

THE INFLUENCE OF HUMAN RESOURCE QUALITY, ORGANIZATIONAL CLIMATE, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

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Abstract: This study aims to analyze the influence of human resource quality, organizational climate, and organizational commitment on employee performance at the Health Training Center (Balatkes) in South Kalimantan Province. This research is a quantitative study. The population and sample size were 47 people. Data collection used a questionnaire with a Likert scale. Analysis used multiple linear regression. The results of the study indicate that simultaneously, human resource quality, organizational climate, and organizational commitment significantly influence the performance of Bapelkes employees in South Kalimantan Province. Meanwhile, partially, human resource quality does not significantly influence the performance of Bapelkes employees in South Kalimantan Province. However, organizational climate and organizational commitment each partially show an influence on the performance of Bapelkes employees in South Kalimantan Province.

Keywords: *Human Resource Quality, Organizational Climate, Organizational Commitment, Employee Performance*

1. Introduction

Sector health in the era of globalization and development rapid technology, demanded For give service quality, fast and professional public as well as own source Power qualified, professional, and adaptive human resources. Health Training (Bapelkes) as responsible institution answer in improvement capacity power health own role strategic in support quality service health through training and development employees. Therefore that, the increase performance employees in the environment Health Training Center become aspect important things that need to be done get attention Serious.

Employee performance is reflection from effectiveness something organization in operate duties and functions. In context agency government, especially those operating in the field of training health like Hall Health Training (Bapelkes), performance employee become element key in determine success of training programs, development competence power health, and implementation policy service quality public. Along with increasing demands service professional and health - based competence, then improvement performance apparatus in the environment Health Training Center become urgent needs.

Employee performance influenced by various factors, including is quality source Power humans, climate organization and education as well as training provided. According to Sari et

al. (2021), superior quality human resources reflect ability individual in finish task in a way effective and efficient, which ultimately impact directly on the increase performance organization. The quality of human resources includes competence, motivation, and integrity that is formed through recruitment, training and development processes career. While according to Fitriani and Darmawan (2021), high quality human resources will impact directly on productivity work and achievements objective organization. Competence built individual through education, training, experience, and motivation work, become runway important in support success organization public.

Human resources who have knowledge, skills, and attitudes good job tend show optimal performance. According to Nurfadillah and Susanty (2022), human resource quality includes aspect competence technical, ethos work and ability adaptive to changes. In sector public, low quality of human resources often associated with low productivity and slow service processes. This becomes challenge alone for Bapelkes which has mandate for produce power competent health through training and education sustainable.

Besides that, climate organization own influence significant to behavior and performance employees. Climate positive organization push creation atmosphere conducive, collaborative, and full work spirit. Climate supportive organization will increase satisfaction work and loyalty employees, which leads to an increase performance individual and organization.

Climate organizations also participate give influence significant to performance employees. Climate a healthy, open and participatory organization can increase motivation, loyalty, and sense of belonging employee to agency place they work. Ramadhani and Sofyandi (2023) stated that climate positive organization contribute in build environment supportive work improvement performance , strengthening coordination between individuals and teams , as well as create atmosphere conducive working environment . On the other hand, the climate rigid organization, no communicative, and full pressure will lower Spirit work and productivity employees. Climate organization is perception together employee to policies, practices and procedures that apply in the environment work (Robbins & Judge, 2022). Environment healthy, open and supportive work will create atmosphere comfortable work, improve satisfaction work, and push loyalty employee

Commitment organizational also plays a role role important in increase performance employees, especially in the environment organization public like Bapelkes . Commitment organizational refers to the extent to which employees own loyalty, attachment emotional, and a sense of responsibility answer For still become part from organization and contribute to achievement its purpose. According to Meyer and Allen (2021), commitment organizational consists of on three dimensions main, namely commitment affective, commitment sustainable, and commitment normative. Third dimensions the each other complete and become runway for creation dedication as well as integrity high work.

