

## The Role of Human Resource Development and Human Resource Competence in Improving Human Resource Performance in the West Kotawaringin Regency Government

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**Abstract.** *This study aims to analyze the effect of Human Resource Development (HRD) on Human Resource Competence and Human Resource Performance, as well as the role of competence as a mediating variable. This research uses a quantitative approach with Structural Equation Modeling based on Partial Least Squares (SEM-PLS). Data were collected through questionnaires distributed to 84 respondents. The results show that Human Resource Development has a positive and significant effect on Human Resource Competence with a coefficient of 0.801. Human Resource Competence also has a positive and significant effect on Human Resource Performance with a coefficient of 0.564. In addition, Human Resource Development has a positive and significant effect on Human Resource Performance with a coefficient of 0.321. The mediation test indicates that Human Resource Competence mediates the relationship between Human Resource Development and Human Resource Performance with an indirect effect of 0.452. The R-Square values indicate that Human Resource Competence is explained by Human Resource Development by 64.2%, while Human Resource Performance is explained by Human Resource Development and Competence by 71.3%. This shows that the research model has strong explanatory power. The study concludes that Human Resource Competence is a key factor in improving Human Resource Performance and plays an important mediating role between Human Resource Development and performance. Therefore, organizations should focus HR development programs on improving competence effectively.*

**Keywords:** Competence; Development; Performance; Resources.

### 1. Introduction

The implementation of regional autonomy is the right, authority, and obligation of the regional government to regulate and resolve its own government affairs as well as the interests of the local community in accordance with the Laws of the Republic of Indonesia which are included in Law No. 32 of 2004 and Law No. 23 of 2014. With the aim of implementing the imperative of globalization, the implementation of regional autonomy must be strengthened not only on

the basis of legal references, but also by providing broader, more realistic and accountable authority, especially in terms of regulation and utilization, as well as by exploring the potential resources available in each region.(Maladjai et al., 2024).

Public service is one of the main indicators in assessing government performance. Excellent public service quality is a public expectation and a right that the government must fulfill. To realize quality public service, the role of the State Civil Apparatus (ASN) is crucial. In this era of globalization and digitalization, State Civil Apparatus (ASN) are required to possess high competence and adaptability in carrying out their duties and functions. This aligns with Indonesia's Vision 2045, which emphasizes the development of superior human resources. To achieve this goal, new breakthroughs in human resource development are needed.(Fahlevi, 2024).

Human resource development is very important in an organization to improve HR performance, because development can encourage the quality of existing HR.(Rintjap et al., 2021). In improving human resource performance along with the development of science and technology, human resource development must not stop but must always be developed according to needs.(Anam & Nasihien, 2021).

Research from(Anam & Nasihien, 2021)explains that human resource development can improve human resource performance. Another variable that influences human resource performance is human resource competency. Human resource competency is the knowledge, skills, abilities, or personal characteristics of an individual that directly influence job performance. Human resource competency is an essential element in an organization because human resources are the main asset for achieving organizational goals.(Muzzammil et al., 2024).

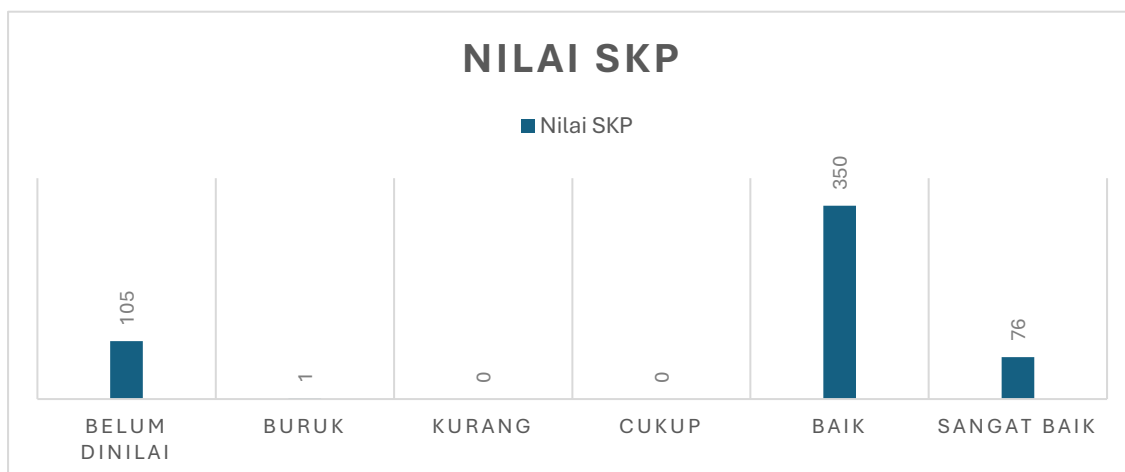
However, some previous studies have been controversial (research gap). According to(Rintjap et al., 2021)It is explained that there is a very significant influence between HR development and HR performance. Then, based on(Selviyanti et al., 2022)It is explained that human resource development is a teaching process carried out for individuals to gain new skills, knowledge and understanding to improve performance.(Onsardi & Wahyudi, 2023)also explains that there is a significant influence between HR development and HR performance. However, there is a study by(Karo-Karo & Tamami, 2016)which explains that there is no significant influence between HR development and HR performance, which means that poor quality HR development cannot reduce HR performance.(Widianto & Parwoto, 2025)also explained that there was no significant influence between HR development and HR performance within the DPR RI Secretariat.

