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The Effect of Competency and Work Environment on The Performance of Employees at The Sriamur Community Health Center

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Abstract: *This study aims to analyze the influence of competency and work environment on the performance of employees at the Sriamur Community Health Center. The background of this study is based on the importance of competency and work environment on the performance of Sriamur Community Health Center employees. The method used in this study is quantitative with a descriptive and verification approach. Data were collected through questionnaires distributed to 60 Sriamur Community Health Center employees and then analyzed using multiple linear regression. The results indicate that both competency and work environment have a positive and significant effect, both partially and simultaneously, on the performance of Sriamur Community Health Center employees. The conclusion of this study emphasizes the importance of competency and work environment in efforts to optimize the performance of Sriamur Community Health Center employees.*

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Introduction

Every organization, whether operating in the private or public sector, requires effective human resource management to achieve its organizational objectives and deliver high-quality services to the community. Human resources are a fundamental element of organizational success because employees are directly involved in implementing policies, managing organizational resources, and providing services. In public institutions, particularly healthcare facilities, employee performance plays a crucial role in maintaining service quality, ensuring operational effectiveness, and achieving institutional targets. Therefore, organizations must ensure that employees possess appropriate competencies and are supported by a conducive working environment to carry out their responsibilities effectively. Human resource management is not merely concerned with administering employees but also involves developing their capabilities, strengthening their motivation, and establishing working conditions that encourage organizational productivity (Armstrong & Taylor, 2020). Furthermore, the implementation

of effective human resource management practices, particularly those related to employee skills development and work opportunities, contributes to the improvement of organizational outcomes through the development of human capital (Jiang et al., 2012).

Employee performance is closely related to individual competencies and the conditions of the workplace. Competency encompasses the knowledge, skills, and work attitudes required to carry out specific responsibilities effectively. Employees with adequate competencies are expected to understand their duties, comply with established standard operating procedures (SOPs), solve work-related problems, and accomplish organizational targets. According to Wibowo (2018), competency represents an individual's ability to perform a job based on the knowledge, skills, and work attitudes required by the position. The importance of competency is also reflected in the multidimensional nature of employee performance, which includes task performance, contextual performance, adaptive performance, and counterproductive work behavior (Campbell & Wiernik, 2015; Krijgsheld et al., 2022). In this regard, competency development is particularly important in healthcare institutions because employees are required to perform various administrative and healthcare-related responsibilities in accordance with established service standards. Previous research has also demonstrated that developing employees' soft skills and professional capacities is an important component of improving healthcare workers' performance (Jusuf & Rahmi, 2023; Tamsah, 2024). In addition to competency, the work environment also plays an important role in supporting employee performance. A comfortable, safe, and well-organized workplace can facilitate task completion, improve work efficiency, and encourage employees to perform their responsibilities optimally. Sedarmayanti (2001) explains that the work environment encompasses the physical and non-physical conditions surrounding employees while performing their work. Similarly, Raziq and Maulabakhsh (2015) emphasize the importance of a supportive working environment in creating favorable employee outcomes. In healthcare institutions, workplace conditions are particularly relevant because they are associated with staff productivity, motivation, well-being, and the quality of healthcare services (Maassen et al., 2020). Consequently, an inadequate work environment may create obstacles to work activities and reduce employees' ability to achieve organizational objectives.

The relationship between competency, work environment, and employee performance has also been examined in previous empirical studies. Septya Yolanda et al. (2023), in their study of employees at the Department of Industry and Trade in Lubuklinggau, found that competency and work environment had positive and significant effects on employee performance, both partially and simultaneously. Similarly, Bagaskara et al. (2022), in their research on employees of the Babulu Community Health Center Technical Implementation Unit in East Kalimantan, reported that competency and work environment contributed positively to employee performance, including through job satisfaction. Other research conducted in public healthcare institutions has demonstrated that organizational climate is associated with organizational commitment and perceived organizational performance, highlighting the importance of supportive organizational conditions in healthcare service delivery (Berberoglu, 2018). These findings indicate that employee performance is associated with both individual capabilities and workplace conditions. However, findings from different organizational settings cannot automatically be generalized to all public healthcare institutions because organizational characteristics, employee responsibilities, workplace facilities, and operational conditions may vary. Therefore, further investigation is necessary to examine how competency and work environment relate to employee performance in different primary healthcare service settings.