Research by Santosa and Nurhayati (2022) shows that employee with level commitment highly organizational tend own motivation strong work, more responsible answer to tasks, as well as show performance more work good. In context sector health, commitment to

institutions like Health Training Center No only important For guard stability personnel, but also become key in guard consistency service and improvement quality training power health. Hall Health Training (Bapelkes) of South Kalimantan Province as one of the implementing units technical in the field training power health, have role important in improvement capacity source Power man health in the region. However, in a number of year final performance employees in the environment Health Training Center assessed not optimal and still face a number of challenges.

Based on observation beginning and information from internal reports, there are a number of indication problems that arise include: low productivity individual in finish task training appropriate time, lack of initiative employee in do innovation work, and not enough maximum implementation of training programs consequence weakness coordination and support between part . This is show that there is internal organizational factors that need to be considered reviewed in a way more deep.

One of suspicion the cause is Not yet evenly distributed quality source Power existing humans, good from side competence technical, managerial, and discipline work. On the other hand, the climate organizations that have not fully support atmosphere Work collaborative and transparent also participate influential to Spirit Work employees. Besides that, commitment organizational part employee assessed Not yet strong, shown from lack of involvement in activity institutional as well as height dependence to instructions superior.

Problems This become indicator the need study more carries on about How influence quality source Power humans, climate organization and commitment organizational to performance employees in the environment Health Training Center South Kalimantan Province. This study expected capable give recommendation data -based in effort increase performance institutional in a way comprehensive on the object study this, namely Hall Health Training (Bapelkes) of South Kalimantan Province.

2. Literature Review

Employee Performance

Employee performance defined as results work achieved by someone in operate duties and responsibilities the answer in accordance with established standards. According to Robbins and Judge (2020), performance is results from interaction between ability, motivation, and opportunity. In the sector public, performance employee often measured through indicator effectiveness, efficiency, accuracy time and quality service (Mulyadi and Rivai, 2021). Performance is not only related with output, but also includes behavior work, discipline, and responsibility answer individual in support success organization. According to Mangkunegara (2021), performance is results Work in a way quality and quantity achieved by a person employee in carry out his duties in accordance with not quite enough the answer given. Evaluation performance employees are very important Because can give description about effectiveness organization in reach the purpose.

In the sector public, such as institution training health, performance employee become indicator success organization in give service to community. Employee performance in the

community agency government oriented towards efficiency, accountability and transparency service public (Mulyadi and Rivai , 2021). Study latest by Yuliana & Saputra (2023) show that performance Employees in the digital era are determined by ability adaptive to technology and flexibility in Work hybrid. Fast employees adapt with change system digital work tends to own performance higher, especially in aspect accuracy time and productivity.

Wijayanti & Heryanto (2022) mention that performance employee No only influenced by internal factors such as motivation and competence, but also by support organizations, such as system integrated information and culture collaborative work.

According to Simanjuntak et al. (2022), dimensions performance relevant employees for sector public includes a) Orientation to public service, b) Ability finish problem, c) Discipline work, d) Responsibility social responsibility, e) Innovation in task. Kurniawan & Laila (2024) also added that in context of bureaucratic reform, performance employees are also associated with will for participate active in the process of innovation and digitalization service. Amalia & Hidayat (2023) more carryon state that performance employee influenced by conditions healthy psychology in place work, such as a sense of security, openness, and communication two direction. Climate healthy work allows employee feel appreciated and brave take supportive initiatives improvement performance.

Measurement performance employee natural context management source Power humans, usually done through approach based Key Performance Indicators (KPI) , Balanced Scorecard, or evaluation based competence (Handoko, 2020) . Instrument This aim for give objective assessment to achievement employees and provide base for policy awards, promotions, and development employee. Employee performance own impact direct to success organization. High- performing employees tall will increase image, efficiency, and quality service organization. Therefore, that's important for management for create environment supportive work, providing training sustainable, as well as build system fair reward for push optimal performance. Employee performance reflect effectiveness organization in reach the purpose. In sector public, performance employees are closely related with accountability and service to society. Therefore that, assessment performance No only based on quantitative output, but also on behavior work, compliance to rules and values ethics in work.

