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Analysis of the Importance of Employee Competence in Efforts to Improve Performance at Dr. Tadjuddin Chalid General Hospital, Makassar

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Keywords:	Abstract
Employee competence; employee performance; healthcare management; public hospital administration; human resource development; **Conflict of Interest Statement:** The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright © 2025 POVREMA. All rights reserved.	This study aims to analyze the importance of employee competence in improving employee performance at Dr. Tadjuddin Chalid General Hospital, Makassar. The research examines how employee competence contributes to enhancing work effectiveness and organizational performance within a public healthcare institution. A quantitative research design was employed using a survey method. Data were collected through questionnaires distributed to hospital employees and analyzed using simple linear regression to determine the effect of employee competence on performance. The findings indicate that employee competence has a positive and significant effect on employee performance. The statistical results demonstrate that higher levels of knowledge, skills, and professional abilities are associated with improved work productivity, service quality, and task completion efficiency. These findings highlight that competence development is a critical factor in strengthening employee performance in healthcare institutions. The study implies that hospital management should prioritize continuous training, skill enhancement, and professional development programs to ensure sustainable performance improvement and service excellence in public health services.

Introduction

Employee performance is a crucial determinant of organizational effectiveness, particularly in healthcare institutions where service quality directly affects patient satisfaction and public trust. Hospitals operate in dynamic environments that require high levels of professionalism, technical competence, and service responsiveness. In public hospitals, employee competence plays a central role in ensuring that healthcare services are delivered efficiently, accurately, and in accordance with established medical and administrative standards. However, variations in employee knowledge, skills, and professional attitudes often influence the overall performance of healthcare personnel.

Previous studies emphasize that employee competence significantly affects individual and organizational performance. Competence, which includes knowledge, skills, abilities, and professional behavior, is considered a fundamental component of human resource development. Research in organizational management consistently demonstrates that employees with higher competence levels tend to exhibit better productivity, stronger problem-solving abilities, and improved service quality. In healthcare settings, competence is particularly important because it influences not only operational efficiency but also patient safety and treatment outcomes.

Despite the extensive literature on competence and performance, empirical studies focusing specifically on public hospitals in regional contexts remain limited. Many studies examine competence in private healthcare institutions or general organizations, while fewer investigate its direct influence on employee performance within government-owned hospitals. This creates a research gap in understanding how competence contributes to performance improvement in public healthcare institutions.

Based on this gap, this study aims to analyze the importance of employee competence in efforts to improve employee performance at Dr. Tadjuddin Chalid General Hospital, Makassar. The research seeks to answer the following question: Does employee competence significantly influence employee performance? The novelty of this study lies in its focus on competence-performance relationships within a public hospital context, contributing to the literature on human resource management in healthcare institutions.

Literature Review

Employee Competence

Employee competence refers to the combination of knowledge, skills, abilities, and professional attitudes that enable individuals to perform their tasks effectively. Competence is not limited to technical expertise but also includes behavioral characteristics, communication skills, and work ethics that influence job performance. In organizational theory, competence is considered a strategic human resource asset because it determines the capability of employees to achieve organizational goals.

In the healthcare sector, competence is particularly critical due to the complexity of medical services and administrative responsibilities. Employees in hospitals must possess not only technical knowledge related to their field but also strong interpersonal skills, problem-solving abilities, and adherence to professional standards. High levels of competence are expected to improve service accuracy, patient satisfaction, and operational efficiency.

Employee Performance

Employee performance refers to the level of achievement demonstrated by employees in carrying out their duties and responsibilities. Performance is typically measured through indicators such as productivity, quality of work, timeliness, discipline, and effectiveness in task completion. In hospital organizations, performance is closely linked to service quality, patient safety, and organizational credibility.

Performance is influenced by various factors, including competence, motivation, leadership, work environment, and organizational support. Among these factors, competence plays a foundational role because it directly affects an employee's ability to complete assigned tasks according to established standards.

Relationship Between Employee Competence and Performance

Theoretically, employee competence positively influences employee performance. Employees with adequate knowledge and skills are more capable of performing tasks efficiently and accurately. Competence enhances confidence, reduces work errors, and increases productivity. In healthcare institutions, competent employees contribute to improved service delivery, faster response times, and better coordination among departments. Therefore, employee competence is expected to have a significant positive effect on employee performance at Dr. Tadjuddin Chalid General Hospital, Makassar.

