and public service demands, the quality of human resources has become one of the most critical factors influencing institutional performance. Human resource competency, which includes knowledge, skills, abilities, and work attitudes, is essential in supporting employees to perform their duties professionally and achieve organizational objectives effectively. Employees with strong competencies tend to demonstrate higher levels of motivation, responsibility, discipline, and

productivity, which ultimately contribute to improved organizational performance.

Globally, many organizations have recognized that competency-based human resource management is crucial for enhancing employee performance and sustaining organizational competitiveness. In public organizations, competency development is particularly important because public institutions are expected to provide high-quality services while maintaining transparency and accountability. Previous studies have highlighted that employee competency significantly affects performance outcomes, work effectiveness, and organizational productivity. Competent employees are more capable of adapting to changes, solving work-related problems, and achieving performance targets efficiently. Therefore,

improving employee competency has become a strategic priority for both private and public organizations.

In the Indonesian public sector context, human resource competency remains an important issue, particularly in technical government institutions that require specialized expertise and professional performance. One of these institutions is the Pompengan Jeneberang Makassar Regional Office of the Ministry of Public Works and Public Housing, which is responsible for managing water resources and supporting infrastructure development. As a technical agency, the institution requires employees with adequate competencies to ensure effective planning, implementation, and supervision of water resource management programs. The success of these responsibilities highly depends on the competency and performance of the employees involved in carrying out organizational tasks and functions.

However, based on initial observations conducted at the Pompengan Jeneberang Makassar Regional Office, several problems related to employee performance were still identified. Some employees demonstrated a lack of work discipline, low responsibility in completing tasks, and inconsistencies in achieving work targets. These conditions indicate that employee performance has not yet reached optimal levels. Such issues are suspected to be associated with the competency level of the employees' human resources. Inadequate competency may affect employees' ability to perform tasks efficiently, comply with organizational regulations, and maintain professional work behavior. Consequently, improving human resource competency is considered necessary to support better employee performance within the institution.

Several previous studies have discussed the relationship between human resource competency and employee performance across different organizational settings. Most studies concluded that competency positively influences employee productivity, job effectiveness, and organizational achievement. Nevertheless, inconsistencies still exist regarding the dimensions of competency that most strongly affect employee performance, especially within government technical agencies. In addition, previous research has predominantly focused on

private sector organizations, while studies examining competency and employee performance in public institutions responsible for water resource management remain limited. This indicates a research gap that requires further investigation, particularly in the context of Indonesian government institutions.

Based on these conditions, the research problem in this study is formulated as follows: *Does human resource competency significantly affect employee performance at the Pompengan Jeneberang Makassar Regional Office of the Ministry of Public Works and Public Housing?* This problem formulation arises from the organizational issues identified during initial observations and from the limited empirical evidence regarding competency and performance relationships in public technical agencies.

Accordingly, this study aims to analyze and determine the effect of human resource competency on employee performance at the Pompengan Jeneberang Makassar Regional Office of the Ministry of Public Works and Public Housing. The study seeks to provide empirical evidence regarding the importance of competency in improving employee performance and organizational effectiveness within the public sector.

Theoretically, this study contributes to the development of human resource management literature, particularly regarding the relationship between competency and employee performance in public sector organizations. The findings are expected to enrich existing empirical studies related to competency-based performance improvement and provide additional insights into human resource management practices within government institutions. Practically, the results of this study are expected to provide useful recommendations for organizational leaders and policymakers in improving employee competency through training, education, and competency development programs. Furthermore, this study may serve as a reference for future researchers interested in examining human resource competency and employee performance in similar organizational contexts. The novelty of this study lies in its focus on the Pompengan Jeneberang Makassar Regional Office as a public technical institution responsible for water resource management, which has received limited attention in previous human resource management studies.

## 2. Literature Review

### 2.1 Conceptual and Theoretical Foundations

Human resource competence is one of the most important factors influencing organizational effectiveness and employee performance, particularly within public sector institutions that require professional, accountable, and efficient services. Competence refers to a combination of knowledge, skills, abilities, attitudes, and behavioral characteristics that enable employees to perform their tasks effectively and achieve organizational goals. In competency-based human resource management theory, employee competence is considered a strategic organizational asset because competent employees are more capable of adapting to organizational changes, solving problems, and maintaining work productivity.