Study latest by Yuliana and Saputra (2023) emphasize that performance Employees are greatly influenced by ability adaptive to digital technology, especially in agencies that implement system service electronics. This is expanded measurement performance No only on the results, but also on the readiness face change. Employee performance is results work achieved by individuals in carry out duties and responsibilities the answer in accordance with standards and objectives organization. Performance is not only covers how much Lots work completed , but also quality , accuracy time , and effectiveness in use source Power (Robbins & Judge, 2017) . Indicator performance employee is tool measurement used for evaluate how much good employee in carry out duties and responsibilities the answer is. Indicator This aim give evaluation objective to contribution individual in support achievement objective organization.

According to (Mangkunegara, 2020) , indicators main performance employee includes : 1) Quantity Work that is amount results work achieved in time certain . 2) Quality Work that is level accuracy and precision in finish work. 3) Accuracy time that is speed and ability finish work in accordance limit time. 4) Discipline Work that is obedience to rule work, attendance, and schedule work. 5) Initiative and responsibility answer – ability take decisions and take responsibility answer to results Work. Yuliana and Saputra's research (2023) added that in the digital era service public, indicators performance must also be including: a) Ability adaptation to technology, b) Readiness Study sustainable, c) Responsive to change environment Work

Temporary that, Simanjuntak et al. (2022) proposed indicator more additions contextual for agency government, namely: a) Orientation towards service public that is to what extent employees show commitment serve society. b) Ability Work The same that is efficiency in team and collaboration cross function. c) Compliance to standard operational standard operating procedures (SOP) – consistency to regulation Work. In study by Wijayanti and Heryanto (2022), indicators performance also includes effective interpersonal communication and skills finish conflict in place work, because both of them play a role important in guard productivity and harmony organization.

In (Handoko, 2020) recommend that indicator performance employee should classified become two dimensions main : 1) Dimensions results work (task performance) , namely reflect the actual output produced employee . 2) Dimension behavior work (contextual performance), namely reflect attitudes, loyalty, and supportive behavior success organization. Indicators This can used for measure contribution employee to achievement objective organization. With notice various indicator this organization can do evaluation comprehensive to performance employee in a way quantitative and qualitative, at the same time make it base in taking decision. Dimensions performance employee describe aspects main thing to be assessed in evaluation performance individuals in the organization. According to (Bernadin, HJ & Russell, 2010) employee performance is commonly evaluated through six key dimensions, including quality of work, quantity of work, timeliness, cost-effectiveness, interpersonal impact, and the degree of supervision required. Building on this framework, Campbell et al. (2021) introduced two additional dimensions that have grown increasingly relevant in modern work environments: adaptive performance, which reflects an employee's ability to adjust to technological advancements, policy changes, or shifting work conditions; and citizenship behavior, which encompasses voluntary actions that support the workplace, such as assisting colleagues or offering constructive ideas even when these contributions fall outside formal job responsibilities.

Simanjuntak et al. (2022) also underlined that in context sector public, especially in agencies service like Bapelkes, dimensions orientation service orientation and accountability work is very important for evaluate to what extent employees act professional and responsible answer to results his work. A study by Amalia and Hidayat (2023) suggested that the dimensions performance also includes balance emotional and maturity social, because second aspect the affect consistency performance in term length and durability to pressure Work.

Comprehensive assessment to various dimensions This No only help organization in evaluate performance in a way comprehensive, but also becoming strong foundation in development competence employees, planning career, and giving award.

Quality Source Power Man

Quality source Power human resources (HR) are fundamental factors in support success organizations, both in the sector public and private sector. The quality of human resources reflects level competence individual in operate roles and responsibilities the answer is inside organization, which includes aspect knowledge, skills, and attitudes work (attitude). According to (Wibowo, 2017) , the quality of human resources is ability comprehensively owned a person, consisting of from skills intellectual , skills technical , morality , and readiness face change organization . The taller quality of human resources, then the bigger his contribution to productivity and efficiency organization.

