

ANALYSIS OF HUMAN RESOURCE COMPETENCY IN IMPROVING EMPLOYEE PERFORMANCE IN THE DEPARTMENT COMMUNICATION AND INFORMATICS OF GUNUNGSITOLI CITY

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Abstract

This study aims to analyze human resource competencies in improving employee performance at the Communication and Information Agency of Gunungsitoli City. Employee competencies, both in terms of technical knowledge, communication skills, and work attitudes, are important factors in determining the success of implementing government duties, especially in the digital era and the implementation of the Electronic-Based Government System (SPBE). This study uses a qualitative approach with data collection techniques through in-depth interviews, observation, and documentation. The results show that most employees have adequate technical skills in operating information technology devices, and demonstrate discipline and responsibility in carrying out their duties. The Communication and Information Agency has also exceeded several strategic performance targets, including improving digital services, public participation, and increasing the SPBE index value. This study recommends the importance of increasing regular training, updating digital infrastructure, and strengthening the competency-based performance evaluation system. Overall findings indicate that the development of HR competencies has a significant contribution to achieving effective, efficient, and adaptive institutional performance to the demands of the digital era.

Keywords: Competence, Employee Performance, Human Resources.

INTRODUCTION

Human Resources (HR) is one of the main assets in an organization, including government agencies, which plays an important role in determining the success of achieving organizational goals. Human resource competency, which includes knowledge, skills and attitudes, is a key factor in supporting the improvement of employee performance. In the rapidly developing digital era, especially in the communications and informatics sector, the demand for competent employees is increasing, human resource competency is also possessed by each employee where in the form of different behaviors, in addition to determining performance behavior and also determining whether the person has done a good job based on the specified standard criteria (Rusvitawati et al. 2019) human resource

competency is related to the level of knowledge, skills and basic behavior possessed by each individual employee.

According to Arifudin (2019), performance is the result of work and work behavior achieved by an employee. Competent human resources play a crucial role in achieving organizational goals, especially in a dynamic work environment such as the Communication and Information Service (Diskominfo), which handles various aspects of technology and communication. In reality, many government agencies, including the Gunungsitoli City Communication and Information Service, face various challenges related to human resource management. Some of the problems that often arise are a lack of ongoing training, a lack of employee understanding of their duties and functions, and limitations in adopting the latest technology. These conditions can affect overall employee performance, which ultimately impacts the quality of public services.

This phenomenon indicates a gap between existing human resource competencies and their resulting performance. Therefore, it is important to analyze the extent to which human resource competencies influence employee performance and how competency development efforts can be implemented to improve productivity and service quality at the Gunungsitoli City Communication and Informatics Office. This study aims to explore the factors that influence human resource competencies, as well as how good competency management can contribute to improving employee performance at the Gunungsitoli City Communication and Informatics Office. It is hoped that the results of this study can provide useful recommendations for human resource development in government agencies, particularly in the field of communication and informatics.

The results of research conducted by Hasya Harizunnisa and Dyah Pikanti Diwanti (2020) show that competencies consisting of elements of knowledge, skills, and attitudes are interrelated in influencing employee performance within an organization. Organizations' efforts to improve employee competencies include conducting training for employees, both internal and external. This contrasts with the results of research conducted by Poppy Agustina and Dedi Rianto Rahadi (2020), which showed a positive influence between manager competencies and supporting employee performance. This study aims to determine competencies in improving employee performance in government bureaus and regional autonomy in Southeast Sulawesi Province.

2. THEORY

Human Resources Competence

Competence is the type of expertise, knowledge, and ability needed to carry out a job effectively (Simamora 2012). Employee competency factors that include the suitability of knowledge and skills in carrying out tasks will have an impact on employee performance as a manifestation of their achievements. The higher the suitability of a person's competency in their field of work, the higher the level of employee performance. Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by

the work culture of employees in an organization. In an organization, human existence has a very important role for the organization because the success of an organization is greatly influenced by the quality of its employees (Eksan, 2020).

One of the keys to success in HR management of a construction company is good HR quality (Supriyadi et al., 2020). All potential human resources influence the organization's efforts in achieving goals. Human Resource Competence is the ability of employees or a system to carry out their functions or authorities to achieve goals effectively and efficiently. Furthermore, according to Ma'sud, (2022), said that human resource competence is the ability to do or complete a job or task based on skills and knowledge and supported by the work attitude required by the job. Some human resource indicators according to Mathis RL and Jackson JH (2017) are knowledge, skills, and work attitudes.