The theoretical foundation of this study is primarily based on Human Capital Theory proposed by Becker, which emphasizes that employee knowledge, education, skills, and competencies constitute organizational capital that contributes to productivity and performance improvement. According to this theory, organizations that invest in employee competency development through education, training, and professional development programs tend to achieve higher levels of organizational effectiveness and employee productivity. In the context of public organizations, competency development is crucial because government institutions are expected to provide high-quality public services while maintaining accountability and efficiency.

In addition, competency-based management theory explains that employee competence directly influences individual performance because employees who possess adequate competencies are more capable of carrying out tasks effectively, meeting work targets, and maintaining professional work behavior. Human resource competency generally includes three main dimensions, namely knowledge, skills, and work attitudes. Knowledge refers to employees' understanding of work procedures and technical responsibilities, skills refer to employees' ability to perform work tasks effectively, while work attitudes reflect discipline, responsibility, and commitment to organizational goals.

Employee performance itself represents the level of achievement attained by employees in carrying out their duties and responsibilities according to organizational standards. Employee performance is often measured through indicators such as work quality, work quantity, responsibility, cooperation, and initiative. High employee performance reflects employees' ability to complete work effectively and efficiently while contributing positively to organizational objectives.

The relationship between competency and employee performance can be explained through organizational behavior theory, which suggests that employee capabilities and competencies strongly influence work outcomes and productivity. Employees with strong competencies tend to demonstrate better problem-solving abilities, higher work motivation, and greater adaptability in responding to organizational challenges. Consequently, competency development becomes an important strategy for organizations seeking to improve employee performance and institutional effectiveness.

In the context of public sector institutions such as the Ministry of Public Works and Public Housing, employee competency plays a strategic role in supporting organizational performance because employees are responsible for implementing technical programs related to infrastructure development and water resource management. Therefore, organizations require competent employees who possess sufficient technical knowledge, skills, and professional attitudes to ensure effective public service delivery and organizational success.

### 2.2 Review of Empirical Studies

Several previous studies have examined the influence of human resource competence on employee performance in different organizational contexts. Most empirical studies concluded that competence positively affects employee performance, productivity, work effectiveness, and organizational achievement.

Research conducted by Fadhil (2016) found that human resource competence significantly influenced employee performance at the Makassar Industrial Vocational Training Center. The study demonstrated that employees with higher levels of

competency were more capable of achieving work targets effectively and maintaining organizational productivity. Similarly, Apriliani and Artikel (2021) reported that human resource competence positively affected employee performance in Tenggara Seberang District. Their findings indicated that employee knowledge, skills, and work attitudes contributed significantly to work effectiveness and service quality.

Furthermore, Hoki and Sofyan (2019) examined the influence of human resource competence and work discipline on employee performance at PT. Sumber Sukses Rezeki. The study revealed that competence had a positive and significant effect on employee performance based on regression analysis results. Employees with higher competencies demonstrated better productivity, responsibility, and work efficiency. These findings support competency-based management theory, which emphasizes the importance of employee capabilities in achieving organizational objectives.

Other studies also highlighted the role of competency in organizational performance improvement. Kartika Juanita Nurwin (2021) found that competence and motivation significantly influenced employee performance in insurance companies. The study emphasized that employee competence strengthened work effectiveness and contributed positively to organizational productivity. Likewise, Kompetensi et al. (2021) concluded that human resource competence, management information systems, and work skills significantly influenced employee performance at the North Labuhanbatu Communication and Information Service.

In the context of financial management and public sector accountability, Irafah and Nurmala Sari (2020) demonstrated that human resource competence positively influenced the quality of financial reports. Their findings suggested that competent employees were more capable of implementing financial systems effectively and maintaining accountability in public organizations. Similarly, Yulanda et al. (2021) found that human resource competence significantly affected the quality of financial reports within the police department's financial division.

