



**QUANTITATIVE STUDY: THE INFLUENCE OF HUMAN RESOURCE
COMPETENCE ON EMPLOYEE PERFORMANCE**

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ABSTRACT

This study aims to analyze the effect of human resource competence on employee performance at Muhammadiyah 10 High School GKB Gresik (Smamio). This study uses a quantitative approach with a regression analysis method to test the relationship between the two variables. The sample of this study consisted of 65 employees. The results of the study indicate that human resource competence has a positive and significant effect on employee performance, with a positive regression coefficient of 1.198 indicating that increasing human resource competence is accompanied by increasing employee performance. The correlation coefficient (R) value of 0.606 indicates a strong relationship between human resource competence and employee performance. The determination coefficient (R²) value of 0.367 reveals that 36.7% of employee performance variations can be explained by human resource competence. This finding supports the hypothesis that the importance of increasing human resource competence in improving employee performance in the educational environment. This study is expected to contribute to the management of human resources in the education sector, especially in improving the performance of educators and education personnel.

Keywords: Human resource competency, Performance, Education

A. INTRODUCTION

An organization consists of a group of people who each have roles, duties, and responsibilities to achieve certain goals. Effective human resource management is essential for the success of an organization. Quality human resources, especially educators and education personnel, are essential in the field of education to produce a generation that is not only intellectually intelligent but also moral. Various factors can affect the performance of educators and education personnel, one of which is human resource competence. Human resource competence includes the knowledge, skills, and experience needed to adapt to technological advances and meet the demands of the modern world of education. Muhammadiyah 10 High School GKB Gresik (Smamio) is one of the research-based schools that has achieved various achievements, both at the district, national, and international levels. As an institution that continues to grow, Smamio strives continuously to improve the performance of its educators and education personnel as the main assets in achieving the school's vision and mission in the future. Based on this background, this study aims to analyze the effect of human resource competence on employee performance. The focus of this research is directed to answer the problem formulation, namely: "How does human resource competence influence employee performance at Muhammadiyah 10 High School GKB Gresik?"

Employee Performance

Performance is a record of the results of work-related activities over a certain period of time. (Tuasikal, 2022). According to (Setiono & Sustiyatik, 2020) the results of individual behavior can be measured and quantified using quality standards or criteria. (Hasibuan dalam Tuasikal, 2022) also said that performance is the result of work produced by people or individuals in completing tasks given based on sincerity, skill, time, and experience. In this study,

performance is understood as the result of a person's behavior or actions that perform certain functions within a certain period of time as measured by applicable quality standards.

Employees are workers who provide their work results to employers according to their expertise as a livelihood. (Hasibuan, 2007) states that employees are every individual who works using physical or mental energy to a company or organization, and in return receives wages or compensation according to the agreed work agreement. In this study, it is understood that employees are individuals who work for employers according to their expertise and receive compensation according to the applicable work agreement. Employee performance is evidence of employee success in carrying out certain tasks or responsibilities. Achievement of targets, quality and quantity of output, and effectiveness of use of available work resources indicate success.

According to Kasmir in (Fitriani et al., 2022), there are several factors that influence employee performance. These factors include: (1) competence, namely the individual's ability to carry out tasks; (2) knowledge, which supports the completion of work properly; (3) work design, namely regularity in the division of tasks; (4) personality, which reflects character and attitude at work; (5) work motivation, as a drive to achieve achievement; (6) leadership, which functions as a direction and motivator; (7) leadership style, which influences the work climate; (8) organizational culture, which shapes work behavior and norms; (9) job satisfaction, which contributes to work enthusiasm; (10) work environment, both physical and social, which affects work comfort; (11) loyalty, which shows the level of employee loyalty to the organization; (12) commitment, as a form of attachment to organizational goals; and (13) work discipline, which relates to compliance with rules and procedures. Thus, employee performance is not only influenced by individual competence, but also by other factors related to personal character, work environment, and overall organizational culture.

In measuring employee performance, it is necessary to use appropriate and structured indicators. According to McNeese-Smith in (Tuasikal, 2022), there are seven main indicators that can be used to assess employee performance, namely: (1) quality, which includes the accuracy, precision, and level of excellence of employee work results; (2) tenacity and work resilience, namely the ability of employees to remain productive in the face of challenges and work pressures; (3) discipline and attendance, which indicate the level of employee compliance with work hour regulations and their regularity in attending work; (4) cooperation between coworkers, as an indicator of an individual's ability to collaborate in a team and maintain harmonious working relationships; (5) attention to safety, namely the extent to which employees pay attention to and comply with work safety procedures; (6) responsibility for the results of their work, which reflects the individual's seriousness in completing tasks according to established standards; and (7) initiative, which includes the willingness to take action or solve problems without waiting for direct instructions from superiors.