Employee Performance

Amalia (2021) defines performance as the work results achieved by an individual or group within an organization, within their respective authorities and responsibilities, in an effort to achieve the organization's goals legally, lawfully, and ethically. Meanwhile, Bayu et al. (2024) further define organizational performance as the success of an organization in carrying out all its activities in accordance with previously planned expectations, both for-profit and nonprofit programs. Meanwhile, Smith, as quoted by Sedarmayanti (2017), said that: "Performance is the output drive from processes, human or other wise. (Performance is the final result or output of a process)."

The performance assessment measures that can be used to assess performance quantitatively (Mulyadi, 2015) are:

1. A single performance measure is a performance measurement that uses only one assessment measure. In this case, employees and management tend to focus their efforts on that criterion and ignore other criteria.
2. Multiple Performance Measures are performance measures that use a variety of metrics to assess performance. Multiple performance measures address the weaknesses of single performance criteria. They seek measures for various aspects of a manager's performance, allowing the manager's performance to be measured against a variety of criteria.
3. Combined Performance Measures, with the awareness that some criteria are more important to the company as a whole than other objectives, the company weights its performance measures.

The primary purpose of performance appraisal is to motivate personnel to achieve organizational goals and adhere to predetermined behavioral standards, resulting in the actions and results desired by the organization. Performance appraisal is used to suppress dysfunctional behavior and to encourage desirable behavior through timely performance feedback and both intrinsic and extrinsic rewards (Mulyadi, 2015).

According to Simamora (2017), the performance indicators are Quantity, Quality, Timeliness, Creativity and Responsibility.

3. RESEARCH METHOD

In this study, the researcher used qualitative research. Qualitative research is descriptive in nature, and tends to utilize analysis. In this study, the process and meaning are emphasized, using a theoretical foundation as a guide to focus on research based on facts in the field. According to Arikunto (2017), research instruments are the tools and facilities used by researchers in the data collection process to facilitate their work and produce better, more accurate, complete, and consistent results, thus making the research easier to process.

Data collection techniques are the process of accurately and systematically gathering data to obtain valid data for subsequent analysis. According to Sugiyono (2017), data collection techniques are considered strategic in research because their primary objectives in data collection are interviews, documentation, and observation. According to Arikunto (2017), in qualitative descriptive research, there are several commonly used data analysis patterns and techniques, namely data reduction, data presentation, and drawing conclusions. To process and analyze the data obtained.

4. RESULTS AND DISCUSSION

Results

In this study, it has been explained that the informants who are the sources of data for this study are the Head of the Communication and Informatics Service of Gunungsitoli City, the Secretary of the Communication and Informatics Service of Gunungsitoli City as the main informant (key informant) and the Head of the Communication and Informatics Division of the Communication and Informatics Service of Gunungsitoli City, the Treasurer of the Communication and Informatics Service of Gunungsitoli City and the Head of the Data and Information Sub-Section of the Communication and Informatics Service of Gunungsitoli City as supporting informants.

Human Resources (HR) are a key asset in every organization, including government agencies. In today's rapidly evolving digital and information age, HR competency is a key factor in determining an institution's effectiveness, efficiency, and productivity. The Gunungsitoli City Communications and Informatics Office (Diskominfo), as the spearhead of information and technology management within the local government, is required to have employees who are not only technically competent but also adaptable to technological changes and evolving community needs.

Gunungsitoli City, as the only city in the Nias Islands, faces unique challenges in managing public information and utilizing information technology. In supporting government programs such as Smart City, e-Government, and public information transparency, the Communications and Information Service (Diskominfo) plays a strategic role. However, the agency's performance is highly dependent on the quality and competence of its human resources.

One of the main challenges facing the Gunungsitoli City Communications and Information Office is ensuring that every employee possesses the competencies needed to meet the increasingly complex and dynamic demands of their work. These challenges include a lack of ongoing training, limited human resource development budgets, low

employee utilization of technology, and low awareness of the importance of digital competency among civil servants.

Based on previous studies, HR competency has a strong correlation with employee performance. Competence is a fundamental individual characteristic that directly influences effective performance. In the context of public organizations, competency encompasses not only knowledge and skills but also attitudes, work ethic, and the ability to adapt to change.

