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## THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK COMPETENCE ON THE QUALITY OF HUMAN RESOURCES IN KLARI DISTRICT OFFICE EMPLOYEES

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### Abstract

**Purpose:** To determine and analyze the partial and simultaneous effects of organizational culture and work competencies on the quality of human resources of employees at the Klari sub-district office.

**Research Methodology:** This study applies a saturated/census sampling technique and utilizes quantitative methods with questionnaires as the data collection tool. Multiple linear regression analysis was used for data analysis.

**Results:** Organizational culture partially affects the quality of human resources, work competence partially affects the quality of human resources, and organizational culture and work competence simultaneously affect the quality of human resources of Klari sub-district office employees.

**Limitations:** The study was conducted only with employees of the Klari sub-district office, a relatively small population.

**Contribution:** The findings of this study can be useful for improving the quality of human resources in the public sector, particularly in local government offices.

**Keywords:** *Organizational Culture, Work Ability, Quality of Human Resources*



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## 1. INTRODUCTION

Human resources (HR) are important assets when achieving organizational goals. Human Resources Management (HRM) plays a crucial role in institutional management. With effective HRM, organizations can achieve their goals through the management and development of employee potential (Abdullah, 2019). HR plays a central role in every office operation. Although office operations are supported by extensive facilities, infrastructure, and financial resources, without skilled human resources, office operations cannot be carried out effectively (Resdiana et al 2020). The Klari District Office is one of the sub-district offices located in Karawang City

and is under the auspices of the Karawang district government. As explained by Hadi & Suyanto (2020) to create good quality HR to carry out the main tasks and functions of the organization, leaders must pay attention to the existing organizational culture so that employees can be competent in carrying out their duties. This is a problem and a special concern for the Klari District Office to improve the existing HR quality problems. As stated in Peruda & Khoiri (2023) to improve the quality of human resources, an employee must be related to intellectual, work strength, group ability, and attitude. The phenomenon related to the quality of human resources in the Klari sub-district office is that there are still many employees who have low levels of education and are less competent in doing a job because the knowledge they have is still lacking.

Table 1. Results of Pre-Research on Human Resource Quality Variables

No	Education	Number
1	High School	31
2	S1	6
3	S2	3

Source: Researcher Data Processing Results, 2024.

As seen in table 1, it proves that the level of education of employees in the Klari sub-district office is still 31 high school graduates, 6 Bachelor's degrees, and 3 Master's degrees, making it difficult to achieve good quality human resources. In this case, employees do not hone their knowledge and skills. This indicates a lack of competent employees in working due to inappropriate education factors. In this effort, improving the quality of human resources, especially for Civil Servants, is a top priority. Several steps that can be taken are through education and training to improve the competence of an employee.

Table 2. Results of Pre-Research on Human Resource Quality Variables

No	Statement	Answer	
		Yes	No
1	Is a college education important for employees?	80%	20%
2	Is a high level of education effective for employees?	80%	20%
3	Are your team communication skills good?	60%	40%
4	Do you prefer working in a team?	50%	50%
5	Is age a barrier to increasing work enthusiasm?	75%	25%

Source: Researcher Data Processing Results, 2024.

As seen in Table 2, it shows that the quality of human resources is very important. The quality of human resources at the Klari sub-district office is still weak so that the implementation of personal quality development through training, workshops and other methods has not achieved the desired results in supporting the implementation of government and public services at the Klari sub-district office.

Law Number 5 of 2014 concerning the State Civil Apparatus is a trigger to realize an increase in the quality of quality human resources, professional in working, highly competitive so that the Klari sub-district office will not hesitate to design programs to fulfill the needs and services to the community. An organizational culture that has been implemented properly can produce employees who have superior human resource quality so that they can produce work

competencies in each employee that are more efficient and effective (Zainuddin & Nasikhah, 2020).

Table 3. Results of Pre-research on Organizational Culture variables

No	Statement	Answer	
		Yes	No
1	Have you complied with the rules in force at the Klari sub-district office?	60%	40%
2	Have you served the community well and professionally?	50%	50%
3	Have you managed your work or tasks effectively?	60%	40%
4	Do you comply with the rules when working?	55%	45%
5	Have you implemented a good attitude while working?	60%	40%

Source: Researcher Data Processing Results, 2024.