The West Kotawaringin Regency Government faces major challenges in terms of regulation and utilization, as well as by exploring the potential of available resources Human resource development is one of the main strategies pursued by regional governments to ensure that civil servants have relevant abilities, knowledge, and skills in accordance with the competencies and needs of the organization and current developments.(Ayu & Safrizal, 2023).

Efforts to develop human resources within the West Kotawaringin Regency Government have been carried out through various education, training and technical guidance programs tailored to the needs and potential of employees.(Adolph, 2016)These programs aim to improve ASN competency, both in terms of knowledge, skills, and work attitudes, so that it is hoped that this will encourage improvements in individual and organizational performance as a whole.(Garnasih, 2019).

However, there is still a gap between the competencies possessed by ASN and the demands of the existing work, resulting in ASN performance not being optimal.(Adolph, 2016). The performance assessment of ASN (State Civil Apparatus) in Indonesia is carried out systematically and measurably based on the provisions of laws and regulations, specifically Government Regulation No. 30 of 2019 and various supporting regulations. Employee Performance Targets (SKP) Assess the achievement of targets, work results, and benefits generated. The SKP weighting is generally 60–70% of the total assessment.

**Figure Assessment of the SKP Value of ASN in West Kotawaringin Regency**



Source: Analysis Results, 2025

The Gap phenomenon that occurred in the West Kotawaringin Regency Government can be seen in Figure Based on the results of the assessment that has been carried out, ASN in West Kotawaringin Regency has achieved SKP scores in the good category, with scores of 75-90 as many as 65.8% of the total ASN surveyed. This indicates the potential for HR development and HR Competencies that can be developed by the West Kotawaringin Regency Government to improve HR performance to realize good governance, improve accountable, capable bureaucracy, and excellent service.(Adolph, 2016).

## 2. Research Methods

This research is a quantitative research with an explanatory approach.(Singarimbun, 2011)states that explanatory research is research that highlights the influence between

determining variables and tests proposed hypotheses. The description contains descriptions but focuses on the relationships between the variables. These variables include: Human Resource Development, Human Resource Competence, and Human Resource Performance.

### 3. Results and Discussion

#### 3.1. Respondent Overview

The respondents in this study were State Civil Apparatus (ASN) within the West Kotawaringin Regency Government. The study population consisted of 532 employees, with a sample of 84 respondents obtained through purposive sampling. The ASN respondents comprised various positions, including structural positions (JPT Pratama, Administrator, Supervisor) and functional positions. Respondent characteristics included gender, age, education level, and length of service. Respondent data is presented in Table as follows:

**Table Respondent Profile**

| No       | KaRespondent Characteristics  | Jnumber | %           |
|----------|-------------------------------|---------|-------------|
| <b>1</b> | Gender:                       |         |             |
|          | Man                           | 48      | <b>57.1</b> |
|          | Woman                         | 36      | <b>42.9</b> |
| <b>2</b> | Age(year):                    |         |             |
|          | 25 – 35                       | 18      | <b>21.4</b> |
|          | 36 – 45                       | 34      | <b>40.5</b> |
|          | > 45                          | 32      | <b>38.1</b> |
| <b>3</b> | Education:                    |         |             |
|          | High School Equivalent        | 6       | <b>7.1</b>  |
|          | D3 equivalent                 | 10      | <b>11.9</b> |
|          | Equivalent to S-1             | 50      | <b>59.5</b> |
|          | Equivalent to Master's degree | 18      | <b>21.5</b> |
| <b>4</b> | Working Period (year)(hun):   |         |             |
|          | 1-10 Years                    | 20      | <b>23.8</b> |
|          | 10-20 Years                   | 38      | <b>45.2</b> |
|          | > 20 Years                    | 26      | <b>31</b>   |

Source: Primary data processed, 2026

Based on the table above, the majority of respondents were male (57.1%), while females made up 42.9%. This indicates that the composition of civil servants (ASN) within the West Kotawaringin Regency Government is still dominated by men, although women also play a significant role. This male dominance can impact work patterns, decision-making, and organizational dynamics, particularly in structural positions.

The majority of respondents were aged 36–45 (40.5%), which is considered a productive and professionally mature age. This was followed by respondents aged 45 and above, at 38.1%. This indicates that the civil servants (ASN) respondents have a high level of work maturity and

experience, enabling them to provide objective assessments of the research variables, particularly those related to human resource development and competency.

The majority of respondents (59.5%) had a bachelor's degree (S1), followed by a master's degree (S2) at 21.5%. This indicates that civil servants within the West Kotawaringin Regency Government have a fairly good and competitive educational background. This high level of education supports civil servants' ability to understand human resource development programs and improve their competency and performance.

The majority of respondents (45.2%) had 10–20 years of service, indicating that they had substantial work experience. Employees with longer tenure tend to have a deeper understanding of the organization, are more adaptable to HR development programs, and significantly contribute to improving organizational performance. Given these characteristics, it can be concluded that the respondents in this study had sufficient capacity to provide valid and reliable answers, thus ensuring the credibility of the research results.

The description of the research variables aims to provide an overview of respondents' perceptions of the variables studied, namely Human Resource Development, Human Resource Competence, and Human Resource Performance. Variable measurements were carried out using a Likert scale of 1–5, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. To facilitate interpretation, the following categories were used: very low score 1.00-1.80, low score 1.81-2.60, sufficient score 2.61-3.40, high score 3.41-4.20 and very high score 4.21-5.00. DesA complete description of the variables can be seen in table.

**Table Description of Research Variables**

| No       | Vavariabes and indicators          | Mean        | Stationndar Devia |
|----------|------------------------------------|-------------|-------------------|
| <b>1</b> | <b>Human Resources Development</b> | <b>4.12</b> | <b>0.67</b>       |
|          | •Competence                        | 4.21        | <b>0.63</b>       |
|          | •Effectiveness                     | 4.08        | <b>0.68</b>       |
|          | •Efficiency                        | 4.15        | <b>0.65</b>       |
|          | •Responsibility                    | 4.02        | <b>0.71</b>       |
| <b>2</b> | <b>HR Competence</b>               | <b>4.22</b> | <b>0.60</b>       |
|          | •Knowledge                         | 4.18        | <b>0.62</b>       |
|          | •Skills                            | 4.25        | <b>0.58</b>       |
|          | •Work Attitude                     | 4.22        | <b>0.60</b>       |
| <b>3</b> | <b>HR Performance</b>              | <b>4.18</b> | <b>0.63</b>       |
|          | •Quality                           | 4.20        | <b>0.61</b>       |
|          | •Quantity                          | 4.12        | <b>0.66</b>       |
|          | •Punctuality                       | 4.16        | <b>0.64</b>       |
|          | •Responsibility                    | <b>4.24</b> | <b>0.59</b>       |

Source: processed primary data, 2026

Based on the table above, the Human Resources Development variable has an average value of, which is considered high. This indicates that respondents assess the human resources development program within the West Kotawaringin Regency Government as being well-run. The indicator with the highest value is competence (4.21), indicating that human resources development significantly improves the work capabilities of civil servants. Meanwhile, the indicator with the lowest value is responsibility (4.02), indicating that opportunities to participate in development programs still need to be improved.

