

## The Influence of Human Resource Development and Competence on Employee Performance at the Office of Women's Empowerment and Child Protection of North Maluku Province

Muhammad Gybrant Alfariezzy Turuy<sup>1</sup>, Zulkifli<sup>2</sup>, Irfandi Buamonabot<sup>3</sup>

<sup>1,2,3</sup> Faculty of Economics and Business, Khairun University

Email: vaiz.turuy@gmail.com

### ABSTRACT

This study examines the partial and simultaneous effects of human resource development and competence on employee performance at the Office of Women's Empowerment and Child Protection (DP3A) of North Maluku Province. This research uses a quantitative approach, with data collected through questionnaires distributed to 60 respondents. The data were analyzed using SPSS 26, with data quality testing, classical assumption testing, and multiple linear regression. The results indicate that human resource development and competence have a significant, simultaneous effect on employee performance. These findings suggest that strengthening employee capabilities through continuous development programs and competency enhancement can improve work performance within the agency. Overall, this study concludes that human resource development and competence are strategic factors in improving employee performance and supporting the achievement of organizational goals at the DP3A Office of North Maluku Province.

### Keywords:

Human Resource Development;  
Competence;  
Employee Performance;

DOI: <https://doi.org/10.56442/ijble.v7i1.1448>

### INTRODUCTION

In the era of globalization and increasingly complex organizational demands, human resources have become a strategic element in supporting organizational effectiveness, particularly in public sector institutions. The success of government agencies is strongly influenced by the quality and performance of their employees, as employee performance reflects the extent to which organizational goals, public accountability, and service effectiveness can be achieved. Employee performance is not only determined by an individual's ability to complete assigned duties, but also by various organizational factors, including human resource development and employee competence.

Employee performance is particularly important in public institutions because government agencies are responsible for providing services that directly affect society. In this context, employees are expected to demonstrate work quality, productivity, responsibility, timeliness, and the ability to cooperate effectively. When employee performance is not optimal, the achievement of institutional targets may also be affected. Therefore, improving employee performance requires serious attention to internal organizational factors that can strengthen employees' capacity and professionalism.

At the Office of Women's Empowerment and Child Protection of North Maluku Province, employee performance plays an important role in supporting the implementation of policies related to gender equality, child protection, and family welfare. Based on the 2024 Government Agency Performance Report, several performance indicators have not reached the expected targets. The Government Institution Performance Accountability System score reached 65.65%, which remains below the target of 80%. In addition, the Child-Friendly Regency/City indicator

achieved only 30% of the expected 100% target. These results indicate that the agency still faces challenges in optimizing organizational performance, particularly regarding the quality of its human resources and employees' competence.

One factor that may influence employee performance is human resource development. Human resource development refers to systematic efforts carried out by an organization to improve employees' knowledge, skills, attitudes, and work abilities through education, training, and career development programs. Proper human resource development enables employees to adapt to organizational changes, understand their responsibilities more effectively, and improve their contribution to institutional performance. In public sector organizations, human resource development is also important because employees must respond to policy changes, administrative demands, and public service expectations.

Another important factor is employee competence. Competence refers to the combination of knowledge, skills, attitudes, and personal characteristics that enable employees to perform their duties effectively. Employees with adequate competence are more likely to understand work procedures, solve problems, make appropriate decisions, and complete tasks in accordance with organizational standards. Conversely, limited competence may reduce work effectiveness and hinder the achievement of organizational targets. Therefore, competence is considered an essential factor in improving employee performance.

Previous studies have shown that human resource development and competence may influence employee performance. However, the findings are not always consistent across different organizational settings. Some studies indicate that human resource development and competence have a significant positive effect on employee performance, while other studies suggest that their influence may depend on institutional conditions, organizational culture, leadership, and work environment. This inconsistency indicates the need for further empirical research, particularly in specific public sector institutions.

Based on these conditions, this study aims to analyze the effect of human resource development and competence on employee performance at the Office of Women's Empowerment and Child Protection of North Maluku Province. This study is expected to provide empirical evidence regarding the relationship between these variables and offer practical recommendations for strengthening human resource management. The findings may also serve as a basis for improving employee capacity, organizational performance, and the quality of public services delivered by the agency.

## **Literature Review**

### **Employee Performance**

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. Mangkunegara (2017) defines performance as the result of work achieved by employees in performing their duties according to their responsibilities. Employee performance can be measured through several indicators, including work quality, work quantity, timeliness, responsibility, and cooperation. In public sector organizations, employee performance is essential because it determines the effectiveness, efficiency, and accountability of public service delivery.

### Human Resource Development

Human resource development is a systematic process aimed at improving employees' knowledge, skills, abilities, and attitudes through education, training, and career development. Hasibuan (2017) explains that human resource development is an effort to improve employees' technical, conceptual, and moral abilities in order to enhance work effectiveness and organizational productivity. Through effective development programs, employees are expected to become more competent, adaptive, and capable of supporting organizational goals.