Research by Susanty and Nurfadillah (2022) shows that human resource quality is correlated positive with achievement performance organization. Individual with qualification relevant education, experience adequate work, as well as ongoing training more capable show behavior Work productive and results - oriented. In context organization public like Hall Health Training (Bapelkes), the quality of human resources is very important Because related direct with effectiveness implementation training and service health. Putri and Prasetyo (2020) emphasized that superior quality human resources push innovation service public, improvement accountability and responsiveness to need public. According to Rahman and Yusuf (2021), the quality of human resources includes a number of aspect Main: 1) Technical Competence: Ability in carry out task main points and functions work in a way professional. 2) Competence Managerial: Ability manage work, lead, and create decision. 3) Competence Social: Ability communicate, work the same, and weave connection effective work. 4) Commitment and Work Ethics: Discipline, integrity, and willingness Work For objective organization.

In the era of digital transformation, dimensions HR quality also includes: a) Digital literacy, namely ability use technology information in support work; b) Adaptability (power adaptation) namely readiness face change system, policy, or demands service; c) Lifelong learning (learning) sustainable) namely will For Keep going learn and improve competence. Simanjuntak et al. (2022) stated that organizations that are active develop quality of human resources through training, mentoring, and systems clear career will own loyal, productive, and results-oriented employees. In contrast, organizations that ignore human resource development tends to experience stagnation and decline Power competitive. Improvement quality of human resources can done through various ways, including through selection and recruitment based competency, training program technical and managerial , systems evaluation Work based performance and development fair and open career

With Thus, the quality of human resources is not only become indicator success individual, but also decisive main Power competition organization in a way overall. Indicator quality source Power man describe aspects that can used for measure to what extent capacity

and competence individual in operate duties and functions organization. The quality of human resources is not only measured from level formal education, but also from aspect skills practical, attitude work and ability For Keep going develop. According to Susanty and Nurfadillah (2022), there are four indicator main Human resource quality, including: 1) Technical Competence, 2) Knowledge and Experience Work, 3) Motivation Work, 4) Ethics and Discipline. Putri and Prasetyo's research (2020) added that indicator HR quality also includes: a) Ability Study sustainable (lifelong learning); b) Intelligence emotional, especially in face conflict and dynamics social in place work; c) Ability adaptation to changes, especially in environment dynamic and digitalized work.

Temporary that, Rahman and Yusuf (2021) in his research grouping indicator quality of human resources to in three domains: 1) Hard Competency: mastery knowledge and skills technical in accordance field work. 2) Soft Competency: skills communication, work the same teamwork, leadership, and other interpersonal skills. 3) Character Competency: discipline, ethics work, honesty and responsibility moral responsibility towards work. Simanjuntak et al. (2022) stated that the quality of human resources is not can assessed only from One side, but rather must measure in a way holistic, encompassing aspects: a) Intellectual (IQ): ability analysis, logic, and thinking strategic. b) Emotional (EQ): ability manage emotions and work same. c) Spiritual (SQ): moral awareness and integrity in Work.

Indicators This become base in do human resource evaluation, designing training and development programs, and determine policy promotions and payroll-based competence. Quality source Power man influenced by various interrelated factors related and impactful direct to ability individual in Work optimally. Factors This can internal (originating from from individual That alone) and external (originating from from environment organizational and social). According to (Wibowo, 2017) , factors main influencing factors HR quality includes : 1) Education and Training , 2) Experience Work , 3) Motivation and Commitment Work , 4) Culture Organization . Meanwhile in Rahman and Yusuf's (2021) research added factor others, namely: 1) Leadership Transformational, 2) System Awards and Recognition, 3) Environment Supportive Work. In study by Putri and Prasetyo (2020), factors ability adaptive to technology and digital literacy are also starting to considered crucial, especially in organizations that are in the middle of face digitalization and transformation service public. Temporary that, Simanjuntak et. al. (2022) categorizes factors the two in three dimensions main, namely Factor Individual, factor organization, and factors external. Organizations that understand factors the can designing a more effective HR development strategy effective and sustainable, such as training programs-based needs, coaching, mentoring, and system incentive based performance.

Climate Organization

Climate organization is perception collective of members to internal environment of the place they work, which reflects atmosphere psychological in organization. Climate This formed from interaction between structure organization, style leadership, system communication, as well as policies and practices managerial (Luthans, 2020). According to Robbins and Judge (2021), climate organization functioning as framework psychological factors that form method

individual act and take decision. When the climate organization support, employees will feel appreciated, safe in a way psychological, and more motivated for give performance the best. Amalia and Hidayat (2023) stated that that climate positive organization strengthen commitment employees, improve satisfaction work, and push involvement and innovation. In context agency sector public like Bapelkes, climate organization become determinant in creation atmosphere collaborative, efficient, and professional work.