This issue is also relevant to the conditions observed at the Sriamur Community Health Center. Preliminary observations indicate that employee performance has not fully met organizational

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expectations, as reflected in accumulated workloads and the achievement of work programs that remains below the planned targets. Approximately 70% of the planned programs have reportedly achieved their targets. Several operational problems have also been identified, including employees' limited understanding of established work standards and standard operating procedures, difficulties in achieving predetermined work targets, and a lack of optimal utilization of working time. These conditions indicate that employees may require improvements in their knowledge, skills, and understanding of their respective responsibilities to support better work performance. Furthermore, the physical work environment presents additional challenges. The office layout and workplace arrangement are not sufficiently organized, while several air-conditioning facilities do not function properly, resulting in uncomfortable working conditions. Such circumstances may interfere with employees' concentration and comfort when carrying out their daily responsibilities. Previous research has highlighted that physical and psychosocial workplace conditions, including ergonomic facilities and psychological safety, are associated with employee well-being and job performance in healthcare institutions (Sönmez et al., 2025). These preliminary observations suggest that competency and work environment are relevant factors to investigate in relation to employee performance at the Sriamur Community Health Center.

Although previous studies have examined the relationship between competency, work environment, and employee performance, further research is needed to understand these relationships within the context of public primary healthcare institutions. Previous findings have provided evidence from different organizational settings, but the specific combination of employee competency, physical workplace conditions, and performance challenges at the Sriamur Community Health Center has not been sufficiently examined in the present research context. In addition, the practical conditions identified at the research location, particularly employees' understanding of SOPs, the achievement of work targets, and workplace comfort, provide a contextual basis for examining these two independent variables simultaneously. This study therefore seeks to address this research gap by investigating the individual and simultaneous relationships of competency and work environment with employee performance at the Sriamur Community Health Center.

Based on the background and research gap described above, this study aims to analyze the effect of competency on employee performance, examine the effect of the work environment on employee performance, and determine the simultaneous effect of competency and work environment on employee performance at the Sriamur Community Health Center. The findings are expected to contribute to the development of human resource management literature, particularly concerning employee performance in public healthcare institutions. Practically, this research is expected to provide useful information for healthcare institution management in identifying areas for competency improvement, strengthening employee understanding of work procedures, and improving workplace conditions. These efforts are expected to support more effective human resource management and the achievement of better organizational performance in public healthcare services.

Theoretical Review

According to (Wibowo, 2018), competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job.

According to Sedermayanti (2019), the work environment is defined as all the materials faced, the surrounding environment where a person works, their work methods, and their work arrangements as individuals or as a group.

According to Mathis and Jackson (2023), performance is basically what employees do or do not do to improve the performance of a company or organization, including individual performance and teamwork within a company.

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Research Hypothesis

A hypothesis is a tentative statement or assumption proposed by a researcher regarding the relationship between two or more variables, the truth of which will then be tested through empirical research. A hypothesis is tentative, meaning it is not definitively true until tested with data.

By testing the three hypotheses, it is hoped that a better understanding can be obtained with the following presentation:

H1 : It is suspected that competence has a positive influence on the performance of Sriamur Health Center employees.

H2 : It is suspected that the work environment has a positive influence on the performance of Sriamur Health Center employees.

H3 : It is suspected that competence and work environment simultaneously have a positive influence on the performance of Sriamur Health Center employees.

Research Methodology

In this study, the authors used quantitative research with a descriptive and verification approach. According to Solimun, Amanu, & Fernandes (2018) in Santoso and Madiistriyatno (2021:4), quantitative methods are the science and art related to the procedures (methods) of data collection, data analysis, and interpretation of the results of the analysis to obtain information for drawing conclusions and making decisions.

According to Sugiono (2016:78), a population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all 60 employees of the Sriamur Community Health Center.

According to Sugiyono (2019), a sample is a portion of the population's size and characteristics. If the population is large and researchers cannot study everything in the population, for example due to limited funds, manpower, and time, then researchers can use samples taken from that population. Therefore, samples taken from the population must be truly representative. In this study, the population and saturated sample taken were all employees of the Sriamur Health Center, with a population of 60 people who will be used as saturated samples in this study.

According to Sugiyono (2019), Saturated Sampling is a sampling technique where all members of the population are sampled. The sampling technique in this study uses the Saturated Sampling Technique, where all members of the population in this study are sampled.

The data collection techniques used in this research are field studies and questionnaire distribution.

Data analysis techniques in this study are: Data quality analysis using the Statistical Package for Social Sciences (SPSS) for Windows Release 25 program. The data quality analysis is a validity test and a reliability test; Multiple linear regression analysis; Multiple correlation analysis and determination coefficient.

Research Results And Discussion

Competency Validity Test

From the results of the validity test, it was found that all indicators in the competency variable had a significant value <0.005 based on the total Pearson correlation column, so it can be concluded that the 8 question indicators were declared valid.

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Work Environment Validity Test

From the results of the validity test, it was found that the sig-(2-tailed) value between each item with a total of 14 question items for the work environment instrument was below 0.05 for 14 question items, so it was declared valid.

Performance Variable Validity Test

From the results of the validity test, it was found that all indicators in the performance variable had a significant value <0.005 based on the total Pearson correlation column, so it can be concluded that the 7 questions were declared valid.