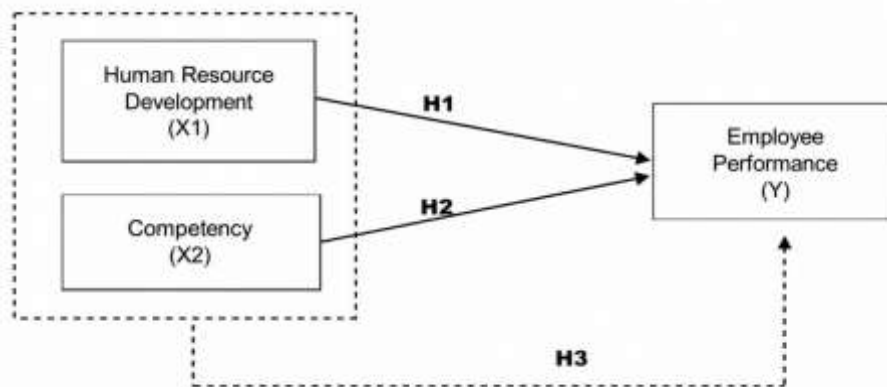
### Competence

Competence refers to the ability of employees to perform their duties based on knowledge, skills, attitudes, and work-related characteristics. Wibowo (2016) states that competence is the ability to carry out work or tasks based on skills and knowledge, supported by work attitudes required by the job. Competent employees are more likely to perform their duties effectively, make appropriate decisions, and contribute positively to organizational performance.

### Hypotheses Development

This study examines three hypotheses: (H1) human resource development has a significant effect on employee performance; (H2) competence has a significant effect on employee performance; and (H3) human resource development and competence simultaneously have a significant effect on employee performance at the DP3A Office of North Maluku Province. These relationships are analyzed using multiple linear regression.

### Research Model



**Figure 1** Conceptual Framework

The conceptual framework illustrates the relationship among human resource development, competence, and employee performance. Human resource development and competence are proposed to influence employee performance both partially and simultaneously. The model is developed based on theoretical perspectives and empirical findings indicating that employee development programs and strong competencies are important determinants of employee performance at the DP3A Office of North Maluku Province.

## METHOD

This study employed a quantitative research design to analyze the influence of human resource development and competence on employee performance at the Office of Women’s Empowerment and Child Protection (DP3A) of North Maluku Province. The population consisted of 61 employees, while the final sample included 60 respondents after excluding the Head of Department. A saturated sampling technique was applied to maximize the representativeness of the data.

Data were collected using a structured questionnaire containing validated measurement items. Validity and reliability tests were conducted to ensure the quality and consistency of the research instruments. The variables of human resource development, competence, and employee performance were measured using a five-point Likert scale ranging from “strongly disagree” to “strongly agree.”

To test the hypotheses, multiple linear regression analysis was conducted using SPSS 26. The analysis examined the partial effects of human resource development and competence on employee performance, as well as their simultaneous effect. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were also performed to ensure that the regression model satisfied the Best Linear Unbiased Estimator (BLUE) criteria. All statistical decisions were made at a significance level of 0.05.

## RESULTS AND DISCUSSION

**Table 1. Regression Results**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	5.120	1.432		3.576	.001
	HR Development	.382	.119	.401	3.210	.002
	Competence	.415	.113	.438	3.672	.001

### The Effect of Human Resource Development on Employee Performance

The t-test results show that human resource development has a positive and significant effect on employee performance. The t-count value for the X1 variable is 3.210, which is higher than the t-table value of 2.002. The significance value is 0.002, which is below the 0.05 threshold. Therefore, human resource development has a positive and statistically significant effect on employee performance. This finding indicates that efforts to improve employee capabilities through training, skill enhancement, and career development play an important role in improving employee performance at the DP3A Office of North Maluku Province.

### The Effect of Competence on Employee Performance

The t-test results also indicate that competence has a positive and significant effect on employee performance. The t-count value for the X2 variable is 3.672, which is higher than the t-table value of 2.002. The significance value is 0.001, which is below the 0.05 threshold. Therefore, competence has a positive and statistically significant effect on employee performance. This finding suggests that higher levels of employee knowledge, skills, and work attitudes contribute substantially to improving employee performance at the DP3A Office of North Maluku Province.

**Table 2. The Simultaneous Effect of Human Resource Development and Competence on Employee Performance**

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.521	2	6.431	19.324	.000 <sup>b</sup>
	Residual	21.053	57	.452		
	Total	34.574	59			

The F-test results indicate that human resource development and competence simultaneously have a positive and significant effect on employee performance. The F-count value is 19.324, which is higher than the F-table value of 3.16. The significance value is reported as 0.000, which is below the 0.05 threshold. Thus, human resource development and competence simultaneously have a positive and statistically significant effect on employee performance. This finding suggests that the combination of effective human resource development programs and high employee competence plays a crucial role in improving employee performance at the DP3A Office of North Maluku Province.

**Discussion**

The findings indicate that human resource development (HRD) has a significant effect on employee performance. This aligns with Hasibuan's perspective that HRD aims to improve employees' technical, theoretical, conceptual, and moral abilities through education and training (Zahari et al., 2022; , Aprillia & Kusuma, 2022). Employees receiving continuous development opportunities demonstrate improved performance as they are better equipped to complete tasks effectively (Sururama, 2018; , Adnyani & Dewi, 2019). At the DP3A Office of North Maluku Province, development programs including training, skill enhancement, and career development are associated with improved capability and productivity, supported by a t-count of 3.210 and significance value of 0.002.