Although many previous studies confirmed the positive influence of competence on employee performance, several limitations remain evident. First, most previous studies focused on private sector organizations, while empirical studies within public technical institutions remain relatively limited. Second, previous studies often combined competence with other variables such as discipline, motivation, leadership, or organizational systems, resulting in limited focus on the direct influence of competency itself. Third, studies examining competency and employee performance within government institutions responsible for infrastructure and water resource management are still scarce.

Methodologically, most previous studies employed quantitative approaches using regression analysis and questionnaire-based data collection. While these approaches successfully identified significant relationships between competency and performance, they often lacked contextual explanations regarding how competency contributes to performance improvement within public technical organizations. Therefore, additional research is necessary to provide more specific empirical evidence regarding competency-performance relationships in government institutions.

### 2.3 Identification of the Research Gap

Based on the theoretical perspectives and empirical studies discussed previously, several research gaps can be identified. First, although numerous studies have examined the influence of human resource competence on employee performance, most empirical evidence has been derived from private sector organizations and general public institutions. Research specifically focusing on technical government agencies responsible for infrastructure and water resource management remains limited.

Second, previous studies generally investigated employee performance using multiple independent variables simultaneously, such as motivation, leadership, work discipline, organizational culture, and management systems. Consequently, the direct contribution of human resource competence to employee performance has

not been explored comprehensively within the context of public technical institutions.

Third, contextual differences between private organizations and public sector institutions indicate the need for further empirical investigation. Public institutions operate under different organizational structures, accountability standards, and service responsibilities compared to private companies. Therefore, findings from private sector studies cannot always be generalized directly to government institutions.

Fourth, limited research has specifically examined employee competency and performance within the Ministry of Public Works and Public Housing, particularly at the Pompengan Jeneberang Makassar Regional Office. As a government institution responsible for water resource management and infrastructure development, the organization requires highly competent employees to support effective public service delivery. However, empirical evidence regarding the relationship between employee competency and performance in this institutional context remains insufficient.

Accordingly, this study seeks to address these research gaps by examining the direct influence of human resource competence on employee performance within a public technical institution, namely the Pompengan Jeneberang Makassar Regional Office of the Ministry of Public Works and Public Housing. The study provides additional empirical evidence regarding competency-based performance improvement in government organizations and contributes to the development of human resource management literature within the public sector context.

## 2.4 Development of the Conceptual Framework

This study focuses on the relationship between human resource competence and employee performance within the public sector context. Human resource competence is positioned as the independent variable because employee knowledge, skills, and work attitudes are considered important factors influencing work effectiveness and productivity. Meanwhile, employee performance is positioned as the dependent variable because organizational performance outcomes are reflected

through employees' ability to complete tasks effectively and responsibly.

The conceptual framework of this study is based on Human Capital Theory and competency-based management theory, which explain that competent employees are more capable of achieving organizational objectives efficiently. Employees who possess strong competencies tend to demonstrate better work quality, higher responsibility, improved cooperation, and stronger initiative in carrying out organizational duties.

In this study, human resource competence is measured through three main indicators, namely knowledge, skills, and work attitudes. Employee performance is measured through indicators including work quality, work quantity, responsibility, cooperation, and initiative. The conceptual relationship between the variables suggests that improvements in employee competence contribute positively to employee performance within the organization.

Previous empirical studies conducted by Fadhil (2016), Hoki and Sofyan (2019), Apriliani and Artikel (2021), and Kartika Juanita Nurwin (2021) consistently found that employee competence positively affects employee performance across different organizational contexts. Based on these theoretical and empirical considerations, this study proposes that human resource competence positively influences employee performance at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office.

## 2.5 Hypotheses or Research Propositions

Based on the theoretical foundations, conceptual framework, and empirical findings discussed previously, this study formulates the following research hypothesis: Human resource competence has a positive and significant effect on employee performance at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office.

This hypothesis is theoretically grounded in Human Capital Theory and competency-based management theory, which emphasize that employee competencies contribute significantly to organizational productivity and effectiveness. Employees who possess adequate knowledge, skills,

and professional work attitudes are more capable of performing tasks efficiently, achieving work targets, and maintaining organizational performance standards.