Analysis of Human Resource Competencies at the Communication and Informatics Service of Gunungsitoli City

Based on interviews with five research informants, it was found that most employees at the Gunungsitoli City Communications and Information Agency have a good basic understanding of their respective duties and functions. They possess basic administrative and technical knowledge, especially among long-serving employees.

However, it was found that mastery of the latest information technology remains uneven. Several senior employees acknowledged difficulties adapting to new digital systems such as e-Gov apps, SRIKANDI, and SIMPEG online. Meanwhile, younger employees generally grasp and adapt to technological developments more quickly. This indicates that employee knowledge tends to be segmented and needs to be collectively improved to eliminate gaps in integrated digital services.

Based on the human resource competency variable indicators, researchers can explain that:

1. Knowledge

Eighty percent of employees stated that they have a sufficient understanding of their duties and responsibilities in information technology. However, twenty percent of respondents still indicated knowledge gaps, particularly in the use of the latest information systems.

The skills dimension relates to employees' technical and non-technical abilities in carrying out their work. Interviews revealed that employees in technical roles, such as information systems and technology management, possess adequate operational skills in running various digital applications and systems. However, general administration employees still have limited mastery of online office applications and electronic reporting systems. Irregular internal training is one of the causes of uneven skill development.

Furthermore, the training provided was not based on mapping individual competency needs, making it less targeted. Informants suggested the importance of training based on each employee's role and job function.

2. Skills

Around 70% of respondents felt they had good work skills, particularly in data management and digital-based public communications. However, some employees reported not yet being proficient in using specific software, such as digital administration systems or internal communications applications.

3. Work Attitude

The majority of employees demonstrated a positive work attitude. Around 85% of respondents reported high motivation, discipline, and a strong work ethic. However, several challenges were identified regarding adapting to digital workplace changes.

Work attitude dimensions include discipline, loyalty, responsibility, and initiative. According to informants, the majority of employees demonstrate good work attitudes, particularly in terms of discipline and attendance. This is supported by the implementation of a digital-based attendance system (fingerprint and online attendance).

However, challenges remain when it comes to initiative and work innovation. Some employees tend to wait for instructions from their superiors when carrying out new tasks. This indicates that a proactive work culture has not yet fully developed, even though in technology-based organizations, initiative is a crucial indicator of employee competence.

Analysis of Employee Performance Levels at the Communication and Informatics Service of Gunungsitoli City

Employee performance is one of the main indicators of a public organization's success in carrying out its duties and functions. In the digital era and modern bureaucracy, the Gunungsitoli City Communication and Informatics Office is required not only to provide information and technology services, but also to ensure that all involved personnel have optimal, measurable, and sustainable performance levels. Employee performance assessments are based on key indicators such as work quality, punctuality, discipline, and work initiative. This analysis is based on interviews with five internal informants representing various positions, with the aim of comprehensively understanding the extent to which employee performance has been effective.

1. Quality of Work

The analysis showed that 78% of respondents rated the quality of their work as good and meeting service standards. However, improvements are still needed in the area of digital system-based reporting.

Based on interview data, most employees demonstrated good performance, particularly in public information services, digital system management, and administrative tasks. However, it was found that digital documentation and reporting still need improvement.

Technical staff are capable of preparing system-based reports, but skills gaps remain among non-technical staff. Some technical work is also hampered by network access or equipment limitations, which impact final quality.

2. Punctuality

A total of 82% of respondents stated that they were able to complete tasks on time, indicating that employees manage their time well.

The majority of employees are able to complete tasks on schedule and within deadlines. The use of technology such as online attendance systems and online reporting has proven effective in helping with time management and monitoring work progress. Some delays do occur, but they are caused by technical factors such as internet or application system disruptions.

3. Discipline and Initiative

Employee discipline is considered high, with attendance and punctuality rates exceeding 85%. However, work initiative remains variable. Around 30% of respondents still wait for instructions from their superiors when carrying out new tasks.

The level of employee discipline at the Communications and Informatics Agency is considered excellent, as evidenced by high attendance rates, punctuality at work, and the

execution of routine tasks without much direct supervision. The implementation of fingerprint-based attendance and a location-based attendance app also reinforces a disciplined work culture. Some employees are even willing to work more flexibly when needed for off-site activities or when technical support is needed

The employee performance level at the Gunungsitoli City Communications and Informatics Office reflects an organization that operates quite effectively and adapts to the digital era. While challenges remain in developing innovation and skills equity among employees, a strong performance foundation has been established and can be improved through competency-oriented HR management strategies and digital transformation.

