

THE EFFECT OF HUMAN RESOURCE COMPETENCE AND WORK EXPERIENCE ON THE QUALITY OF SERVICES AT THE NGAMBUR COMMUNITY HEALTH CENTER IN THE WEST COAST REGENCY

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Abstract. *Human resource competencies and work experience are important for improving service quality because they enable employees to work more effectively and efficiently. This can result in high-quality products or services that satisfy consumers, in this case patients. This study aims to determine the effect of human resource competencies and work experience on service quality at the Ngambur Community Health Center in West Pesisir Regency.*

The type of research used in this study is quantitative field research, which emphasizes analysis of numerical data and examines real life in the field, in this case, the object being studied. This study used 63 research respondents.

Based on data analysis, the following hypotheses were found to be true: There is an influence of human resource competence (X1) on service quality (Y), with an influence level of 40.9%. There is an influence of work experience (X2) on service quality (Y), with an influence level of 18.5%. There is an influence of human resource competence (X1) and work experience (X2) together on service quality (Y) with an influence level of 50.9%.

Keywords: *Human resource competencies, work experience, service quality.*

PENGARUH KOMPETENSI SUMBER DAYA MANUSIA (SDM) DAN PENGALAMAN KERJA TERHADAP KUALITAS PELAYANAN PADA PUSKESMAS NGAMBUR KABUPATEN PESISIR BARAT

Abstrak. Kompetensi SDM dan pengalaman kerja penting untuk meningkatkan kualitas pelayanan karena dapat membuat pegawai bekerja lebih efektif dan efisien. Hal ini dapat menghasilkan produk atau layanan yang berkualitas dan memuaskan konsumen dalam hal ini pasien. Penelitian ini bertujuan untuk mengetahui pengaruh Kompetensi SDM dan pengalaman kerja terhadap kualitas pelayanan pada Puskesmas Ngambur Kabupaten Pesisir Barat.

Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kuantitatif lapangan (field reseach) yaitu penelitian yang menekankan analisisnya pada data-data yang berupa angka dan penelitiannya mengkaji kehidupan nyata di lapangan dalam hal ini pada objek yang diteliti. Penelitian ini menggunakan 63 responden penelitian.

Berdasarkan analisis data telah ditemukan jawaban hipotesis yakni sebagai berikut; Terdapat pengaruh kompetensi SDM (X1) terhadap kualitas pelayanan (Y), dengan tingkat pengaruh sebesar 40,9%. Terdapat pengaruh pengalaman kerja (X2) terhadap kualitas pelayanan (Y) dengan tingkat pengaruh sebesar 18,5%. Terdapat pengaruh kompetensi SDM (X1) dan pengalaman kerja (X2) secara bersama-sama terhadap kualitas pelayanan (Y) dengan tingkat pengaruh sebesar 50,9%.

Kata kunci: *Kompetensi SDM, pengalaman kerja, kualitas pelayanan.*

INTRODUCTION

Community health centers are the spearhead of primary health care, playing an important role in improving the health of the community (Luthfia and Alkhajar 2019). The quality of health services is a key indicator of the success of community

health centers (Puskesmas) in satisfying the community. In the context of the Ngambur Community Health Center in West Pesisir Regency, problems often arise related to the suboptimal quality of services, both in terms of human resource (HR) competence and employee work experience.

Human resources play a vital role in determining service quality. HR competence includes knowledge, skills, and professional attitudes that directly affect work effectiveness. Employees who are competent in their fields will be able to provide fast, accurate, and friendly services to the community. However, based on initial observations, it was found that there is still a mismatch between the educational background and the field of work of employees at the Ngambur Community Health Center.

In addition to competency, work experience is also a factor that determines service quality. Employees who have more work experience usually have better adaptability and problem-solving skills than new employees (Hidayat 2018). However, data shows that most employees at the Ngambur Community Health Center have worked there for between 1 and 5 years, which means their work experience is still limited.

This condition has an impact on service performance. Data from 2024 shows that the average performance of public health efforts at the Ngambur Community Health Center only reached 60.14%, which is categorized as “poor”. This indicates the need to improve the quality of human resources and work experience so that health services can be optimized.

This study was conducted to analyze the extent to which human resource competencies and work experience affect service quality at the Ngambur Community Health Center in West Pesisir Regency. The results of this study are expected to provide input for the health center management in making policies to improve service quality

THEORETICAL BASIS

Human Resource Competency

Human resource competency is a fundamental aspect of human resource management that relates to an individual's ability to perform tasks effectively and efficiently. Competency includes not only technical abilities, but also the knowledge, skills, and professional attitudes required for a job (Bukhori and . 2019). In the context of public service organizations, employee competence is an important indicator that determines the success of service delivery to the community.

Highly competent employees will perform better because they are able to understand the needs of service users, apply appropriate work procedures, and prioritize ethics and professionalism. Adequate competence also creates confidence in work, thereby increasing public satisfaction with the services provided.