As for the elements important things that form climate organization among others:

1. Structure Organization: Order and clarity system Work as well as connection inter-section (Simanjuntak et al., 2022).
2. Communication: Level of openness and clarity information received employee.
3. Leadership: Leadership style a boss who is supportive, fair, and capable facilitate need employees (Rahman and Yusuf, 2021).
4. Recognition and Appreciation: Existence award to contribution employee.
5. Justice Organization: Perception to justice in distribution assignments, promotions, and awards.

Study Ramadhani and Sofyandi (2023) show that climate an open, supportive, and innovative organization in a way significant increase loyalty as well as productivity employees. Meanwhile that, climate bureaucratic and rigid organization precisely cause boredom, stress work, and low initiative employee. In the digital and work era flexible, dimensions climate organizations also experience adjustment. Yuliana and Saputra (2023) emphasize importance create climate digital work that facilitates virtual collaboration, flexibility time, and involvement employee cross- regional. Indicator climate organization is aspects main thing that can measured for evaluate to what extent the environment Work support performance and well-being employees. Climate healthy organization marked with existence atmosphere positive, open, and progress - oriented work together.

According to Lestari and Gunawan (2020), indicator climate organization includes: 1) Communication between section: Level of openness, clarity information, and fluency flow communication in organization. 2) Supportive leadership: A leadership style that supports, protects, and involves employee in the process of taking decision. 3) Structure clear organization: Duties, authority, and responsibilities defined answer in a way firm and distributed with good. 4) Atmosphere comfortable and collaborative work: Harmony in connection Work between employees and a sense of mutual trust and each other honor. Study Ramadhani and Sofyandi (2023) added indicator Another important thing that is relevant in the modern work era is: recognition to contribution employees, justice in treatment managerial, support to balance work and life (work-life balance).

Yuliana and Saputra's (2023) study also emphasized importance indicator flexibility work, especially in context agency the adopting public digitalization service and patterns Work hybrid. Dimensions climate organization describe aspects conceptual framework that composes perception employee to environment work. According to theory classic from Litwin and Stringer (Fred, 2011) dimensions climate organization includes : Structure , Responsibility, Reward, Standard, Support, and Commitment. In development Most recently, Amalia and

Hidayat (2023) suggested addition two dimensions important: a) Psychological safety: Feelings safe for convey opinion, take interpersonal risks, and not Afraid blamed moment failed. b) Innovation and experimentation: Space is given organization for try things new without pressure excessive. Research by Simanjuntak et al. (2022) also underlines dimensions transparency, namely clarity and openness information in the process of taking decision organization as part important from climate healthy work.

Organizational Commitment

Commitment organizational is attachment emotional, moral, and rational employee to organization (Meyer and Allen, 2021). Commitment This reflect willingness For Work hard, persistent in organization, and behavior in accordance values organization. Commitment organizational is very important in context organization public Because related close with loyalty, enthusiasm work, and compliance to rules and values organization. Employees who have commitment tall will show behavior positive work, such as No easy move work, work in a way voluntary exceed task principal, and guard Name Good organization. According to Aziz and Fitriani (2020), commitment tall can reduce intention stop work (turnover intention), increasing efficiency work, and create connection harmonious work. Commitment this also plays a role as internal driver that drives employee for give contribution best for organization. Meyer and Allen (2021) divide commitment organizational to in three components main, namely: 1) Commitment Affective, 2) Commitment Sustainable, 3) Commitment Normative.

Study Kusumawati and Nugroho (2023) show that one of approach strategic in increase commitment is through job crafting, which is a process in which employees can adapt work they with values, interests, and strengths personal. With given freedom for designing part from his job, employee feel more empowered and more bound in a way emotional with organization. Factors that influence to formation commitment organizational such as satisfaction work, justice organization, support superiors, clarity roles and culture work. Employees who feel appreciated, supported in a way psychological, and given chance for develop will more tend own commitment term long to organization (Fadilah et al., 2021). In the era of digital transformation and work flexible, organization need adapt approach they in build commitments, including with give flexibility work, opportunity development digital competence, as well as guard involvement employee through transparent and two- way communication direction.