Human Resource Competence

Human resource competence is a person's knowledge and ability to carry out an activity to meet their needs (Permatasari, 2022). (Wirawan dalam Iqbal et al., 2022) human resource competence is the knowledge, skills, behavior, and experience that a person has to carry out certain tasks or roles effectively. In this study, human resource competence is understood as an individual's ability to carry out certain tasks or responsibilities, which includes the accumulation of knowledge, skills, behavior, and experience needed to achieve optimal performance.

In identifying human resource competencies in more detail, Michael Zwell in (Chalimah et al., 2021) groups these competencies into five main categories, namely: (1) task achievement, which relates to the ability to complete work according to targets; (2) relationships, which involve the skills of building and maintaining relationships between individuals in the work environment; (3) personal attributes, which include individual

personality characteristics that support their performance; (4) managerial, namely the ability to manage resources and work processes effectively; and (5) leadership, which relates to the ability to lead, direct, and motivate others to achieve common goals.

To measure human resource competency, the indicators proposed by Ardiana in (Chalimah et al., 2021) are used, namely: (1) knowledge, which includes an individual's mastery of science and technology obtained through formal learning processes or from work experience. This knowledge includes various aspects relevant to the world of work, such as management, products or services, consumers, finance, promotion, marketing, and technology used to support organizational activities; (2) skills, which refer to the physical and technical capacity of individuals in carrying out certain job functions. These skills include the ability to communicate effectively, work in teams, plan and organize activities, carry out supervisory functions, handle administration, and analytical skills in solving work problems; and (3) ability, describing an individual's ability to complete various tasks effectively and efficiently. Appropriate decision making, the ability to innovate, lead a team or organization, control operational activities, and handle situations and changes in an ever-changing business environment are some aspects of this ability.

Table 1
Summary of Previous Research

Research ers	Title	Variables	Research Results
Taufik Hidayat, Hasrudy Tanjung, and Azuar Juliandi in 2020. (Hidayat et al., 2020)	Work Motivation, Organizational Culture and Competence on Teacher Performance at Muhammadiyah 3 Aek Kanopan Vocational School.	Work motivation, organizational culture, competence, performance.	The results of the study show that work motivation, organizational culture, and competence have a significant effect on teacher performance. The better the work motivation, organizational culture, and competence, the better the teacher's performance.
Silvia Dianita, Mahendra Romus, and Ikbal Miftahul Mujtahid in 2022. (Dianita et al., 2022)	The Influence of Competence, Work Motivation and Organizational Culture on Employee Performance at the Land Office of Indragiri Hilir Regency, Riau Province.	Competence, Work Motivation, Organizational Culture, Performance.	The results of the study indicate that competence and work motivation have a positive influence on employee performance. High competence results in better performance. This shows that investment in training and skills development is essential to increase productivity. Good motivation has a positive impact on employee performance. The provision of good motivation currently shows that the organization has succeeded in creating a supportive work environment.
Ramadhana L, Rina, and Hanipah in 2022. (Ibtidaiyah & Polewali, 2023)	The Influence of Organizational Culture, Competence, and Motivation on the Performance of Elementary Madrasah Teachers in Polewall Mandar.	Organizational Culture, Competence, Motivation, Performance.	The results of the study indicate that organizational culture, competence, and motivation have a positive and significant influence on teacher performance both partially and simultaneously. The better the organizational culture, competence and work motivation of teachers, the better the influence on teacher performance.

Source: Data processed by researchers, 2024

B. RESEARCH METHODOLOGY

1. Place and Time of Research

This research was conducted at Muhammadiyah 10 High School GKB Gresik (Smamio), one of the leading Islamic schools in Gresik Regency. Smamio is known as a research-based school located at Jl. Raya Mutiara No. 95, PPS Gresik. These characteristics indicate that this organization or school has a structured management system, making it the right environment to observe the causal relationship between human resource competence and employee performance.

The research implementation began in February 2024, starting with the process of submitting a research permit to the school, then continuing with the stages of data collection, data analysis, and preparation of the research report.