The hypothesis is also supported by previous empirical findings showing that human resource competence positively influences employee performance across various organizational settings. Therefore, this study seeks to empirically test whether human resource competence significantly contributes to employee performance within the context of a public technical institution.

### **3. Research Methods**

#### **3.1 Research Design**

This study used a quantitative descriptive research design. The quantitative approach was considered appropriate because the study aimed to analyze the effect of human resource competency on employee performance using measurable indicators and statistical procedures. The descriptive method was employed to provide a systematic overview of the characteristics of the variables under investigation and to explain the relationship between the independent and dependent variables through empirical data analysis.

#### **3.2 Research Context and Setting**

The research was conducted at the Pompengan Jeneberang Makassar Regional Office of the Ministry of Public Works and Public Housing. The institution was selected as the research setting because employee competency and performance are important determinants in supporting the effectiveness and quality of public sector services. The organizational context provided a relevant setting for examining how employee competencies contribute to work performance within public institutions.

#### **3.3 Population and Sample / Research Participants**

The population in this study consisted of all employees at the Pompengan Jeneberang Makassar Regional Office of the Ministry of Public Works and Public Housing, totaling 34 employees. Since the population size was relatively small, this study applied a saturated sampling technique, in which the entire population was used as the research sample.

Therefore, the total sample consisted of 34 respondents. The use of saturated sampling ensured comprehensive representation of the population and minimized sampling bias.

#### **3.4 Data Sources and Data Collection**

This study utilized primary data collected directly from respondents through questionnaires. The data collection process employed a structured questionnaire using a Likert scale to measure respondents' perceptions regarding human resource competency and employee performance. The questionnaire was distributed to all employees who participated as respondents in the study. The use of questionnaires enabled efficient and systematic data collection while ensuring consistency in respondents' answers.

#### **3.5 Measurement of Variables and Research Instruments**

The study involved two main variables, namely the independent variable and the dependent variable. The independent variable was human resource competency, which was measured using indicators consisting of knowledge, skills, and work attitudes. Meanwhile, the dependent variable was employee performance, which was measured through indicators including work quality, work quantity, responsibility, cooperation, and initiative.

The research instrument used in this study was a Likert-scale questionnaire designed to capture respondents' perceptions of each variable indicator. The use of structured indicators allowed the variables to be operationalized systematically and supported the consistency of measurement across respondents.

#### **3.6 Data Analysis Techniques**

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) program. Several statistical analyses were conducted to examine the research hypotheses and ensure the robustness of the findings. The analysis procedures included validity tests, reliability tests, classical assumption tests, simple linear regression analysis, and t-tests.

The validity test was conducted to assess whether the questionnaire items accurately measured the intended variables. Reliability testing

was performed to evaluate the consistency of the research instrument. Classical assumption tests were carried out to ensure that the regression model met statistical assumptions. Furthermore, simple linear regression analysis was used to examine the effect of human resource competency on employee performance, while the t-test was employed to determine the significance of the relationship between the variables.

### 3.7 Validity, Reliability, and Trustworthiness

To ensure the quality and accuracy of the research findings, validity and reliability testing were conducted on the research instrument. The validity test was used to determine whether each questionnaire item appropriately measured the intended construct. Meanwhile, the reliability test evaluated the consistency and stability of respondents' answers across the measurement items. In addition, classical assumption tests were performed to ensure that the regression model fulfilled the necessary statistical requirements, thereby strengthening the reliability and trustworthiness of the analysis results.

### 3.8 Ethical Considerations

This study considered ethical principles throughout the research process. Respondents participated voluntarily and were informed about the purpose of the research before completing the questionnaire. The confidentiality of respondents' identities and responses was maintained to protect participants' privacy. Furthermore, the collected data were used solely for academic and research purposes to ensure compliance with research ethics and academic integrity.

### 3.9 Research Procedure

The research procedure was conducted through several stages. First, the researcher identified the research problem and determined the research objectives. Second, the researcher prepared the research instruments and designed the questionnaire based on the research variables and indicators. Third, data collection was conducted by distributing questionnaires to all employees at the research location. Fourth, the collected data were processed and analyzed using SPSS through validity tests, reliability tests, classical assumption tests,

simple linear regression analysis, and t-tests. Finally, the results of the analysis were interpreted to draw conclusions regarding the influence of human resource competency on employee performance.