The findings also confirm that competence significantly affects employee performance. Competence—encompassing knowledge, skills, attitudes, and work motivation—enables employees to perform duties effectively (Khalil & Rindaningsih, 2023; , Rizal et al., 2020). Employees with higher competence are more confident, adaptive, and produce higher-quality outcomes, which is particularly critical for complex tasks related to women's empowerment and child protection services (t-count = 3.672, significance = 0.001).

The simultaneous test demonstrates that HRD and competence jointly affect employee performance significantly (F-count = 19.324, significance = 0.000), consistent with findings that competency-based development creates synergistic effects strengthening organizational performance (Khalil & Rindaningsih, 2023; , Pakaya, 2022). Organizations should therefore integrate training programs with competency development strategies for optimal outcomes (Sururama, 2018; , Adnyani & Dewi, 2019).

## CONCLUSION

This study analyzed the influence of human resource development and competence on employee performance at the Office of Women's Empowerment and Child Protection (DP3A) of North Maluku Province. The results indicate that human resource development significantly improves employee performance by enhancing employees' knowledge, skills, and work capabilities through training and development programs. The study also confirms that competence contributes to employee performance by strengthening employees' ability to carry out their duties effectively, supported by adequate knowledge, skills, and professional attitudes.

Furthermore, the simultaneous test results show that human resource development and competence jointly have a significant effect on employee performance. This indicates that the synergy between structured development programs and high employee competence contributes to performance both individually and collectively.

Overall, the findings emphasize the importance of organizational practices that support continuous employee development and competency improvement in the public sector. Strengthening human resource development programs and enhancing employee competence can improve the quality of public services and encourage more consistent and effective performance at the DP3A Office of North Maluku Province.

## References

- Adnyani, N. L. P. R., & Dewi, A. A. (2019). PENGARUH PENGALAMAN KERJA, PRESTASI KERJA DAN PELATIHAN TERHADAP PENGEMBANGAN KARIER KARYAWAN. *E-Jurnal Manajemen Universitas Udayana*, 8(7), 4073. <https://doi.org/10.24843/ejmunud.2019.v08.i07.p03>
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Yogyakarta: Zanafa Publishing.
- Aprillia, F., & Kusuma, A. B. (2022). Analisis Pengembangan Sumber Daya Manusia Customer Experience. *Ekonomi Dan Bisnis ( Ekobis)* 45, 1(1), 19–25. <https://doi.org/10.56912/ekobis45.v1i1.9>
- Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
- Dessler, G. (2020). *Human Resource Management (16th ed.)*. New York: Pearson.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Khalil, F., & Rindaningsih, I. (2023). PENTINGNYA PELATIHAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA (SDM) TERHADAP KINERJA KARYAWAN PADA YAYASAN MINHAJUSSUNNAH SURABAYA. *Society*, 13(2). <https://doi.org/10.20414/society.v13i2.6669>
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management*. Mason: South-Western Cengage Learning.
- Moehersono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Raja Grafindo Persada.
- Noe, R. A. (2017). *Employee Training and Development*. New York: McGraw-Hill.

- Pakaya, S. (2022). Pengaruh Penilaian Kinerja Terhadap Pengembangan Karier Pada Kantor Camat Atinggola Kabupaten Gorontalo Utara. *Journal of Technopreneurship on Economics and Business Review*, 3(2), 82–96. <https://doi.org/10.37195/jtebr.v3i2.82>
- Rivai, V. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Jakarta: Raja Grafindo Persada.
- Rizal, S., Hasan, I. A., Abdullah, I., & Anismayanti, A. (2020). PENGARUH PENDIDIKAN, PELATIHAN DAN PENILAIAN PRESTASI KERJA TERHADAP PENINGKATAN KINERJA KARYAWAN. *Jembatan Jurnal Ilmiah Manajemen*, 17(1), 1–12. <https://doi.org/10.29259/jmbt.v17i1.10805>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). New York: Pearson.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.
- Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. New York: Wiley.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sururama, R. (2018). IMPLEMENTASI PENGEMBANGAN SUMBER DAYA MANUSIA TENAGA PENDIDIK PADA AKADEMI KEPERAWATAN RUMKIT TKT. III TELING MANADO SULAWESI UTARA. *Jurnal Msda (Manajemen Sumber Daya Aparatur)*, 6(1), 31–50. <https://doi.org/10.33701/jmsda.v6i1.468>
- Wibowo. (2016). *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- Zahari, M., Sujatmiko, W., Kembauw, E., Tabun, M. A., Ihwanudin, N., Noekent, V., Suparto, S., Kristanto, T., Sihombing, L., Mu'ah, Hariyanti, H., Muftiasa, A., Sushardi, & Nuryati, N. (2022). *Manajemen SDM (Strategi Organisasi Bisnis Modern)*. <https://doi.org/10.31237/osf.io/tj8dg>