Thus, commitment organizational No only is results from connection Work term long, but also a reflection from quality connection between organization and its employees. Strong commitment become foundation in create performance excellence and sustainability organizations, especially in the sector service public in need dedicated and professional employees. Indicator commitment organizational used for measure to what extent employees own attachment and willingness for contribute in a way active to organization. Indicators This reflect attitudes. perceptions, and behavior employee to place they Work.

According to Santosa and Nurhayati (2022), indicators main commitment organizational includes: a) Involvement in achievement objective organization, b) Desire For

still become part from organization, c) Loyalty to values organization, d) Concern to sustainability organization e) Feelings responsible answer to progress organization. Kusumawati and Nugroho (2023) added that indicator like employee voice or courage convey ideas, criticism building, and participation in taking decisions also become representation important from commitment affective and normative.

Fadilah et al. (2021) said added several indicators, including: (a) consistency in attendance and punctuality as evidence of loyalty and discipline, and (b) willingness to assist colleagues without being asked as a form of voluntary contribution or organizational citizenship behavior. By observing these indicators in a measurable manner, organizations can evaluate the level of employee commitment, identify potential retention or turnover risks, and design strategies to enhance engagement and work loyalty comprehensively. Organizational commitment itself is shaped by various interrelated factors, both from individual characteristics and the organizational environment. Understanding these factors is essential for designing effective strategies to strengthen employee loyalty and attachment. According to (Wibowo, 2017) , Several key factors that influence organizational commitment include: (a) job satisfaction, (b) value congruence between employees and the organization, (c) leadership style, (d) opportunities for career development, and (e) a fair reward system. These factors collectively shape employees' sense of attachment and long-term willingness to remain within the organization. Fadilah et al. (2021) added that in the climate conducive organization such as communication open and atmosphere supportive, strengthening work attachment employees. Meanwhile justice organizational justice, including justice procedural and distributive, impact significant on commitment, especially commitment normative.

Aziz and Fitriani (2020) The findings show that social support from supervisors and colleagues also influences the development of affective commitment. A psychologically supportive work environment makes employees feel valued and cared for.

Kusumawati and Nugroho (2023) highlighted the importance of job engagement and job crafting, namely the extent to which employees have control over their work and can adjust their tasks to match their personal strengths. These aspects can strengthen a sense of responsibility and long-term commitment to the organization. In the dynamic context of modern organizations, the use of information technology, involvement in decision-making, and work flexibility have also become new and increasingly influential factors in shaping organizational commitment. By considering these various factors, organizations can create a constructive work environment that fosters loyalty, enhances performance, and helps retain high-quality employees.

3. Research Method

This study employs a quantitative approach with a causal associative method. The purpose of this approach is to determine the relationships and influences among the variables of human resource quality, organizational climate, and organizational commitment on employee performance. According to Sugiyono, a causal associative method is used to analyze cause-and-effect relationships between variables, allowing researchers to identify how one variable

contributes to changes in another. (2021), The quantitative associative approach aims to determine the influence or relationship between two or more variables. Thus, this method is appropriate for testing the hypotheses that have been previously formulated. Study This use approach quantitative with type study explanatory, namely research that aims For explain connection causal between variables through testing hypothesis in a way statistics (Sugiyono, 2022). Research explanatory suitable used for measure influence variables independent like quality source Power human's climate organization and commitment organizational to variables dependent that is performance employee.

Method data collection was carried out through distribution questionnaire closed designed based on indicators variables research. The analysis techniques used is analysis multiple linear regression, because method This can test influence more from One variables free to One variables bound in a way simultaneous (Ghozali, 2021). Retrieval sample done with technique *proportional stratified random sampling*, namely techniques that provide opportunity proportional to each work unit that becomes part from population, use guard representation in sample (Sekaran & Bougie, 2020). The population in this study were employees Hall the Health Training Center (Bapelkes) in South Kalimantan Province involved 47 participants. Saturated sampling was used, a sampling technique where all members of the population are used as samples. This is often used when the population is relatively small or when research aims to generalize with minimal error (Sugiyono, 2022). Saturated sampling is a census, where all members of the population are sampled.