The HR Competency variable had an average value of 4.22, which is categorized as very high. This indicates that civil servants within the West Kotawaringin Regency Government possess good competency in carrying out their duties. The indicator with the highest score was skills (4.25), indicating that civil servants possess technical abilities appropriate to job requirements. Meanwhile, the knowledge and work attitude indicators were also in the high category, indicating a balance between cognitive abilities and work behavior.

The HR Performance variable had an average score of 4.18, which is considered high. This indicates that civil servants (ASN) perform well in carrying out their duties and responsibilities. The indicator with the highest score was responsibility (4.24), indicating a high commitment to their work. Meanwhile, the indicator with the lowest score was quantity (4.12), indicating that work target achievement can still be improved.

The standard deviation values for all variables ranged from 0.60 to 0.67, indicating a relatively low level of data dispersion. This indicates that respondents' responses tended to be homogeneous, with no significant differences in perception among respondents. Therefore, the data obtained in this study can be considered quite stable and representative. Overall, the descriptive analysis results indicate that the variables of Human Resource Development, Human Resource Competence, and Human Resource Performance are in the high to very high category. This indicates that civil servants within the West Kotawaringin Regency Government have a positive perception of the Human Resource Development program, their competencies, and their performance.

The Partial Least Squares (PLS) approach was used to analyze the data obtained in this study. The software used to analyze the collected data was SmartPLS (Hair et al., 2017). The variance-based PLS approach is preferred over the covariance-based method because its application has fewer limitations on the size and distribution of the samples used (Chin et al., 2003). PLS is defined as a SEM technique in which the measurement model and the theoretical structural model are assessed simultaneously (Chin et al., 2003). PLS is also able to resolve the problem of multicollinearity that often arises in multivariate regression analysis, namely by converting predictor variables into orthogonal components called PLS (Chin et al., 2003). Prediction of measurement and structural parameters occurs simultaneously, so the measurement model is usually carried out in two stages. The first stage is called the outer model, which assesses the measurement model using confirmatory factor analysis to assess the reliability and validity of theoretical constructs. The second stage is called the inner model, to estimate the structural

model, namely the paths or influences between research variables. The structural model is used to test the hypotheses proposed in this research model.

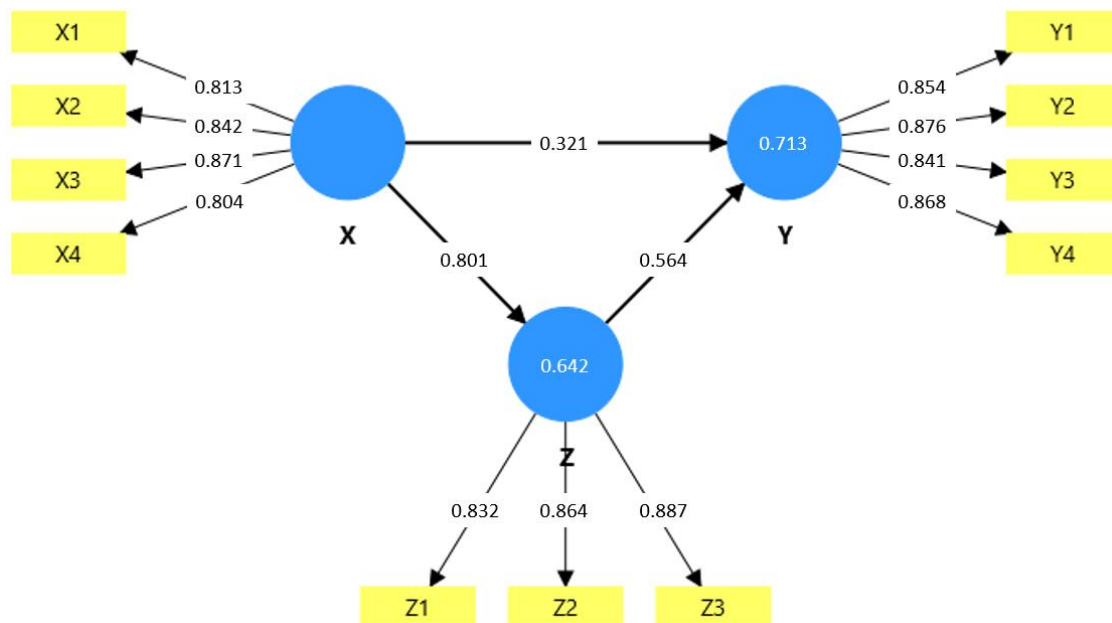
The inner model, often referred to as the measurement model, is the second stage of testing using the Smart PLS version 4 approach. Its purpose is to estimate the structural model, namely the paths or influences between research variables. The measurement results can be seen in Table and Figure.