As shown in table 3, it shows that the Klari District Office has an Organizational Culture that is considered not optimal in providing a good impact on employees in the office. In order to create an appropriate organizational culture, Klari District Office employees must improve their work competencies. This has an impact on the interests of the employees themselves in self-development and also as a provision for providing services to the community. This can be seen based on the findings of the pre-questionnaire, namely:

Table 4. Results of Pre-research on Work Competency variables

No	Statement	Answer	
		Yes	No
1	Are you on time to come to work?	50%	50%
2	Do you have the desire to try new things in your work?	40%	60%
3	Are you satisfied with the results of your current work?	60%	40%
4	Are employees effective in communicating with the public?	50%	50%
5	Have you ever been lazy when going to work because of a factor?	70%	30%

Source: Researcher Data Processing Results, 2024.

As listed in table 4, the results of individual abilities that are not yet optimal, such as employees feeling lazy when going to work due to a factor of 70% and 60% of employees who do not have the desire to try new things. This figure is considered quite high considering that a civil servant employee is assessed through his/her own quality. There is a figure of 50% regarding employee effectiveness in communicating with the public. This shows that employees are not yet optimal in carrying out their services.

The findings from previous studies by Aldea Amanda et al (2019) and Winedar (2019) prove that organizational culture has a positive effect on the quality of human resources. The findings from previous research by Ramadhan & Mukzam (2019) show that work competence has a positive effect on the quality of human resources which can improve a person's work competence to be better. Based on the findings based on previous research, it can be concluded that in order to achieve organizational success, the Klari sub-district office must improve the quality of its human resources so that organizational culture can be achieved properly.

Based on the results of each table above, it shows that the relationship between the variables studied is not in accordance with what the researcher expected. For this reason, the purpose of this study was to determine and analyze the influence of Organizational Culture and Work Competence on the Quality of Human Resources at the Klari District Office. The purpose of this study was to determine the influence of organizational culture and the work abilities of employees so that they can create employees who have good quality human resources at the Klari District Office.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Literature Review

#### *Management*

According to Farida (2017) Management is the skills and knowledge in planning, organizing, directing, and supervising in order to achieve predetermined goals. According to Robbins and Coutler in Kristiyana & Widhianingrum (2020) Management is the process of organizing and integrating various work activities so that they can be carried out in an effective and efficient manner.

#### *Human Resource Management*

The definition of human resources is described by Hidayat & Anwar (2023) as individuals who function as drivers in an organization in the form of institutions or companies and are considered assets that must be fostered and their skills improved. As stated in Supomo & Nurhayati (2018) states that HR is the equivalent of the term Man Power Management. Management that manages human elements is often referred to as employee management or personnel management.

#### *Organizational Culture*

Organizational culture is a set of shared values or beliefs that are accepted unwritten by a group, which influences the way they feel, think, and react to various situations (Wahidah et al 2019). According to Bahri (2018), organizational culture is an organizational philosophy that reflects the characteristics of how activities are carried out in accordance with existing policies in the organization. Meanwhile, according to (Wibowo, 2018), organizational culture is a set of norms that include beliefs, values, attitudes and behaviors that are applied within the organization. The indicators of organizational culture according to Abram (2022) are: 1) Regulations, 2) Trust, 3) Attitudes, 4) Professionalism.

#### *Work Competence*

Work Competence is an individual who has good skills, expertise, and knowledge when carrying out tasks will be easier to complete (Wibowo, 2018). According to Emron et al (2018) competence is "the ability of an individual to carry out a job correctly and have advantages based on matters relating to knowledge, expertise, and attitude". There are a number of indicators of work competence as listed in Maryadi et al (2022), namely: 1) Discipline, 2) Accuracy, 3) Work Spirit, 4) Effectiveness.

#### *Quality of Human Resources*

According to Ananda et al (2019) the quality of human resources is a combination of physical aspects (such as health) and non-physical aspects (such as work ability, thinking, cognitive, and

other talents) that a person has in order to work effectively, creatively, and potentially in an organization. The quality of human resources that influences the success of an organization involves individuals who have the ability to create and generate ideas, be creative, show initiative, solve problems, and have foresight, skills and expertise. All of these factors reflect the potential and superior qualities needed by the organization to achieve predetermined goals (Ariansyah & Roni, 2023).