The data collection method used in this study is a questionnaire, in which respondents are given written questions to obtain the required primary data using a five-point ordinal scale. The scores obtained serve as indicators for the independent variable (X) and the dependent variable (Y), and the variables are analyzed using the Likert scale. Data analysis is conducted through multiple regression, processed using SPSS Version 25, both in simple, partial, and simultaneous forms. To assess whether the statements provided are valid and reliable, regression and correlation analyses are used. In interpreting the correlation coefficient, items that show a positive and high correlation with the total score indicate strong validity. The minimum requirement for an item to be considered valid is a correlation value of $r \geq 0.30$. Therefore, if the correlation between an item and the total score is less than 0.30, the item is deemed invalid. (Sugiyono, 2022).

The reliability test serves as a tool to measure the extent to which a questionnaire consistently reflects the indicators of a variable or construct. A questionnaire is considered reliable if respondents' answers to the items are consistent or stable over time. (Ghozali, 2021). The tool used to test the reliability of the sample is the Cronbach's Alpha reliability test, which indicates the degree of consistency among questions and within groups of related items. Internal consistency is assessed to determine whether the items in the questionnaire consistently measure the intended construct. A research instrument is considered reliable if the test results show a Cronbach's Alpha coefficient greater than 0.60.

Calculation coefficient Cronbach's alpha utilise SPSS help and limits critical For mark Cronbach's alpha for indicates reliable questionnaire is 0.60. So the value coefficient *Cronbach*

$\alpha > 0.60$ is indicator that questionnaire the reliable or reliable (Ghozali, 2022). Before testing was carried out multiple linear regression analysis to research hypothesis, so moreover formerly need done something assumption testing classic on data Which will processed through the test stages normality. Then, multicollinearity and heteroscedasticity tests are performed. Next, a regression analysis is conducted to determine the causal relationship by determining the value of Y (as the dependent variable) and estimating the values related to X (as the independent variable).

For see ability variables independent in explain variables dependent and proportion variation from variables dependent variable explained by variation from variables its independence so used Coefficient Test Determination (*Adjusted R Square*) aims. If the R^2 obtained from results calculation show the bigger approach one, then can it be said that donation from variables independent to variables dependent the bigger. In terms of general it is said that size coefficient determination multiple (R^2) is between 0 and 1 (Ghozali, 2022). The next stage is conducting hypothesis testing to determine the simultaneous influence of the independent variables using the F-test. Meanwhile, the T-test is used to assess the effect of each individual independent variable. If the significance (α) value is < 0.05 , the hypothesis is accepted, indicating a significant influence of the independent variables on the dependent variable. Conversely, if the significance value is > 0.05 , the hypothesis is rejected, meaning there is no significant influence between the variables being tested.

4. Results and Discussion

Result

After the instrument (questionnaire) was distributed to 47 employees at the Balai The Health Training Center (Bapelkes) of South Kalimantan Province , acting as the actual respondents, first underwent validity and reliability testing because the questionnaire was developed from theoretical concepts of variables (Ghozali, 2018) . The validity test in this study used *construct validity* , which is tested by correlating each question or item with the total score for each variable. An item in the questionnaire is considered valid if its correlation coefficient is positive and greater than 0.30 (Sugiyono, 2022) . Based on the results of the validity test calculations above for the human resource quality variable, all instrument items used had "r" values greater than $r = 0.30$, indicating that all instrument items were valid. Reliability testing in this study was conducted using *Cronbach's Alpha* . *An instrument is considered reliable if its Cronbach's Alpha* value is greater than 0.60 (Nunnally, 1978 in Ghozali, 2021).

A regression equation model can be analyzed and provide representative results if it is BLUE (Best Linear Unbiased Estimation) or if classical assumption testing has been performed. The classical assumption testing performed on the regression equation model in this study includes tests for normality, multicollinearity, and heteroscedasticity. Based on the processing of statistical analysis data for hypothesis testing consisting of regression, correlation, coefficient of determination and t-test obtained with the help of SPSS for Windows software .