Employee competence and performance are two interrelated aspects that determine the effectiveness of organizational task implementation, particularly in digital-based government agencies such as the Communication and Informatics Agency (Diskominfo). This study aims to identify and analyze the main factors influencing the level of competence and performance of employees at the Gunungsitoli City Communication and Informatics Agency (Diskominfo), in order to provide a comprehensive overview and strategic recommendations for the future.

Analysis of Factors Influencing Employee Competence and Performance at the Communication and Informatics Service of Gunungsitoli City

Employee competence and performance are two crucial variables closely interrelated in supporting the effectiveness of public bureaucracy. The Communication and Informatics Agency (Diskominfo), as the spearhead of information services, communications, and information technology development in local governments, is required to have competent and highly competitive human resources (HR). This study analyzes several factors that significantly influence the level of competence and performance of employees within the Gunungsitoli City Diskominfo.

1. Factors that Influence Employee Competence

a. Education Level and Scientific Background

Formal education is the primary foundation for developing basic employee competencies. Most employees at the Communications and Information Technology Office (Diskominfo) have educational backgrounds relevant to their functional duties, particularly in information technology, communications, and public administration. This positively contributes to technical understanding and operational decision-making.

However, there are also some employees with academic backgrounds that are less relevant to current work needs, thus impacting adaptation to digital-based work demands.

b. Training and Capacity Development

Periodic technical and managerial training has been proven to improve job competency. Observations show that employees who participate in training perform better than those who have not. However, training distribution is uneven and depends on the availability of the annual budget.

c. Availability of Supporting Facilities and Infrastructure

The availability of work facilities, such as computers, a stable internet connection, and supporting applications, significantly impacts work effectiveness and employees' ability

to apply their competencies. The mismatch between workload and infrastructure availability remains a challenge that needs to be addressed immediately.

d. Work Environment and Organizational Culture

A conducive work environment and an organizational culture that supports collaboration and learning are crucial for fostering work motivation and self-development. Employees who feel valued and involved in the work process tend to be more proactive in developing their capacity.

2. Factors Affecting Employee Performance

a. Individual Competence

Individual competency directly impacts an employee's ability to efficiently complete their tasks and responsibilities. The higher the level of competency, the higher the work productivity and quality of service provided.

b. Leadership and Managerial Style

The role of leadership significantly determines the direction and motivation of employee work. Within the Communications and Information Technology Office (Diskominfo), the participatory leadership style adopted by several department heads has created a dynamic work environment and encouraged the achievement of performance targets.

c. Performance Appraisal System

An objective, transparent performance evaluation system based on key performance indicators (KPIs) also impacts employee morale. Clear rewards and punishments encourage increased accountability and responsibility for work.

d. Workload and Task Distribution

Unequal distribution of work is a factor that hinders performance. Employees with high workloads without adequate support will experience burnout and risk decreased productivity. Conversely, a fair and appropriate distribution of tasks based on skill levels actually improves work efficiency.

In general, employee competence and performance at the Gunungsitoli City Communications and Informatics Office are influenced by a number of internal and external factors. Internal factors include education, training, individual skills, and work motivation. External factors include leadership support, performance management systems, work infrastructure, and organizational culture.

A systemic approach is needed to strengthen supporting factors and overcome inhibiting factors so that organizational goals can be achieved optimally, especially in realizing electronic-based government and effective public services.

5. CONCLUSION

Based on the data collected through interviews, observations, and documentation, it can be concluded that the competence of human resources at the Communication and Information Service of Gunungsitoli City has a very significant role in improving employee performance.

1. The competence of human resources at the Gunungsitoli City Communication and Informatics Service is quite good, especially in terms of knowledge of main tasks and functions (tupoksi), technical skills in the field of information technology, and work

attitudes such as discipline and responsibility.

2. Employee performance has shown positive results and exceeded targets, as reflected in key performance indicators such as service digitization percentage, customer satisfaction levels, and employee participation in ICT training. However, initiative and innovation still need to be improved, as some employees still tend to wait for instructions from their superiors.

Factors that influence employee competence and performance include educational background, uneven training, availability of infrastructure, and work culture and leadership within the agency.

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