### 3.10 Methodological Limitations

This study has several methodological limitations. First, the study was conducted within a single public sector institution, which may limit the generalizability of the findings to other organizations or sectors. Second, the relatively small sample size of 34 respondents may affect the broader applicability of the results. Third, the study relied on self-reported questionnaire data, which may be influenced by respondents' subjective perceptions and response bias. Despite these limitations, the study provides valuable empirical insights into the relationship between human resource competency and employee performance in the public sector context.

## 4. Results and Discussion

### 4.1 Research Results

#### 4.1.1 Sample Description and Descriptive Statistics

The study was conducted at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office. The respondents consisted of employees within the institution who participated in the questionnaire survey. The research focused on analyzing the influence of Human Resource (HR) competence on employee performance.

The descriptive findings indicate that the institution possesses relatively good human resources, reflected in employees' competencies and work performance. Human resource competence in this study refers to employees' knowledge, skills, and expertise in carrying out organizational duties and responsibilities effectively.

#### 4.1.2 Data Quality and Preliminary Analysis

The validity test results showed that all questionnaire items were declared valid, with the requirement that the correlation coefficient exceeded the r-table value of 0.338. Therefore, all research instruments were considered appropriate for further statistical analysis. The findings indicate that HR competence significantly influences employee performance at the Ministry of Public

Works and Public Housing, Pompengan Jeneberang Makassar Regional Office.

#### 4.1.3 Main Analytical Results

The study employed simple linear regression analysis to examine the influence of HR competence on employee performance. The regression analysis produced the following equation:

$$Y = 8.278 + 0.408X$$

The constant value of 8.278 indicates that when HR competence is assumed to be constant, employee performance remains at a baseline value of 8.278. Meanwhile, the regression coefficient of 0.408 demonstrates that an increase in HR competence positively contributes to employee performance improvement. The regression results confirm that HR competence has a positive effect on employee performance.

#### 4.1.4 Hypothesis Testing Results / Key Findings

Based on the results of the t-test, the significance value obtained for the HR Competence variable (X) was 0.000, which is smaller than the significance level of 0.05. In addition, the calculated t-value was 9.766, which exceeded the t-table value of 0.338. Therefore,  $H_0$  was rejected and  $H_a$  was accepted.

These results indicate that the independent variable, namely HR Competence (X), has a positive and significant effect on the dependent variable, Employee Performance (Y).

The results of the simple linear regression analysis also confirm that human resource competency significantly influences employee performance. The significance value of 0.000, which is lower than 0.05, supports the acceptance of the research hypothesis. Likewise, the calculated t-value of 9.766 being greater than the t-table value further strengthens the evidence that HR competency positively affects employee performance.

#### 4.1.5 Visual Presentation of Results

The regression and hypothesis testing results clearly demonstrate the positive relationship between HR competence and employee performance. The statistical evidence obtained from SPSS analysis shows that higher levels of employee competency contribute directly to improved organizational performance outcomes.

## 4.2 Research Discussion

### 4.2.1 Interpretation of Key Findings

The findings of this study demonstrate that HR competence has a positive and significant influence on employee performance at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office. This means that employees who possess better knowledge, skills, expertise, and work attitudes tend to perform more effectively in completing their duties and responsibilities.

The regression results indicate that improvements in employee competency are associated with increases in employee performance. Thus, the study confirms that competency development is an important determinant of organizational effectiveness and employee productivity.

### 4.2.2 Comparison with Previous Studies

This research is consistent with previous research conducted by Leony Hoki and Silvia Sofyan regarding the influence of human resource competence and discipline on employee performance at PT. Sumber Sukses Rezeki. Their study stated that competence has a positive and significant effect on employee performance based on multiple regression analysis (simple regression).