Sjarlis et al (2022) stated that the indicators of HR quality are: 1) Intellectual Quality, 2) Physical Ability, 3) Group Ability, 4) Psychological Ability.

## **2.2 Hypothesis Development**

### ***(a) The Influence of Organizational Culture on Human Resource Quality***

Organizational culture is essentially the foundation of an organization. In strengthening and strengthening culture in an organization, the quality of an employee's human resources cannot be separated. This framework of thought explains whether the organizational culture is in accordance with the beliefs, attitudes, and behaviors of employees at the Klari District Office. Organizational culture (X1) has a positive and significant influence on the quality of human resources (Y). Previous research conducted by Maharani (2019) proved that organizational culture has a significant influence on the quality of human resources. Increasing support for organizational culture, the quality of employee human resources at the Klari District Office can also improve.

### ***(b) The Influence of Work Competence on Human Resource Quality***

This framework identifies work competence as one of the important factors that every individual must have to ensure the smooth implementation of tasks. Sutrisno & Zuhri (2019) define competence as skills based on the ability and knowledge to be able to do work that is applied well in the workplace. Previous research conducted by Lilyana (2020) with the same title showed that workplace competence has a significant effect on the quality of human resources.

### ***(c) The Influence of Organizational Culture and Work Competence on the Quality of Human Resources***

Work Competence is defined as the ability based on skills and knowledge that must be possessed to improve the quality of human resources of Klari sub-district office employees. And organizational culture is defined as the foundation for an organization to strengthen and strengthen the culture within an organization. So that it has a relationship and has a good impact on improving the quality of human resources in the Klari sub-district office. Previous research conducted by Candra (2019) proved that the two variables, namely organizational culture and work competence, have a significant effect on the quality of human resources.



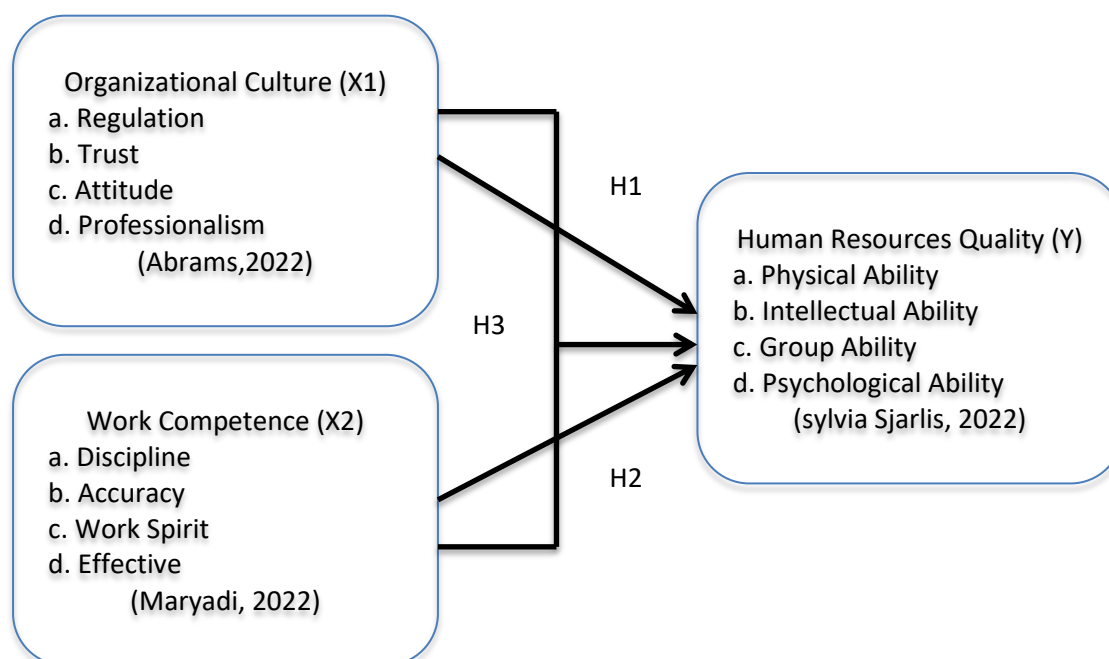


Figure 1. Research Paradigm

Source: Abrams (2022), Maryadi (2022), Sylvia Sjarlis (2022)