**Table Patch Coefficient**

| Influence | Original Sample | t-statistic | p-value | Decision    |
|-----------|-----------------|-------------|---------|-------------|
| X → Z     | 0.801           | 12,345      | 0.000   | H1 accepted |
| Z → Y     | 0.564           | 6,782       | 0.000   | H2 accepted |
| X → Y     | 0.321           | 2.145       | 0.032   | H3 accepted |

Ssource: Smart PLS 4 2026 output

**Figure Structural Model**



Based on the Patch Coefficient results in Table it can be concluded that all relationships between variables show a positive direction, which means that increasing Human Resource Development will improve Human Resource Competence and Human Resource Performance. All relationships between variables have a t-statistic value greater than 1.96 and a p-value smaller than 0.05, so all hypotheses in this study are declared significant.

Hypothesis testing in this study was conducted using the bootstrapping method in SmartPLS to determine the significance of the influence between latent variables. Testing was carried out by looking at the path coefficient, t-statistic, and p-value values which can be seen in table and figure. The hypothesis testing criteria are as follows: If the t-statistic > 1.96, then the hypothesis is accepted. If the p-value < 0.05, then the hypothesis is significant.

### 1) Hypothesis Testing 1

Based on the test results, the patch coefficient value was obtained at 0.801, the t-statistic value was 12.345, and the p-value was 0.000. The t-statistic value was far above the critical limit of 1.96, and the p-value was smaller than 0.05, indicating that the effect was statistically significant. The coefficient of 0.801 indicates that the relationship between HR development and HR competency is in the very strong category. This means that improvements in HR development will substantially improve employee competency. The magnitude of this coefficient value also indicates that the HR development variable is a dominant factor in shaping HR competency compared to other variables in the model. It can be concluded that HR development has a significant effect on HR competency.

### 2) Hypothesis Testing 2

Based on the test results, the patch coefficient value was 0.564, the t-statistic was 6.782, and the p-value was 0.000. These values indicate that the influence of competence on performance is significant and positive. The coefficient of 0.564 indicates that competence has a fairly strong influence on HR performance. This means that increasing employee competence will be followed by a significant increase in performance. This value also indicates that competence is a key factor in determining employee productivity and work quality.

### 3) Hypothesis Testing 3

Based on the test results, the patch coefficient value was 0.321, the t-statistic was 2.145, and the p-value was 0.032. This indicates that the effect is significant but relatively weaker compared to other relationships. The coefficient of 0.321 indicates that human resource development has a direct influence on performance, but not as strong as the indirect influence through competence. This indicates that human resource development does not always directly improve performance, but rather requires prior improvement in competence.

Based on the results of the hypothesis testing, all hypotheses in this study were accepted. Human resource development was shown to have a significant impact on human resource competency and performance, and human resource competency plays a crucial role in improving human resource performance.

The indirect effect test was conducted to determine whether the HR Competency variable was able to mediate the relationship between HR Development and HR Performance. The indirect effect was calculated by multiplying the patch coefficient: HR Development -> HR Competency -> HR Performance =  $0.801 \times 0.564 = 0.452$ .

**Table indirect Effect Test Results**

| Variable Relationship | Original Sample | t-statistic | p-value |
|-----------------------|-----------------|-------------|---------|
| X -> Z -> Y           | 0.452           | 5,921       | 0.000   |

Ssource: primary data processed 2026

The test results show that the indirect effect between Human Resource Development on Human Resource Performance through Human Resource Competence has a coefficient value of 0.452, with a t-statistic value of 5.921 and a p-value of 0.000. This indicates that the indirect effect is statistically significant and that Human Resource Competence is able to mediate the relationship between Human Resource Development and Human Resource Performance. When compared with the direct effect of  $X \rightarrow Y = 0.321$ , the indirect effect is greater  $X \rightarrow Z \rightarrow Y = 0.452$ . Thus, Human Resource Competence acts as a partial mediating variable in the research model.

