



## WALUYA THE INTERNATIONAL SCIENCE OF HEALTH JOURNAL

# The Influence of Human Resource Management and Competency Test Budget on Competency Test Implementation at the Southeast Sulawesi Provincial Health Office

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### ARTICLE INFO

#### Article history

Received : May 31<sup>st</sup>, 2026

Revised : June 24<sup>th</sup>, 2026

Accepted : June 29<sup>th</sup>, 2026

#### Keywords

Human Resources Management,  
Competency Test Budget.

### ABSTRACT

**Introduction:** The phenomenon in the field shows various problems related to the implementation of competency tests in Southeast Sulawesi Province. Although competency tests are carried out routinely, the results often do not meet expectations with a low pass rate of participants, indicating problems in the quality of implementation. This attracted researchers to conduct an The Influence of Human Resource Management and Competency Test Budget on Competency Test Implementation at the Southeast Sulawesi Provincial Health Office.

**Method:** Quantitative approach, data were collected using questionnaires. The population in this study was 698 people. The sample in this study was 88 respondents. The data analysis technique used was SEM PLS.

**Result:** Human resources management has a negative and significant influence on the implementation of competency tests in the Southeast Sulawesi Provincial Health Office. The competency test budget has a positive and significant influence on the implementation of competency tests.

**Conclusion:** This research can be used as input to maintain and safeguard key factors that influence the implementation of competency tests in the Health Service environment.

### Introduction

The provision of high-quality health services is highly dependent on health resources, especially adequate health workers in terms of quality, quantity and distribution.<sup>[1]</sup> Health workers play a crucial role in increasing the knowledge, motivation, and ability of the community to

implement a healthy lifestyle, so that they can achieve optimal health levels which are a valuable investment in human resource development, both socially and economically.<sup>[2]</sup>

According to Law Number 5 of 2014 concerning State Civil Apparatus, Article 13 classifies State Civil Apparatus Positions based on

the implementation of the tasks and functions of government organizations/agencies into three categories: Administrative Positions, High Leadership Positions, and Functional Positions.<sup>[3]</sup> According to Government Regulation Number 11 of 2017 concerning Civil Servant Management, which has been revised by Government Regulation Number 17 of 2020, Functional Positions are groups of positions that include functions and tasks related to functional services that require special expertise and skills.<sup>[4]</sup>

According to the Regulation of the Minister of Health of the Republic of Indonesia Number 60 of 2016, Health Functional Positions are defined as positions that indicate the duties, responsibilities, authority, and rights of health workers with Civil Servant status in an organization, with tasks based on expertise and/or skills in providing health services according to competence and authority, both independently and collaboratively.<sup>[5]</sup> Competence is the capability of each health worker/civil servant in carrying out tasks based on knowledge, skills, and professional attitudes to carry out their job duties.<sup>[6]</sup>

Health workers must meet job competency standards in carrying out their duties and functions as functional health officials.<sup>[7]</sup> These competency standards include technical, managerial, social, and cultural aspects. Based on Article 69 Paragraph (1) and (3) of Law Number 5 of 2014 concerning State Civil Apparatus, it is stipulated that civil servant career development is based on qualifications, competencies, performance assessments, and the needs of government agencies. These competencies include technical, managerial, and socio-cultural competencies.<sup>[8]</sup>

According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2023 concerning Functional Positions, it is stipulated that every functional worker who will be promoted to a higher level of office must meet a number of requirements, including taking and passing a competency test. The health functional position competency test is an evaluation process by the examination team of the knowledge, skills, and work attitudes of health functional officials as a requirement for promotion to a position level. Unlike the competency test held by a health professional organization to obtain a Registration Certificate, the certificate of passing the functional

position competency test functions to increase the level of functional positions in government agencies in the health sector.