**Research Hypothesis**

A hypothesis is a temporary answer to a research question. Based on the framework of thought that has been described, the hypothesis can be formulated as follows:

- H1: There is a partial influence of organizational culture on the quality of human resources in the Klari sub-district office
- H2: There is a partial influence of work competence on the quality of human resources in the Klari sub-district office
- H3: There is a partial influence of organizational culture and work competence on the quality of human resources in the Klari sub-district

**3. RESEARCH METHODOLOGY**

This research method applies descriptive analysis. According to Sugiyono (2019) descriptive research method is a method applied to determine the value of one or more independent variables without comparing or connecting the variables with each other. The population used in this study were all employees of the Klari District Office, with a sample size of 40 employees. The data source required for this study is primary data by distributing questionnaires and interviewing directly with related parties in the study, namely all employees of the Klari District Office. This study applies a census or saturated sampling technique. The definition of a saturated or census sampling technique according to Sugiyono (2019) is a sampling technique when all members of the population are samples. So all 40 employees at the Klari District Office were used as research samples. The data collection technique uses a questionnaire (questionnaire) as in Sugiyono (2019) defines as follows the data acquisition technique used through a series of questions and answers by respondents. The data analysis technique with descriptive analysis uses SPSS assistance. This study uses multiple linear regression to analyze

the effect of each independent variable on the dependent variable. Hypothesis testing was carried out using the SPSS version 27 program.

#### 4. RESULTS AND DISCUSSIONS

##### RESULTS

Validity Test The results of measuring the validity of the variable instruments are in the table below, namely: Table 5. Results of the Validity Test

Variable		Statement	Total Pearson Corelation	r Table	Status
Organizational Culture (X1)	Regulation	X1.1	0.655	0.404	valid
		X1.2	0.544	0.404	valid
	Trust	X1.3	0.588	0.404	valid
		X1.4	0.464	0.404	valid
	Attitude	X1.5	0.6	0.404	valid
		X1.6	0.457	0.404	valid
	Professionalism	X1.7	0.853	0.404	valid
		X1.8	0,596	0.404	valid
Work Competence (X2)	Discipline	X2.1	0.572	0.404	valid
		X2.2	0,546	0.404	valid
	Accuracy	X2.3	0.423	0.404	valid
		X2.4	0.515	0.404	valid
	Work Spirit	X2.5	0.549	0.404	valid
		X2.6	0,598	0.404	valid
	Effective	X2.7	0.649	0.404	valid
		X2.8	0.656	0.404	valid
Human Resources Quality (Y)	Physical Ability	Y.1	0.631	0.404	valid
		Y.3	0.614	0.404	valid
	Intellectual Ability	Y.4	0.51	0.404	valid
		Y.5	0.628	0.404	valid
	Group Ability	Y.6	0.416	0.404	valid
		Y.7	0.654	0.404	valid
	Psychological Ability	Y.8	0.46	0.404	valid

Source: Data Processed by Researchers, 2024.

It can be concluded in table 6 above that the three research instruments, namely variables X1 Organizational Culture, X2 Work Competence and Y Human Resource Quality have Cronbach's Alpha > 0.60, therefore the questionnaire statement can be considered Reliable.

Classical Assumption Test

### Normality Test

As stated in Gunawan (2020), this is a test that is applied to assess and measure whether the data obtained is normally distributed or not.

Table 7. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			40
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		2.40358180
Most Extreme Differences	Absolute		.094
	Positive		.075
	Negative		-.094
Test Statistic			.094
Asymp. Sig. (2-tailed) <sup>c</sup>			.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.		.499
	99% Confidence Interval	Lower Bound	.486
		Upper Bound	.512

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS27 Data Processing Results, 2024.

Based on table 7, it can be seen that the findings from the normality test are the Sig value of 0.512 > 0.05. Therefore, it can be concluded that the residual value is normally distributed and further testing can be carried out.

### Multicollinearity Test

Table 8. Multicollinearity Test

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	T		Tolerance	VIF
1 (Constant)	7.38	4.768		1.546	.110		
Organizational Culture	.305	.176	.286	1.735	.091	.581	1.722
Work Competence	.486	.149	.500	3.258	.002	.581	1.722

a. Dependent Variable: Employee Performance

Source: SPSS27 Data Processing Results, 2024.