Research Design and Methodology

This study employed a quantitative research design using a survey approach to analyze the effect of employee competence on employee performance at Dr. Tadjuddin Chalid General Hospital, Makassar. The quantitative approach was considered appropriate to measure the relationship between

the independent and dependent variables objectively through statistical analysis. The population of this study consisted of employees working at Dr. Tadjuddin Chalid General Hospital, Makassar. The sample was determined using a sampling technique appropriate to the research design, involving employees who met the criteria relevant to the study objectives. Data were collected through structured questionnaires distributed directly to respondents using a Likert scale ranging from strongly disagree to strongly agree. Employee competence (X) was measured through indicators such as knowledge, skills, work ability, and professional behavior. Employee performance (Y) was measured based on productivity, quality of work, timeliness, responsibility, and effectiveness in task execution. Before hypothesis testing, validity and reliability tests were conducted to ensure the accuracy and consistency of the research instrument. Data analysis was performed using simple linear regression to determine the effect of employee competence on employee performance. The t-test was used to examine the partial significance of the independent variable, while the coefficient of determination (R^2) was calculated to measure the explanatory power of the regression model.

Findings and Discussion

Findings

Validity testing was conducted by comparing the r-calculated value with the r-table value at a significance level of 0.05. With a sample size of 87 respondents, the degree of freedom (df) was 85 (df = n – 2), and the r-table value was 0.210.

Table 1. Validity Test Results

Variable	Item	r-table (df=85, α=0.05)	r-calculated	Result
Employee Competence (X)	X1.1	0.210	0.710	Valid
	X1.2	0.210	0.513	Valid
	X2.1	0.210	0.501	Valid
	X3.1	0.210	0.610	Valid
	X3.2	0.210	0.721	Valid
	X4.1	0.210	0.660	Valid
	X4.2	0.210	0.563	Valid
	X4.3	0.210	0.626	Valid
Employee Performance (Y)	Y1.1	0.210	0.782	Valid
	Y1.2	0.210	0.826	Valid
	Y2.1	0.210	0.576	Valid
	Y2.2	0.210	0.713	Valid
	Y3.1	0.210	0.749	Valid
	Y3.2	0.210	0.766	Valid
	Y4.1	0.210	0.766	Valid
	Y4.2	0.210	0.706	Valid
	Y4.3	0.210	0.812	Valid

Source: Data SPSS 2025

Based on the results of the Pearson Product Moment correlation analysis, all items in the Employee Competence variable (X) have r-calculated values greater than r-table (0.210). The r-calculated values range from 0.501 to 0.721. This indicates that all statement items in the employee competence variable meet the validity requirements and are appropriate for further analysis. Similarly, the validity test for the Employee Performance variable (Y) shows that all items (Y1.1 to Y4.3) have r-calculated values greater than r-table (0.210). The highest r-calculated value is found in item Y1.2 (0.826), and the lowest is in item Y2.1 (0.576), all of which exceed the critical value. This confirms that each item is valid and capable of accurately measuring the employee performance construct

Reliability testing was conducted using the Cronbach's Alpha method. An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.70.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Threshold	Result
Employee Competence (X)	8	0.863	≥ 0.70	Reliable
Employee Performance (Y)	9	0.928	≥ 0.70	Reliable

Source: Data SPSS 2025

The results show that the Cronbach's Alpha value for the Employee Competence variable (X) is 0.863, while the Employee Performance variable (Y) has a value of 0.928. Both values exceed the minimum threshold of 0.70, indicating that the instruments used in this study are reliable and demonstrate high internal consistency.

Table 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Employee Competence (X)	87	31	40	37.78	2.274
Employee Performance (Y)	87	35	45	40.49	3.487

Source: Data SPSS 2025

The Employee Competence variable (X) has 87 respondents, with a minimum value of 31 and a maximum value of 40. The mean score is 37.78, with a standard deviation of 2.274. The mean value, which is close to the maximum score, indicates that the majority of employees have high competence in performing their duties.