Conducting competency tests for health workers is a fundamental component in the health service system which aims to ensure that health workers have professional knowledge, skills and attitudes according to standards.<sup>[9]</sup> This is very important because quality health services depend heavily on the competence of health workers. Competency testing is not just a formality, but a strategic step to maintain the quality of health services, reduce medical errors, and ensure that health workers provide safe, effective services based on the latest scientific developments.<sup>[10]</sup>

In Indonesia, the Ministry of Health has made competency tests mandatory for all health workers, including doctors, nurses, pharmacists, and others. Competency tests are carried out in a structured and periodic manner to ensure that health workers throughout Indonesia meet national standards. The implementation of competency tests is the responsibility of the Health Office at the provincial level, including the Southeast Sulawesi Provincial Health Office.<sup>[11]</sup> Conditions for the implementation of health competency tests from 2022-2024. In 2022, the total number of participants was 20,759 test participants with 391 organizing agencies, namely 7 ministries/institutions, 43 hospitals, 34 provincial health offices, 307 city and district health offices throughout Indonesia. In 2023, the total number of participants was 20,240 test participants with 397 organizing agencies, namely 4 ministries/institutions, 39 hospitals, 34 provincial health offices, 320 city and district health offices. In 2024, the total number of test participants was 42,333 test participants with 209 organizing agencies, namely 2 ministries/institutions, 40 hospitals, 20 provincial health offices and 147 city and district health offices. Southeast Sulawesi faces its own challenges in implementing health worker competency tests. Although this activity has been carried out for several years, the results have not always met expectations. Various factors influence the success of the competency test implementation, ranging from the quality of facilities, management systems, to budget support. In addition, the low pass rate of participants, limited human resources, and the gap in access between urban and rural areas are problems that

need to be addressed to improve the effectiveness of the competency test implementation.<sup>[12]</sup>

The phenomenon in the field shows various problems related to the implementation of competency tests in Southeast Sulawesi Province. Although competency tests are carried out routinely, the results often do not meet expectations with a low pass rate of participants, indicating problems in the quality of implementation. Although the allocated budget is quite large, several parties reported limited facilities and supporting infrastructure, such as inadequate examination rooms or lack of practical equipment.<sup>[12]</sup>

In addition, research that specifically examines the challenges and obstacles faced by the Southeast Sulawesi Provincial Health Office in organizing competency tests is still very limited. Limited data and in-depth information on factors that influence the implementation of competency tests at the regional level is an empirical gap that needs to be addressed. Thus, this study is expected to fill this gap and provide a comprehensive understanding of the the Impact of Human Resources on Competency Test Management and Budgeting at the Southeast Sulawesi Health Office.

## Method

This study employs a quantitative approach with an explanatory research design to analyze the influence of human resources, the competency test budget, job formations, regulations, and participant participation on the effectiveness of competency test administration at the Southeast Sulawesi Provincial Health Office. The study population consisted of 698 Civil Servants who participated in competency tests between 2022 and 2024; a sample of 88 respondents was determined using Slovin's formula and selected via simple random sampling.

Primary data were collected using questionnaires that met ethical requirements regarding informed consent, while secondary data were obtained from the Southeast Sulawesi Provincial Health Office. The quality of the research instrument was assessed through convergent validity and construct reliability tests using SmartPLS software. All indicators

demonstrated outer loading values  $> 0.70$ , Cronbach's Alpha and Composite Reliability  $> 0.70$ , and Average Variance Extracted (AVE)  $> 0.50$ , thereby confirming their validity and reliability.

Data processing involved editing, coding, scoring, tabulation, and presentation via frequency distribution tables. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), encompassing descriptive analysis, outer model evaluation (convergent validity, discriminant validity, and construct reliability), and inner model evaluation—specifically testing the coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and hypotheses via bootstrapping at a 5% significance level.

## Result

**Table 1** shows that the human resources of the Manager perceived by the respondents are in the fairly good category, as indicated by the average assessment score for the Human Resources Manager of 2.91. This shows that the respondents feel that the human resources manager at the Southeast Sulawesi Provincial Health Office is quite good.

**Table 2** shows that the Competency Test Budget perceived by respondents is in the fairly good category as indicated by the average score for the Competency Test Budget of 3.00. This shows that respondents feel that the Competency Test Budget at the Southeast Sulawesi Provincial Health Office is quite good.

**Table 3** shows that the Human Resources Management Influence Variable (X1) shows a path coefficient of -0.373 with a T-statistics value of 2.543 and a p-value of 0.011. Because the p-value  $< 0.05$ , the null hypothesis ( $H_0$ ) which states that there is no significant influence of X1 on Y is rejected. This means that X1 has a significant negative effect on Y. This negative direction indicates that any increase in the X1 variable will actually decrease the value of Y. This phenomenon can be interpreted as an indication that X1, which may represent a company's internal policy or characteristics, does not support an increase in the value of the dependent variable and the causal factors need to be investigated contextually and theoretically.