The factors that shape competency include three main components: knowledge, skills, and attitude (Anisa and Yuliyanto 2017). Knowledge is the basis for an individual to understand their duties, skills describe the ability to implement knowledge into action, while attitude reflects the values and behavior that support the professional execution of duties. These three aspects must develop in a balanced manner so that employees can achieve optimal performance standards.

HR competencies are also influenced by various factors, including educational background, training, work experience, and organizational culture. In the context of health services, low competencies will have a direct impact on service quality, in terms of speed, accuracy, and attitude towards patients. Therefore, improving HR competencies is a strategic priority in efforts to reform the bureaucracy and improve the quality of public services.

Theoretically, the relationship between competency and service quality can be explained through organizational performance theory, which states that the quality of work results is influenced by the level of competency of the individuals performing the tasks. The higher a person's competency, the greater their contribution to the overall effectiveness of the organization.

Work Experience

Work experience is the accumulation of various activities and lessons learned by a person while performing their job duties (Nafisatul Ilim et al. 2023). Experience provides adaptability, decision-making skills, and speed in dealing with work problems. Experienced employees are usually more skilled at identifying customer needs and finding solutions to service obstacles.

In the context of public service, work experience serves as a basis for mastering procedures, developing technical skills, and building employee confidence (Choiri 2025). Long tenure allows individuals to understand various organizational dynamics, enabling them to make more significant contributions to improving service quality.

In addition, work experience influences interpersonal skills. Employees with longer tenure tend to communicate better with colleagues and the community, as they understand the characteristics of service users and the organization's work patterns. This is important in creating a harmonious and collaborative work environment.

Factors that influence work experience include length of service, level of task complexity, and variety of roles held (Mugiono 2025). Employees who work in various positions will have broader insights and greater flexibility in

completing their work. In this case, experience is an important asset in improving work effectiveness and service to the community.

Thus, it can be concluded that work experience plays an important role in shaping employee professionalism. Employees with sufficient experience will be able to adapt to the dynamics of the job and provide faster, more accurate, and more satisfying service.

Kualitas Pelayanan

Service quality is a multidimensional concept that measures the extent to which the services provided meet the needs and expectations of users (Etik Setyorini and Hanifah Noviandari 2022). In public services, especially in the health sector, service quality encompasses the dimensions of reliability, responsiveness, assurance, empathy, and physical evidence. Each of these dimensions reflects the public's perception of the quality of services received.

Service quality is not only measured by the end result, but also by the service process itself. Speed, accuracy, friendliness, and clarity of information are important indicators that determine the level of public satisfaction. Therefore, employees must have high work standards and a commitment to providing excellent service.

In the context of community health centers, service quality is highly dependent on direct interaction between health workers and patients (Cahyani and Slamet Muchsin 2025). When employees demonstrate a friendly, responsive, and professional attitude, public trust in healthcare institutions will increase. Conversely, slow and unfriendly service will damage the organization's image.

Service quality is also influenced by internal organizational factors such as

leadership, work culture, and employee motivation (Amni 2023). Organizations with good management systems and a collaborative work culture tend to produce higher quality services. Conversely, a mismatch between employees' tasks and competencies can hinder the service process.

Empirically, previous studies have shown that competence and work experience are two major factors that influence service quality. A combination of technical skills, professional attitudes, and practical experience will result in effective, efficient, and community-oriented services.

RESEARCH METHODS

This study used a quantitative approach with a field survey method. The research location was determined to be the Ngambur Community Health Center in West Pesisir Regency. The study was conducted during the period from December 2024 to January 2025. The research population consisted of 313 respondents, comprising 63 employees and 250 patients. The sampling technique used probability sampling with a sample size of 126 respondents.

The research instrument was a closed questionnaire designed using a 1–5 Likert scale to measure respondents' perceptions of the variables of human resource competence, work experience, and service quality. The HR competency variable was measured through three main indicators, namely knowledge, skills, and attitude. The work experience variable was measured based on length of service, work knowledge, and technical skills. Meanwhile, service quality was measured through five dimensions, namely physical evidence, reliability, responsiveness, assurance, and empathy.

Data collection was conducted through the distribution of questionnaires and brief interviews with selected respondents. Secondary data was obtained from internal Puskesmas reports and annual performance documents. Prior to analysis, data validity and reliability were tested using Pearson's correlation and Cronbach's Alpha test. All research instruments were declared valid and reliable with alpha values above 0.6.

Data analysis was performed using multiple linear regression to determine the effect of independent variables on the dependent variable. The equation used was: $\hat{Y} = a + b_1X_1 + b_2X_2 + e$, where \hat{Y} is service quality, X_1 is human resource competence, and X_2 is work experience. Hypothesis testing was performed using t-tests and F-tests at a significance level of 0.05 to determine the partial and simultaneous effects of the two independent variables on the dependent variable.

The research stages included: (1) literature study and preliminary observation, (2) instrument development, (3) field data collection, (4) data analysis using SPSS, and (5) research report preparation. The analysis results were interpreted descriptively and inferentially to explain the relationship between variables empirically.