Based on table 8, it can be seen that the collinearity tolerance value is 0.581 > 0.10. Based on the tolerance value, the indication is that there is no multicollinearity. If seen from the VIF value above of 1.722, it means <10.00, meaning that there is no multicollinearity problem.

### Heteroscedasticity Test



Table 9. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.006	.003		-2.221	.033
Organizational Culture	.100	.106	.353	.949	.349
Work Competence	.178	.192	.345	.927	.360

a. Dependent Variable: RES\_2

Source: SPSS27 Data Processing Results, 2024.

Based on table 9, it can be seen that the sig value of the organizational culture variable (X1) is 0.349 > sig value 0.05, meaning that it can be concluded that there is no heteroscedasticity. The same is true for the sig value of the work competency variable (X2), which is 0.360 > sig value 0.05, meaning that the conclusion can be drawn that there is no heteroscedasticity problem for both variables.

### Auto Correlation Test

Table 10. Auto Correlation Test

Model Summary				
Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.702 <sup>a</sup>	.492	.466	1.763
a. Predictors: (Constant), Organizational Culture, Work Competence				

Source: SPSS27 Data Processing Results, 2024.

Based on table 10, it can be seen that the results of the Durbin Watson autocorrelation test (d) are 1.763 between the du and (4-du) values, namely 1,600 and 2,237 ( $du < d < 4-du$ ) so that it can be said that there is no autocorrelation in the regression model included in this study.

### Multiple Regression Analysis Test

Multiple regression analysis is a regression model that includes more than one independent variable. This analysis is carried out to identify the direction and magnitude of the influence of the independent variables on the dependent variable (Ghozali, 2021).

This multiple regression analysis can be interpreted with the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 7.382 + 0.305X_1 + 0.486X_2$$

t Test (Partial)

According to Riyanto & Hatmawan (2020) the T test is a test to determine the partial influence between independent and dependent variables.

Table 11. Partial t Test

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	7.382	2.622		2.815	.008
	Organizational Culture	.305	.097	.331	3.154	.003
	Work Competence	.486	.082	.622	5.920	.000
a. Dependent Variable: Employee Performance (Y)						

a. Dependent Variable: Employee Performance (Y)

Source: SPSS27 Data Processing Results, 2024.

Based on the results of table 11, above, the calculated t is 3.154 > t table, which is 2.024 and the sig value is 0.003 < 0.05 so that it can be concluded that Organizational Culture (X1) has a significant effect on HR Quality (Y). Furthermore, the results in table 11, obtained t count, which is 5.920 > t table, which is 2.024 and the sig value is 0.000 < 0.05 so that it can be concluded that Work Competence (X2) also has a significant effect on HR Quality (Y).

### Simultaneous f Test

According to Ghozali (2021), this influence test is used to find out whether the independent variables simultaneously affect the dependent variable.

Table 12. Simultaneous f Test

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	219,464	2	109,732	59,570	.000 <sup>b</sup>
Residual	68,157	37	1,842		
Total	286,621	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Work Competence

Source: SPSS27 Data Processing Results, 2024.

Based on the results in table 12, the F test (ANNOVA) shows the calculated F value of 59.570. Because the calculated F value is > F table 3.23, it can be concluded that Organizational Culture (X1) and Work Competence (X2) have a simultaneous effect on the dependent variable of HR Quality (Y). Furthermore, the sig value is obtained, namely 0.000 < 0.05. so it can be concluded that Organizational Culture (X1) and Work Competence (X2) have a simultaneous effect on the dependent variable of HR Quality (Y).

### Determinant Coefficient Test

According to Ghozali (2021), the determination coefficient test aims to assess the extent to which the model (independent variable) can explain variations in the dependent variable.

Table 13. Determinant Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,847 <sup>a</sup>	,763	,750	1,35723
a. Predictors: (Constant), Organizational Culture, Work Competence				

Source: SPSS27 Data Processing Results, 2024.

Based on the findings of table 13, the coefficient of determination is known to be 0.763 (76.3%). This condition provides an understanding that all independent variables simultaneously have an influence of 76.3% on the dependent variable (Y). While the side is influenced by other variables that were not observed in this study.