The Test Budget Influence Variable (X2) has a positive coefficient of 0.397, with a T-statistic of 2.685 and a p-value of 0.007. A p-value smaller than 0.05 indicates that X2 has a positive and significant effect on Y. This supports the alternative hypothesis (H<sub>1</sub>) that X2 has an

important contribution in increasing the value of the Y variable. This indicates that X2 is a factor that plays a direct role in influencing research outcomes, and its presence in the model is very relevant both statistically and theoretically.

**Table 1.**  
**Description of Human Resources Management Variables**

Variables	State ment	Respondents' Answers (score)										Average
		SS (5)		S (4)		N (3)		TS (2)		STS (1)		
		f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	
HR Management	X1.1	18	20.45	9	10.23	15	17.05	37	42.05	9	10.23	2.89
	X1.2	16	18.18	12	13.64	16	18.18	34	38.64	10	11.36	2.89
	X1.3	12	13.64	11	12.50	25	28.41	32	36.36	8	9.09	2.85
	X1.4	11	12.50	16	18.18	24	27.27	33	37.50	4	4.55	2.97
	X1.5	10	11.36	18	20.45	24	27.27	30	34.09	6	6.82	2.95
Average of HR Management Variables											2.91	

**Table 2.**  
**Description of Competency Test Budget Variables**

Variables	State ment	Respondents' Answers (score)										Average
		SS (5)		S (4)		N (3)		TS (2)		STS (1)		
		f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	
Competency Test Budget	X2.1	16	18.18	15	17.05	19	21.59	31	35.23	7	7.95	3.02
	X2.2	24	27.27	16	18.18	13	14.77	30	34.09	5	5.68	3.27
	X2.3	18	20.45	6	6.82	10	11.36	36	40.91	18	20.45	2.66
	X2.4	12	13.64	14	15.91	32	36.36	27	30.68	3	3.41	3.06
	X2.5	11	12.50	18	20.45	23	26.14	29	32.95	7	7.95	2.97
Average Competency Test Budget Variable											3.00	

**Table 3.**  
**Hypothesis Test Results**

Path coefficients - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEVP)	P values
X1 > Y	-0.373	-0.362	0.147	2,543	0.011
X2 > Y	0.397	0.399	0.148	2,685	0.007

## Discussion

### The Influence of Human Resources Management on the Implementation of Competency Tests

The results of the study indicate that the variable of Human Resources Manager (X1) has a negative and significant effect on the Implementation of Competency Tests (Y), with a

path coefficient value of -0.373, a T-statistics value of 2.543, and a p-value of 0.011. This finding indicates that an increase in the aspect of HR managers is actually correlated with a decrease in the effectiveness of the implementation of competency tests. This negative direction can be interpreted as an indicator of structural or managerial problems in the management of Human Resources, such as lack of technical

training, weak understanding of the competency evaluation system, or resistance to innovation in the test mechanism. This finding also confirms that investment in HR alone is not enough without being accompanied by improvements to the system, process, and organizational culture that support the optimization of human potential in achieving organizational goals.

Theoretically, this is in line with Mintzberg's view regarding bureaucratic dysfunction, where an organizational structure that is too rigid and less adaptive can actually hinder operational effectiveness.<sup>[13]</sup> In this context, human resources that are not equipped with adaptive capacity and strategic competence can be a major obstacle in the implementation of competency based programs. In addition, this negative influence can also be caused by resistance to change or lack of continuous training, as stated in organizational learning theory. When managers do not have a strong learning orientation or do not receive training that is relevant to the dynamics of current competency tests, the quality of program implementation can decline even though the number or structure of human resources increases.<sup>[14]</sup> Competency testing is a process of measuring and assessing a person's ability to carry out tasks or jobs based on established work standards. Competency testing is a series of activities designed to evaluate an individual's ability to apply the knowledge, skills, and attitudes needed to perform certain functions in accordance with established standards.<sup>15</sup>