One measurement model commonly used to evaluate structural models is the coefficient of determination ( $R^2$  value). This test is performed by evaluating the percentage of variance that occurs, usually by looking at the  $R^2$  value for the endogenous latent variable. The ability of exogenous variables to explain the endogenous variables in the model is usually categorized as strong, moderate, or weak. The results of the coefficient of determination (R-square) test are described in Table.

**Table R Square Test Results**

| No | Vavariabel               | R Square     | Aadjusted R Square |
|----|--------------------------|--------------|--------------------|
| 1  | HR Competence(Z)         | 0.642        | <b>0.637</b>       |
| 2  | <b>HR Performance(Y)</b> | <b>0.713</b> | <b>0.706</b>       |

Ssource: processed primary data, 2026

The R-Square value of 0.642 indicates that the HR Development variable is able to explain the HR Competence variable by 64.2%, while the remaining 35.8% is explained by other variables outside the research model. HR Development has a large contribution to competence. The R-Square value of 0.713 indicates that the HR Development and HR Competence variables are able to explain the HR Performance variable by 71.3%, while the remaining 28.7% is influenced by other factors outside the research. Based on the results of the R-Square test, it can be concluded that the research model has strong predictive ability. The HR Development variable is able to explain HR Competence well, and together with HR Competence, it is able to explain HR Performance more strongly.

### 3.2. Discussion

The results of the study show that Human resource development has a positive and significant effect on HR competency with a coefficient of 0.801. This value indicates that HR development is a very strong factor in improving employee competency. These findings confirm that competencies are not formed automatically, but rather through a planned development process, such as training, education, and work experience. This process leads to improvements in the knowledge, skills, and work attitudes that are the core of HR competencies. Furthermore, the R-Square value of 0.642 indicates that most of the variation in competency can be explained by human resource development, thus this variable can be considered a dominant factor in competency formation. This indicates that an organization's success in improving competency is highly dependent on the effectiveness of its implemented

human resource development program. Thus, it can be emphasized that the better the quality of human resource development, the higher the competency possessed by employees, so that human resource development needs to be positioned as the main strategy in improving the quality of human resources in the organization.

Human resource competency has a positive and significant effect on human resource performance with a coefficient of 0.564. This indicates that competency is a crucial factor determining the level of employee performance. Substantively, competency, which encompasses knowledge, skills, and work attitudes, enables employees to work more effectively, efficiently, and productively. Therefore, the higher the competency, the more optimal the resulting performance. Therefore, it can be emphasized that improving human resource performance is highly dependent on the quality of employee competency, so competency development must be a top priority in efforts to improve organizational performance.

Human resource development has a positive and significant effect on human resource performance with a coefficient of 0.321. Although significant, this effect is relatively smaller than the effect through human resource competency. This indicates that human resource development does not directly provide a maximum impact on performance, but rather works more effectively through competency improvement first. Programs such as training, education, and career development still contribute to performance, but the results will be more optimal if they are able to significantly improve employee competency. Thus, it can be emphasized that human resource development plays a supporting factor in improving performance, but its effectiveness is highly dependent on the extent to which the program is able to produce competency improvements. Therefore, organizations need to ensure that every human resource development program is oriented towards results (outcomes), not just on the implementation of activities.

#### **4. Conclusion**

Human resource development has a positive and significant effect on HR competency. This indicates that the better the HR development program implemented, such as training, education, and work experience, the more it will improve employee competency. HR development has been proven to be a major factor in shaping the knowledge, skills, and work attitudes needed in carrying out tasks. HR competency has a positive and significant effect on HR performance. This indicates that employees with high competency will be able to produce more optimal performance. Good competency enables employees to work more effectively, efficiently, and productively in completing tasks. HR development has a positive and significant effect on HR performance. However, this effect is relatively smaller compared to the indirect effect through HR competency. This indicates that HR development does not directly increase performance optimally, but rather through increasing employee competency first. HR competency acts as a mediating variable in the relationship between HR development and HR performance. The greater indirect effect compared to the direct effect indicates that HR

competency is a key factor that bridges the influence of HR development on performance. Thus, improving employee performance is highly dependent on the organization's success in improving competency through HR development programs. The research model has strong explanatory and predictive capabilities. This is indicated by the high R-Square and Q-Square values, so that the model used is able to explain and predict the relationship between variables well.

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