2. Population and Sample

In this study, the population used was all employees of Muhammadiyah 10 High School GKB Gresik (Smamio) totaling 78 people. This study used a small portion of the population as a sample, considering the limitations of researchers in reaching the entire population. Because the population size has been known, the determination of the sample in this study used the Slovin formula. The Slovin formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description :

n = Sample / number of respondents
 N = Population
 e = Sampling error rate, 5%

The sample size calculation in this study is as follows: N = 78 ; e = 0,05

$$n = \frac{78}{1 + 78(0,05)^2} = \frac{78}{1 + 78(0,0025)} = \frac{78}{1 + 0,195} = \frac{78}{1,195} \approx 65$$

Thus, the number of samples used in this study was 65 employees. The sampling method used was random sampling, which is part of the probability sampling technique that provides equal opportunities for all members of the population to be selected as respondents randomly.

3. Data Collection Techniques

This study uses a questionnaire as a method of data collection. The questionnaire was distributed directly to a predetermined sample of respondents. The type of questionnaire used is a closed questionnaire, where respondents only need to choose the answers provided by the researcher based on the conditions they experience. This questionnaire is designed to collect information on human resource competencies and employee performance. A total of 65 employees of Muhammadiyah 10 High School GKB Gresik (Smamio) received the questionnaire to be used as a source of data in this study.

4. Data Analysis

In this study there are several methods used to analyze the data. Validity Test, Reliability Test, Classical Assumption Test, Linear Regression Analysis, t-Test (Partial), Correlation Coefficient and Determination Coefficient.

a. Validity Test

Validity testing is conducted to ensure that the questionnaire used in the study can measure what it is supposed to measure. The questionnaire is considered valid if its items have a calculated r value greater than the r table or if the Sig. (2-tailed) value is less than 0.05 with a positive Pearson Correlation. Conversely, questionnaire items are considered invalid if the calculated r value is smaller than the r table or if the Sig. (2-tailed) value is greater than 0.05 or the Pearson Correlation is negative. Thus, the results of the validity test ensure that the questionnaire used in this study is valid and reliable.

b. Reliability Test

Reliability test is used to measure the consistency of respondents' answers to the questionnaire used. The questionnaire is considered reliable if the Cronbach's Alpha value is more than 0.60, which indicates that the indicators used have high consistency. Conversely, if the Cronbach's Alpha value is less than 0.60, the questionnaire is considered unreliable and the results are unreliable. Therefore, the reliability test ensures that the questionnaire used in this study can provide consistent results.

c. Classical Assumption Test

1) Normality Test

The normality test is used to determine whether the data distribution is normally distributed. Based on the Kolmogorov-Smirnov test, the data is considered normally distributed if the Sig. value is more than 0.05. Conversely, if the Sig. value is less than 0.05, then the data is not normally distributed. This test ensures that the data used in the study meets the normality assumptions required for further analysis.

2) Multicollinearity Test

Multicollinearity test is used to identify the presence of correlation between independent variables in the regression model. Based on the Tolerance value, multicollinearity symptoms do not occur if the Tolerance value is more than 0.10 and occur if the Tolerance value is less than 0.10. Likewise, based on the VIF (Variance Inflation Factor) value, multicollinearity symptoms do not occur if the VIF value is less than 10.00 and occur if the VIF value is more than 10.00. This test ensures that there is no strong relationship between independent variables that can affect the regression results.

3) Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is inequality in the residual variation between observations in the regression model. The absence of heteroscedasticity symptoms is a requirement that must be met. Based on the test results, if the significance value is greater than 0.05, the regression model does not experience heteroscedasticity symptoms. Conversely, if the significance value is less than 0.05, there are heteroscedasticity symptoms in the regression model.

d. Linear Regression Analysis

Linear regression analysis is used to determine the effect of human resource competency on employee performance. This technique aims to measure the extent to

which the human resource competency variable (X) influences the employee performance variable (Y). The simple linear regression model in this study is formulated as follows:

$$Y = a + bX$$

Description:

Y = Employee Performance

a = Constant

b = Regression coefficient of human resource competency

X = Human resource competency

In this model, if the coefficient b is positive and significant, it can be concluded that human resource competence has a positive influence on employee performance.

e. t-test (Partial)