## DISCUSSIONS

### *Partial Influence of Organizational Culture on HR Quality*

Based on the findings of the analysis carried out using the t-test, it can be seen that the results of organizational culture (X1) have a positive and significant effect on HR quality (Y). This condition is proven by the results of the sig value, namely  $0.003 < 0.05$  or it can be said that there is an influence between the independent variable X1 on the dependent variable Y also in accordance with hypothesis one. This shows that this study has similarities to previous research by Maharani (2019) which shows that organizational culture has a significant effect on HR quality.

### *Partial Influence of Work Competence on HR Quality*

Based on the results of the analysis carried out using the t-test, it can be seen that the sig value is  $0.000 < 0.05$  which proves that work competence (X2) has a positive and significant effect on HR quality (Y). So based on the findings of this test, there is a match with the second hypothesis, namely that with an increase in employee work competence, it will affect the level of HR quality of employees at the Klari sub-district office and has similarities with previous research carried out by Lilyana (2020) namely that work competence has a significant effect on HR quality.

### *Simultaneous Influence of Organizational Culture and Work Competence on Human Resource Quality*

Based on the findings conducted with the F test, the sig value is  $0.000 < 0.05$ . So it can be concluded that organizational culture (X1) and work competence (X2) have a simultaneous effect on the dependent variable of human resource quality (Y). So this hypothesis can be accepted and is in accordance with the third hypothesis and in line with previous research by Candra (2019) namely organizational culture and work competence have a significant effect on human resource quality. Human resource quality plays an important role in shaping the spirit of competence in working in each employee. By improving the quality of these human resources, employees give great control over their experiences and desires to be more competent in their work.

## 5. CONCLUSION

Based on the findings of data analysis and discussion, the following conclusions can be drawn:

1. The organizational culture variable has a partial effect on the quality of human resources at the Klari District Office. This is proven based on the Sig value of the organizational culture variable (X1) which is  $0.003 < 0.05$ , which means that Organizational Culture (X1) has an effect on the Human Resources Quality variable (Y).
2. Work Competence has a partial effect on the Quality of Human Resources at the Klari District Office. This is proven based on the Sig value of the Work Competence variable (X2) which is  $0.000 < 0.05$ , which means that the Work Competence variable (X2) has an effect on the Quality of Human Resources variable (Y).
3. Organizational culture and work competence have a simultaneous effect on the quality of human resources. This is proven based on the ANOVA test or F test, the F count is 59.570, while the sig value is  $0.000 < 0.05$

### **Implications**

This research is expected to be a reference for further research. Further researchers are advised to:

1. This study has limitations regarding the number of questions related to each variable. It is hoped that further researchers can add questions for each variable so that the findings obtained are more varied.
2. This study may have limitations in generalizing the results because it was conducted in only one location, namely the Klari District Office. So this study may not be directly applicable to other District offices with different characteristics.
3. Measuring HR quality often involves subjective perceptions and preferences. Experience with organizational culture services and office work competencies can vary based on personal preferences, expectations, and previous experiences

### **LIMITATION AND STUDY FORWARD**

#### **Limitations**

The primary limitation of this study is the scope of the research, which was conducted only on employees of the Klari sub-district office. This represents a relatively small population, which may limit the generalizability of the findings. Future studies could expand the research to include employees from multiple sub-district offices or even the entire district government organization to provide a more comprehensive understanding of the relationships between organizational culture, work competence, and human resource quality.

Additionally, the data collection was limited to self-reported questionnaires, which may be subject to response bias. Future studies could consider incorporating other data sources, such as performance evaluations or observations, to provide a more objective assessment of employee competence and human resource quality.

#### **Future Study**

Given the importance of improving human resource quality in the public sector, particularly at the local government level, future research could explore this topic in greater depth. Some potential areas for further investigation include:

1. Comparative analysis: Conducting a comparative study between sub-district offices or even across different districts to identify best practices and understand the factors that contribute to high-quality human resources in the public sector.
2. Qualitative exploration: Employing qualitative research methods, such as in-depth interviews or focus group discussions, to gain a deeper understanding of the contextual factors and nuances that influence organizational culture and employee competence.
3. Longitudinal study: Undertaking a longitudinal study to assess the long-term impact of organizational culture and employee competence development initiatives on the quality of human resources over time.
4. Expanded theoretical framework: Incorporating additional variables or theoretical perspectives, such as leadership, job satisfaction, or organizational commitment, to develop a more comprehensive model for understanding the determinants of human resource quality in the public sector.

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