The Employee Performance variable (Y) also involves 87 respondents, with a minimum value of 35 and a maximum value of 45. The mean score is 40.49, with a standard deviation of 3.487. The high mean value and relatively small standard deviation indicate that most employees demonstrate very good and consistent performance. Overall, these findings strengthen the indication that high employee competence tends to be followed by optimal employee performance in the studied work environment.

Table 4. Simple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	10.905	5.411	—	2.015	0.047
Employee Competence (X)	0.783	0.143	0.511	5.478	0.000

Source: Data SPSS 2025

The regression results produce the following equation: $Y=10.905+0.783X$ $Y = 10.905 + 0.783X$ $Y=10.905+0.783X$. This means that every one-unit increase in employee competence (X) increases employee performance (Y) by 0.783 units, assuming other factors remain constant The regression coefficient for employee competence (0.783) has a significance value of 0.000, which is less than 0.05. Furthermore, the t-value of 5.478 is greater than the t-table value (approximately 1.99 for df = 85 and α = 0.05). Therefore, the null hypothesis (H_0) is rejected, indicating that employee competence has a significant effect on employee performance

Table 5. Coefficient of Determination (R^2)

R	R Square	Adjusted R Square	Std. Error
0.511	0.261	0.252	3.01545

Source: Data SPSS 2025

The R Square value is 0.261, meaning that 26.1% of the variation in employee performance can be explained by employee competence. The remaining 73.9% is influenced by other variables not included in this model. The Adjusted R Square value of 0.252 further confirms that the model is adequately fit for explaining the relationship between the variables. Thus, although employee competence significantly affects employee performance, there remains substantial opportunity to include additional variables to enhance the explanatory power of the model.

Discussion

The results of this study indicate that employee competence has a positive and significant effect on employee performance at Dr. Tadjuddin Chalid General Hospital, Makassar. Based on the regression analysis, the significance value of 0.000 is lower than the significance level of 0.05, and the

calculated t-value (5.478) is greater than the t-table value (approximately 1.99). These findings confirm that employee competence significantly influences employee performance.

The regression coefficient of 0.783 indicates that higher levels of competence are associated with improved performance outcomes. This means that when employees possess adequate knowledge, skills, and professional abilities, they are more capable of carrying out their duties effectively and efficiently. Competence enables employees to complete tasks accurately, meet performance targets, and maintain service standards within the hospital environment.

The descriptive analysis also shows that employee competence at the hospital is categorized as high, with a mean score of 37.78 out of a maximum of 40. Similarly, employee performance is categorized as very good, with a mean score of 40.49 out of a maximum of 45. These findings demonstrate that employees who have strong competence tend to demonstrate consistent and optimal performance.

However, the coefficient of determination (R^2) of 0.261 indicates that employee competence explains 26.1% of the variation in employee performance. This suggests that although competence is an important factor, other variables also contribute to performance improvement. These factors may include motivation, leadership, work environment, compensation, or organizational support, which were not examined in this study.

Overall, the findings support the theoretical assumption that employee competence is a key determinant of performance. In the context of healthcare institutions, strengthening employee competence through training, skill development, and professional enhancement programs is essential to improve overall hospital performance and service quality.

Conclusion

This study aims to analyze the importance of employee competence in efforts to improve employee performance at Dr. Tadjuddin Chalid General Hospital, Makassar. The results of the simple linear regression analysis indicate that employee competence has a positive and significant effect on employee performance. The statistical findings show that competence contributes meaningfully to enhancing work effectiveness and productivity among hospital employees.

The regression coefficient of 0.783 indicates that an increase in employee competence is followed by an increase in employee performance. Furthermore, the R Square value of 0.261 demonstrates that 26.1% of employee performance variation can be explained by employee competence, while the remaining 73.9% is influenced by other factors not included in this study. This suggests that although competence plays an important role, additional determinants should be considered in future research.

Based on these findings, hospital management should continuously improve employee competence through training programs, professional development initiatives, and skill enhancement strategies. Strengthening employee competence is expected to support sustainable performance improvement and contribute to better healthcare service delivery within public hospital institutions

Acknowledgment

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