Partial t-test is used to analyze the influence of independent variables, human resource competencies on dependent variables of employee performance. If the significance value (Sig.) < 0.05 , then there is a significant influence of human resource competencies on employee performance. If the significance value (Sig.) > 0.05 , then there is no significant influence of human resource competencies on employee performance.

f. Correlation Coefficient (R) & Determination (R²)

Correlation Coefficient (R) is used to measure the level and direction of the relationship between the independent variable and the dependent variable. The value is between 0 and 1, where if the R value approaches 0, then the relationship between the independent variable and the dependent variable is weak. If the R value approaches 1, then the relationship between the independent variable and the dependent variable is strong. According to the guidelines for interpreting the level of relationship based on the correlation coefficient interval (Sugiyono, 2018) is as follows:

Table 1

Correlation Coefficient (R) Interpretation Guidelines	
Coefficient Interval	Degree of Relationship
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Currently
0,60 – 0,799	Strong
0,80 – 1,000	Very strong

Source: SPSS (2024)

The higher the correlation coefficient value, the stronger the level of relationship between human resource competence and employee performance. While the determination coefficient (R²) is used to show how much influence or contribution the independent variable has in explaining the variation of the dependent variable with a value range of 0 to 1 or in the form of a percentage.

C. RESEARCH RESULTS AND DISCUSSION

1. Results

a. Validity Test

Validity testing is conducted to ensure that the questionnaire used in the study can measure what it is supposed to measure. The questionnaire is considered

valid if its items have a calculated r value greater than the r table or if the Sig. (2-tailed) value is less than 0.05 with a positive Pearson Correlation. Conversely, questionnaire items are considered invalid if the calculated r value is smaller than the r table or if the Sig. (2-tailed) value is greater than 0.05 or the Pearson Correlation is negative. Thus, the results of the validity test ensure that the questionnaire used in this study is valid and reliable.

Table 2
Validity Test Results

Variable	Indicator	r count	r table	Sig.	Desc ription
Human Resources Competence (KSDM)	KSDM1	0,650	0,2441	0,000	Valid
	KSDM2	0,634	0,2441	0,000	Valid
	KSDM3	0,632	0,2441	0,000	Valid
	KSDM4	0,623	0,2441	0,000	Valid
	KSDM5	0,580	0,2441	0,000	Valid
	KSDM6	0,621	0,2441	0,000	Valid
Employee Performance (KPG)	KPG1	0,343	0,2441	0,005	Valid
	KPG2	0,408	0,2441	0,001	Valid
	KPG3	0,418	0,2441	0,001	Valid
	KPG4	0,438	0,2441	0,000	Valid
	KPG5	0,530	0,2441	0,000	Valid
	KPG6	0,537	0,2441	0,000	Valid
	KPG7	0,558	0,2441	0,000	Valid
	KPG8	0,623	0,2441	0,000	Valid
	KPG9	0,687	0,2441	0,000	Valid
	KPG10	0,718	0,2441	0,000	Valid
	KPG11	0,411	0,2441	0,001	Valid
	KPG12	0,486	0,2441	0,000	Valid
	KPG13	0,525	0,2441	0,000	Valid
	KPG14	0,648	0,2441	0,000	Valid

Source: SPSS (2024)

Based on the results of the validity test on the variables of Human Resource Competence (KSDM) and Employee Performance (KPG), all indicators have a calculated r value greater than r table (0.2441) and a significance value (Sig.) less than 0.05. Thus, all items in the questionnaire are declared valid and suitable for use to measure the variables studied.

b. Reliability Test

Reliability test is used to measure the consistency of respondents' answers to the questionnaire used. The questionnaire is considered reliable if the Cronbach's Alpha value is more than 0.60, which indicates that the indicators used have high consistency. Conversely, if the Cronbach's Alpha value is less than 0.60, the questionnaire is considered unreliable and the results cannot be relied on. Therefore, the reliability test ensures that the questionnaire used in this study can provide consistent results.

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Standard	Description
Human Resource Competence (KSDM)	0,683	0,60	Reliable
Employee Performance (KPG)	0,799	0,60	Reliable

Source: SPSS (2024)

Based on the results of the reliability test, the Cronbach's Alpha value was obtained at 0.683 for the Human Resource Competence (KSDM) variable and at 0.799 for the Employee Performance (KPG) variable. Both values exceed the minimum reliability limit that has been set, which is 0.60. Thus, it can be concluded that this research instrument has good internal consistency and is suitable for measuring the variables in the study.

c. Classical Assumption Test

1) Normality Test

The normality test was conducted to determine whether the residual data in this study were normally distributed. Data normality is one of the classical assumptions that must be met in multiple linear regression analysis. The method used is the Kolmogorov-Smirnov test, with the basis for decision-making that the data is considered normally distributed if the significance value (Sig.) Is greater than 0.05.