Furthermore, human resource management is the process of acquiring, training, appraising, and compensating employees, as well as attending to their labor relations, health, safety, and fairness issues.<sup>[16]</sup> According to Suprihanti, human resource management is the practices and policies required to carry out the 'people' aspects of a management position, including recruiting, screening, training, rewarding, and appraising.<sup>[17]</sup>

Then, according to Wuli, human resource management is a strategic and coherent approach to managing an organization's most valuable assets, the people who work there and who individually and collectively contribute to the achievement of the organization's goals.<sup>[18]</sup> Human Resource management is the design of formal systems within an organization to ensure the effective and efficient use of human talent to

achieve organizational goals.<sup>[19]</sup> Human Resource Management refers to the policies, practices, and systems that influence employee behavior, attitudes, and performance to enhance an organization's adaptability, innovation, and competitive advantage.<sup>[20]</sup> According to Indrasari Management Human Resource is a distinctive approach to workforce management that seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using a range of cultural, structural, and personnel techniques.<sup>[21]</sup>

### **The Influence of Competency Test Budget on Competency Test Implementation**

The results of the Competency Test Budget (X2) study showed a positive coefficient of 0.397, with a T-statistics value of 2.685 and a p-value of 0.007. Because the p value <0.05, the null hypothesis (H<sub>0</sub>) is rejected, which means that X2 has a significant effect on Y. The positive direction of this path coefficient indicates that the larger or more optimal the budget allocated for the implementation of the competency test, the better the quality or effectiveness of the implementation of the competency test that can be achieved. This finding shows that adequate budget allocation is a crucial factor in determining the success of the implementation of the competency test. Thus, investment in the competency test budget is not only an operational need, but also an important strategy to increase the credibility and effectiveness of the competency certification program as a whole. competency test organizing institutions need to consider optimal budget allocation to ensure maximum implementation quality. An adequate budget allows for the provision of good infrastructure, quality examiner training, development of valid and reliable test instruments, and an efficient administration system.

Theoretically, this finding is in line with previous research, which emphasizes the importance of the organization's resources as the main driver of competitive advantage and operational effectiveness. In this context, the budget is a strategic resource that enables the implementation of competency tests to run according to standards, including the provision of infrastructure, assessor training, and the development of test modules and materials.<sup>[22]</sup> A budget is a periodic quantitative plan (unit

amount) prepared based on a program that has been approved for the future.<sup>[23]</sup> Ginting states that a budget is a work plan expressed quantitatively, measured in monetary units and other units of measurement, which covers a period of one year.<sup>[24]</sup>

Furthermore, according to Wuryandini budget is a plan of activities to be carried out by management in a period that is stated in formal quantitative terms.<sup>[25]</sup> Putriani explains that a budget is an organization's future work plan which is expressed in quantitative, formal and systematic form.<sup>[26]</sup> Putri et al. states that budgeting is an important tool for effective short-term planning and control in organizations.<sup>[27]</sup> Ratag et al. states that a budget is a detailed plan expressed formally in quantitative terms to show how resources will be acquired and used over a specified period of time, usually one year.<sup>[28]</sup>

This finding is in accordance with research that found the budget adequacy contributes greatly to the success of implementing work competency training and certification programs, especially in job training institutions and professional certification institutions. When the budget is allocated adequately and on target, competency testing activities can take place more effectively and professionally, including in terms of test quality, clarity of assessment indicators, and process accountability.<sup>[29]</sup>

Furthermore, adequate budget support also reflects managerial commitment to the development of workforce quality through competency testing.<sup>[30]</sup> This refers to the Strategic Human Resource Management approach, where financing is not only considered as an operational cost, but as a form of investment in the quality of national human resources. Therefore, this finding empirically and theoretically strengthens the importance of proper budget planning and allocation in supporting the achievement of the success of the competency testing program.

## Conclusion

This research can be used as input to maintain and safeguard key factors that influence the implementation of competency tests in the Health Office environment in order to increase the success of the implementation of competency tests

at the Southeast Sulawesi Provincial Health Office. Furthermore, improving the quality and quantity of human resources, because human resources have been proven to have a significant influence on the success of the implementation of competency tests, the health office needs to focus on two main aspects, namely improving the quality and increasing the quantity of adequate human resources. As well as optimizing budget management, because the available budget is one of the foundations in ensuring the success of the implementation of competency tests.

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