Competency Reliability Test

From the results of the reliability testing of the competency variables, 8 question items had a Cronbach's alpha value of 0.766, which is greater than 0.70 and is declared reliable.

Reliability of Work Environment Variables

Based on the results of the reliability test of the work environment variables, 14 questions had a Cronbach's alpha value of 0.877, which is greater than 0.67 and is declared reliable.

Reliability of Performance Variables

Based on the results of the reliability test of the customer satisfaction variable, 7 question items have a Cronbach's alpha value of 0.811, which is greater than 0.70, so it is declared reliable.

Results of Multiple Linear Regression Analysis Testing, Determination Coefficient, F Test

Table 1 Results of Multiple Linear Regression Analysis of Competence (X1) and Work Environment (X2) on Performance (Y) Simultaneously

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,085	3,403		5,315	.000
	Competence	.038	.096	.050	.390	.698
	Work environment	.374	.123	.393	3,042	.004

a. Dependent Variable: Performance

Regression Equation: y = a + bx1 + cx2

y = performance variable

a = Constant

b = Regression Coefficient (influence) x1

x 1 = competency variable

c = Regression Coefficient (influence) x2

x 2 = work environment variable

the result is: y = 18.085 + 0.038 x1 + 0.374 x2

This means that every increase or decrease in competency value of 1, together with every

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increase or decrease in the work environment of 1, is also followed by an increase or decrease in customer satisfaction value of 18,085 + 0.038 + 0.374, which is equal to 18.497.

Table of Determination Coefficients of Competence and Work Environment on Performance

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.413a	.771	.742	2,933

a. Predictors: (Constant), Work Environment, Competence

The magnitude of the influence = Coefficient of Determination, KD = R2 x 100% = 0.771 x 100% = 77.1%. This means that the competency and work environment variables simultaneously have an influence of 77.1% on performance.

Table 3 F TEST Results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100,937	2	50,469	5,866	.005b
	Residual	490,396	57	8,603		
	Total	591,333	59			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Environment, Competence

From the table above, it can be concluded that the calculated sig. 0.000 is obtained, which is smaller than the alpha significance of 0.05 (5%). This means that statistically the hypothesis that there is a simultaneous influence of competence and work environment on performance is accepted, meaning that there is a significant influence of competence and work environment on performance of 77.1%.

Conclusion And Suggestions

Conclusion

Based on the results of research that has been conducted to determine the influence of competence and work environment on the performance of Sriamur Health Center employees, the following conclusions can be drawn:

1. Competence has a significant influence on the performance of Sriamur Health Center employees of 0.736 indicating that approximately 73.6% of performance variations are influenced by competence, while the remaining 26.4% are influenced by other factors outside the competence variable. In line with the research of Septya Yolanda et al. (2023) entitled The Influence of Competence and Work Environment on the Performance of Employees of the Department of Industry and Trade, Lubuklinggau: A Case Study of Service Companies in Indonesia. shows the results of competence and work environment partially each have a significant effect on employee

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performance (t-count competence = 7,201, work environment = 6,919; p <0.05). Simultaneously both also have a significant effect (F = 40,478; p <0.05).

2. The work environment has a significant influence on the performance of Sriamur Community Health Center employees by 0.768, indicating that approximately 76.8% of performance is influenced by the work environment, while the remaining 23.2% is influenced by other factors outside the work environment variable. In line with the research of Dendy Bagaskara & colleagues (2022) entitled the influence of competence and work environment on the performance of employees of the Babulu Community Health Center UPT, East Kalimantan. The results show that competence and work environment have a positive effect directly and through job satisfaction on performance.
3. Competence and work environment have a simultaneous and significant influence on the performance of Sriamur Health Center employees of 0.771 indicating that approximately 77.1% of performance variations are influenced by competence and work environment simultaneously while the remaining 22.9% are influenced by other factors outside the competence and work environment variables. The results of the study indicate that there is a simultaneous and significant influence between competence and work environment on the performance of Sriamur Health Center employees.

Suggestion

Based on the conclusions above, the author provides several suggestions as follows:

1. Community health centers need to establish standard operating procedures (SOPs) for managing work hours based on service load, daily patient volume, and the complexity of each unit's tasks. This policy includes proportional shift arrangements, fair task rotation, and regular evaluation mechanisms to ensure service effectiveness and maintain a balance between employee performance and health.
2. Community health centers need to develop strategic standard operating procedures (SOPs) that integrate improvements to facilities and workplace comfort with ongoing training programs. These SOPs should include standards for cleanliness and tidiness in the work environment, the provision of adequate rest areas, and regular training related to service SOPs, queue management, and friendly, professional, and patient-satisfaction-oriented service communication.

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