Table 4.
Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		
	<i>Unstandardized Residual</i>	
<i>N</i>	65	
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	2.76823194
<i>Most Extreme Differences</i>	<i>Absolute</i>	.088
	<i>Positive</i>	.075
	<i>Negative</i>	-.088
<i>Test Statistic</i>	.088	
<i>Asymp. Sig. (2-tailed)</i>	.200 ^{c,d}	

Source: SPSS (2024)

Based on the results of the Kolmogorov-Smirnov Normality test, the Asymp. Sig. value is 0.200, which is greater than 0.05. Thus, it can be concluded that the residual data in this study are normally distributed and meet the classical assumptions of normality required for further regression analysis.

2) Multicollinearity Test

Multicollinearity test is conducted to ensure that there is no strong linear relationship between independent variables in the regression model, which can interfere with the estimation of the regression coefficient. This test uses the Tolerance and Variance Inflation Factor (VIF) values as the basis for decision making. If the Tolerance value is more than 0.10 and the VIF is less than 10.00, then it can be concluded that there is no multicollinearity.

Table 5.
Multicollinearity Test Results
Coefficients^a

<i>Model</i>		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	<i>Human Resources Competence</i>	1.000	1.000

a. *Dependent Variable: Employee Performance*
Source: SPSS (2024)

Based on Table 5, the Tolerance value for the HR Competence variable is 1,000, and the VIF value is 1,000. Since the Tolerance value is more than 0.10 and the VIF is less than 10.00, it can be concluded that there are no symptoms of multicollinearity in the regression model. Therefore, the independent variables are suitable for further analysis.

3) Heteroscedasticity Test

The heteroscedasticity test is performed to detect whether there is inequality of residual variance in the regression model. A good model is a model that is free from symptoms of heteroscedasticity. This test uses the Glejser method, where testing is carried out by regressing the absolute residual value against the independent variable. The basis for decision making is if the significance value is greater than 0.05, then it can be concluded that there is no heteroscedasticity.

Table 6.
Heteroscedasticity Test Results
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig</i>
		<i>B</i>	<i>Std. Error</i>			
1	<i>(Constant)</i>	2.26	2.280		.99	.32
2	<i>Human Resources Competence</i>	.003	.105	.004	.03	.976

a. *Dependent Variable: ABS_RES*

Based on Table 6, the significance value of the HR Competence variable is 0.976, which is greater than 0.05. Thus, it can be concluded that there are no symptoms of heteroscedasticity in the regression model, so the model is suitable for use in further analysis.

d. Linear Regression Analysis

Linear regression analysis is used to measure the effect of human resource competence on employee performance. In this study, the relationship between human resource competence variables (X) and employee performance (Y) was tested using a simple linear regression model.

Table 7.
Linear Regression Analysis Results
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficient</i>		<i>Standardized</i>
		<i>B</i>	<i>Std. Error</i>	<i>Coefficients</i>
				<i>Beta</i>
1	<i>(Constant)</i>	24.190	4.310	
	<i>Human Resources Competence</i>	1.198	.198	.606

Dependent Variable: Employee Performance

Source: SPSS (2024)

Based on the data in the table above, the linear regression equation model is as follows:

$$Y = 24.190 + 1.198X$$

Y is the dependent variable that shows employee performance. While X is the independent variable that shows human resource competency. The equation above is explained as follows:

- 1) The constant value of 24,190 means that the consistent value of the human resource competency variable is 24,190
- 2) The regression coefficient of human resource competency of 1,198 states that for every 1% increase in human resource competency, the value of human resource competency increases by 1,198. The regression coefficient is positive, indicating that human resource competency has a positive effect on employee performance. The higher the level of human resource competency, the better the employee performance, which emphasizes the importance of improving human resource competency in supporting performance improvement in the work environment.

e. t-test (Partial)

Partial t-test is conducted to analyze the influence of independent variables, namely human resource competency, on the dependent variable of employee performance. This test aims to determine whether individual human resource competency has a significant effect on employee performance. The decision-making criteria are determined based on the significance value (Sig.), where if the Sig. value <0.05 then it is stated that there is a significant influence, and if the Sig. value >0.05 then there is no significant influence.