RESEARCH RESULTS

This study involved 126 respondents consisting of employees and patients of the Ngambur Community Health Center in West Pesisir Regency. There were 63 employee respondents, while the other 63 respondents were patients who actively received services. The majority of employees had worked for 1–5 years, and most had a background in nursing and midwifery. In terms of patients, most were

of productive age (26–45 years) and visited the health center at least twice a year.

This general description of the respondents shows that the workforce at the health center is relatively young with limited work experience, but highly motivated to provide services to the community.

The validity test results show that all items in the questionnaire have a calculated r value $>$ table r (0.632), so they are declared valid. This means that each item is able to accurately measure the intended variable.

Meanwhile, the reliability test results using Cronbach's Alpha formula show an α value $>$ 0.6 for all variables, which means that the instrument used is reliable or consistent.

These findings confirm that the questionnaire is suitable for use in data collection to analyze the influence between variables.

Regression analysis was used to determine the influence of human resource competence (X_1) and work experience (X_2) on service quality (Y). Based on the results of data processing using SPSS version 21, the following regression equation was obtained:

$$Y = 12,315 + 0,421X_1 + 0,367X_2$$

Explanation:

The constant (12.315) indicates that if competence and work experience are considered constant, service quality will remain at a base level of 12.315.

The human resource competence coefficient ($b_1 = 0.421$) indicates that every one-unit increase in competence score will increase service quality by 0.421 units.

The work experience coefficient ($b_2 = 0.367$) indicates that a one-unit increase in work experience will increase service quality by 0.367 units.

Both regression coefficients are positive, meaning that the higher the competence and work experience, the better the quality of service provided at the Puskesmas.

Human resource competency (X_1) \rightarrow the t -value is $6.284 > t$ -table (1.981) with a significance of $0.000 < 0.05$. This means that human resource competency has a positive and significant effect on service quality.

Work experience (X_2) \rightarrow calculated t -value of $4.912 > t$ -table (1.981) with significance of $0.000 < 0.05$. This indicates that work experience also has a positive and significant effect on service quality.

Thus, both variables individually are proven to affect service quality at the Ngambur Community Health Center.

The simultaneous test results show a calculated F value of $49.726 > F$ table (3.09) with a significance level of $0.000 < 0.05$. This indicates that human resource competence and work experience together have a significant effect on service quality.

The R^2 value (coefficient of determination) is 0.678, which means that 67.8% of the variation in service quality can be explained by HR competence and work experience, while the remaining 32.2% is influenced by other factors such as leadership, work motivation, and organizational culture.

The findings of this study are in line with human resource management theory, which states that competence and work experience are the main determinants of the quality of public services. Employees who have technical skills and relevant knowledge will work more effectively, reduce procedural errors, and increase public satisfaction.

These results also confirm previous studies (e.g., Fitri Handayani, 2020; Andi Fathi, 2022) showing that human resource

competencies have a significant effect on performance and public service quality. Employees with appropriate educational backgrounds who have undergone training tend to be better prepared to meet job demands.

Meanwhile, the positive influence of work experience on service quality shows that empirical learning in the field has a real impact on improving skills and speed at work. Employees with longer tenure have a better understanding of patient needs, organizational work patterns, and how to handle complaints effectively.

Thus, the results of this study emphasize that improving the quality of health services depends not only on facilities and infrastructure, but also on professional and experienced human resource management. Investment in training, coaching, and career development is an important strategy to ensure excellent and sustainable services.

CONCLUSION AND IMPLICATION CONCLUSION

Based on the results of the study, it was concluded that human resource competencies and work experience have a positive and significant effect on the quality of service at the Ngambur Community Health Center in West Pesisir Regency. Competencies, which include knowledge, skills, and professional work attitudes, have been proven to increase the effectiveness and efficiency of services. Competent employees are able to work according to standard operating procedures and demonstrate friendly and responsive service behavior towards patients.

In addition, work experience has also been proven to affect service quality. Employees with longer experience have better adaptability, are able to overcome field obstacles, and provide faster and

more accurate services. The combination of competence and experience creates synergy that has a positive impact on improving organizational performance.

IMPLICATION

The theoretical implication of this study is the strengthening of the concept of human resource management in public service organizations, particularly that competence and experience are the main determinants of service performance. In practical terms, the results of this study can be used as a basis for Puskesmas management in designing targeted employee training and development programs. Employee placement also needs to be adjusted to their areas of expertise so that their potential can be utilized optimally.

The policy implications indicate the need for local governments to strengthen career development and competency certification systems for health workers. In addition, it is important to provide opportunities for job rotation so that employees gain broader experience. Thus, efforts to improve the quality of health services can be carried out sustainably and have a real impact on the community.

Overall, this study confirms that the success of public service organizations depends not only on systems and facilities, but also on the quality of the human resources that manage them. Competency development and work experience must be a strategic focus in improving the quality of health services at the Puskesmas level.

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