Similarly, the present study found that HR competency significantly affects employee performance, as evidenced by the significance value of 0.000 and the calculated t-value of 9.766. These similarities reinforce the argument that competency is a critical factor influencing organizational performance across different institutional contexts. Furthermore, the findings support previous empirical evidence suggesting that employee competency development contributes to organizational success through enhanced work quality, efficiency, and productivity.

### 4.2.3 Theoretical Contributions

This study contributes to the development of human resource management theory by strengthening the understanding that employee competence is a key determinant of employee performance. The findings confirm the relevance of competency-based human resource theories, which

emphasize the importance of knowledge, skills, and abilities in achieving organizational goals.

The study also extends prior empirical findings by providing evidence from the public sector, particularly within the Ministry of Public Works and Public Housing, thereby enriching the literature on HR competence and employee performance in government institutions.

#### 4.2.4 Practical and Policy Implications

The findings imply that organizations, especially public institutions, should prioritize the improvement of employee competency through continuous education, training, and professional development programs. Enhancing employee knowledge and technical skills can directly improve performance and organizational productivity.

For policymakers and organizational leaders, the results highlight the importance of implementing competency-based human resource management practices, including competency mapping, performance evaluation, and employee development initiatives.

#### 4.2.5 Integration with the Research Gap

This study addresses the research gap related to the influence of HR competence on employee performance within public sector institutions. While many previous studies focused on private organizations, this research provides empirical evidence from a government institution, thereby contributing to a broader understanding of competency-performance relationships in the public sector context.

The findings reinforce the importance of competency development as a strategic approach to improving public service performance and organizational effectiveness.

#### 4.2.6 Acknowledgement of Study Limitations

This study has several limitations. First, the research was conducted only at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office, which may limit the generalizability of the findings to other institutions or sectors. Second, the study focused solely on HR competence as the independent variable, while other factors influencing employee performance were not examined comprehensively.

Despite these limitations, the study provides important insights into the relationship between HR competence and employee performance within public organizations.

## 5. Conclusion

The conclusion section summarizes the main findings of the study regarding the influence of human resource competence on employee performance at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office.

### 5.1 Summary of Key Findings

Based on the results of the study, it can be concluded that HR competence has a positive and significant effect on employee performance at the Ministry of Public Works and Public Housing, Pompengan Jeneberang Makassar Regional Office. The t-test results showed that the calculated t-value was greater than the t-table value, while the significance value for HR Competence (X) was smaller than the probability value determined by the researcher.

The regression analysis also demonstrated that improvements in employee competency positively contribute to better employee performance. These findings indicate that employee knowledge, skills, expertise, and work attitudes are important factors influencing organizational performance.

### 5.2 Theoretical Contributions

This study contributes to the literature on human resource management by confirming the importance of competency as a determinant of employee performance. The findings strengthen competency-based theories that emphasize the role of employee knowledge and skills in improving organizational effectiveness.

In addition, the study contributes empirical evidence from the public sector context, particularly within a government institution, thereby expanding the understanding of competency-performance relationships beyond private sector organizations.

### 5.3 Practical and Policy Implications

The results suggest that organizations should continuously improve employee competency

through training, education, and human resource development programs. Public institutions, in particular, should adopt competency-based management systems to enhance employee performance and improve service quality. Organizational leaders and policymakers are encouraged to design strategic HR policies that focus on strengthening employee competencies in order to achieve organizational goals more effectively.

#### 5.4 Limitations of the Study

This study was limited to one government institution, namely the Ministry of Public Works and Public Housing, Pompegan Jeneberang Makassar Regional Office, which may reduce the broader applicability of the findings. In addition, the study examined only HR competence as a factor affecting employee performance, while other potentially influential variables were not included in the analysis. Therefore, the findings should be interpreted within the context and scope of the study.

#### 5.5 Directions for Future Research

Future research is recommended to expand the scope of the study by involving larger samples and different organizational settings, including private sector institutions and other government agencies. Further studies may also incorporate additional variables such as leadership, organizational culture, work motivation, and job satisfaction to obtain a more comprehensive understanding of factors affecting employee performance.

Moreover, future researchers are encouraged to employ more advanced analytical methods and comparative approaches to strengthen the robustness and generalizability of the findings.

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