Table 8.
t-Test Results (Partial)

<i>Model</i>		<i>t</i>	<i>Sig.</i>	<i>Desc.</i>
1	<i>(Constant)</i>	5.613	.000	<i>Signifikan</i>
	<i>Human Resources Competence</i>	6.047	.000	<i>Signifikan</i>

Source: SPSS (2024)

Based on the results of the t-test presented in the table, a t-value of 6.047 was obtained with a significance value of 0.000 for the human resource competency variable. The significance value is smaller than 0.05, which means that statistically human resource competency has a positive and significant effect on employee

performance. Thus, the hypothesis stating that human resource competency has an effect on employee performance can be accepted.

f. Correlation coefficient (R) and determination (R²)

The Correlation Coefficient (R) is used to measure the level and direction of the relationship between the independent variable of human resource competence and the dependent variable of employee performance. The R value ranges from 0 to 1, where the closer to 1 indicates a stronger relationship. While the determination coefficient (R²) is used to measure how much the independent variable contributes to explaining the variation of the dependent variable. The higher the R² value, the greater the proportion of employee performance variation that can be explained by human resource competence.

Table 9.
Results of correlation and determination coefficients

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
<i>1</i>	<i>.606^a</i>	<i>.367</i>	<i>.357</i>	<i>2.79012</i>

a. Predictors: (Constant), Human Resources Competence

b. Dependent Variable: Employee Performance

Source: SPSS (2024)

Based on the analysis results, a correlation value (R) of 0.606 was obtained, indicating that the relationship between human resource competence and employee performance is in the strong category. The determination value (R²) of 0.367 indicates that human resource competence is able to explain 36.7% of the variation in employee performance, while the remaining 63.3% is influenced by other factors not examined in this model.

2. Discussion of Research Result

Based on the results of the research that has been conducted, it shows that there is a positive and significant influence of human resource competence on employee performance. This is shown by the results of the regression analysis which produces a positive regression coefficient of 1.198. The higher the level of human resource competence, the better the employee performance in supporting increased performance in the work environment.

The correlation coefficient (R) value of 0.606 indicates a strong relationship between human resource competence and employee performance, while the determination coefficient (R²) value of 0.367 indicates that 36.7% of employee performance variations can be explained by human resource competence. Meanwhile, the remaining 63.3% is explained by other variables not included in this study.

Based on the results of the t-test which showed a significance value of 0.000 (<0.05), the hypothesis was accepted, indicating that increasing human resource competency plays a significant role in improving employee performance.

The results of this study are in line with the findings of previous studies. Taufik Hidayat, Hasrudy Tanjung, and Azuar Juliandi in 2020 (Hidayat et al., 2020) in their study showed that work motivation, organizational culture, and competence have a significant influence on teacher performance. Their study found that the better the work motivation, organizational culture, and competence, the better the performance produced.

Similar findings were found in the study of Silvia Dianita, Mahendra Romus, and Iqbal Miftahul Mujtahid in 2022 (Dianita et al., 2022), which showed that competence and work motivation have a positive influence on employee performance. This study confirms that high competence can improve employee performance, and emphasizes the importance of investing in training and skills development. In addition, research by Ramadhan L, Rina, and Hanipah in 2022 (Ibtidaiyah & Polewali, 2023) also confirmed that organizational culture, competence, and motivation have a significant positive influence on teacher performance. These findings strengthen research results showing that increasing human resource competency significantly contributes to improving employee performance, especially in the context of education.

D. CONCLUSION AND SUGGESTION

The conclusion of the results of this study shows that human resource competence has a positive and significant influence on employee performance at Muhammadiyah 10 High School GKB Gresik (Smamio). This is evidenced by:

1. A positive regression coefficient of 1.198 indicates that an increase in human resource competence goes hand in hand with an increase in employee performance, which emphasizes the importance of competency development in improving performance.
2. The results of the t-test with a significance value of 0.000 (less than 0.05) confirm that the hypothesis is accepted, which means that human resource competence has a positive and significant influence on employee performance.
3. The correlation coefficient (R) value of 0.606 indicates a strong relationship between human resource competence and employee performance.
4. The determination coefficient (R²) value of 0.367 indicates that 36.7% of the variation in employee performance can be explained by human resource competence.

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