Table 1. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.976 ^a	.952	.948	.444

a. Predictors: (Constant), Quality Source Power Human (X1), Climate Organization (X2), and Commitment Organizational (X3)

b. Dependent Variable: Performance

Source : Data processed, 2025

Coefficient value determination (R^2) in research This is 0.952, which means variables Human Resource Quality (X^1), variable Organizational Climate (X^2), and variables Organizational Commitment (X^3) can explain Employee Performance variable (Y) is 95.2%. Meanwhile difference remainder the remaining 4.8 % explained by other variables that are not used in this model.

Table 2. t - Test Results

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.785	.737		1,065	.293
Human Resources	.030	.022	.047	1,394	.171
Quality	.655	.054	.816	12,047	.000
Climate Organization	.144	.057	.173	2,554	.014
Commitment Organizational					

a. Dependent Variable: Employee Performance

Source : Data processed, 2025

The t-test is basically show how much Far influence One variables explanation or independent individually in explain variables dependent (Ghozali, 2021). If the value significant < 0.05 or thitung $> t$ tabel, then there is influence variable X against variable Y. If the value significant > 0.05 or thitung $< t$ tabel, then no there is influence variable X against variable Y.

Can see from table 2 above that variables Human Resources Quality significance of $0.171 > 0.05$ and the results thitung $> t$ tabel that is for variables Human Resources Quality of $1.394 < 2.110$. This means that H^1 is rejected, so it can be concluded that there is no positive and significant influence on the Quality of Human Resources. on employee performance at the Health Training Center (Bapelkes) of South Kalimantan Province .

For the organizational climate variable, the significance value is $0.000 < 0.05$ and the t -value is greater than the t -table value, namely $12.047 > 2.110$. This indicates that H2 is accepted, meaning there is a positive and significant influence of organizational climate on employee performance at the Health Training Center (Bapelkes) of South Kalimantan Province.

For the organizational commitment variable, the significance value is $0.014 < 0.05$ and the t -value is also greater than the t -table value, namely $2.554 > 2.110$. This shows that H3 is accepted, indicating that organizational commitment has a positive and significant effect on employee performance at Bapelkes South Kalimantan Province.

The hypothesis testing of the simultaneous influence of human resource quality, organizational climate, and organizational commitment on employee performance is carried out using the F-test as follows.

Table 3. F test

ANOVA ^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	166,775	3	55,592	282,608	.000 ^a
Residual	8,459	43	.197		
Total	175,234	46			

a. Predictors: (Constant), Quality Source Power Human (X1), Climate Organization (X2), and Commitment Organizational (X3)

b. Dependent Variable: Performance (Y)

Source : Data processed, 2025

Based on table 3 above can see that the regression model shows significant results with number $F_{count} > F_{table}$ namely $282.608 > 3.20$, and the value probability (sig.) $F < 0.05$, namely $0.000 < 0.05$, so the model worthy used in analysis. The F test is basically is compare F value results calculation with F value according to table. When calculated F value more big than F table value, then We accept hypothesis alternative that states that all variables independent in a way simultaneous influence variables dependent (Ghozali , 2022).

Because the calculated F (282.608) is greater than the F_{table} (3.20), H4 is accepted , so it can be concluded that there is a positive and significant influence of human resource quality, organizational climate, and organizational commitment together (simultaneously) on employee performance at the Health Training Center (Bapelkes) of South Kalimantan Province .

Based on results regression multiple , can seen hypothesis test results as following :

Table 4. Hypothesis Test Results

Probability (Sig)	Comparison thitung with table	Conclusion
0.171	$1,394 < 2,110$	H1 is rejected

0,000	12,047 > 2,110	H2 accepted
0.014	2,554 > 2,110	H3 is accepted
<u>F test</u>		
0,000	282,608 > 3.20	H4 accepted

Source: Processed alone, 2025

Discussion

1. Influence Quality Source Power Man On Employee Performance

Findings of this study show that the quality of human resources does not have a significant effect on employee performance at the Health Training Center (Bapelkes) of South Kalimantan Province. These results indicate that although the quality of human resources is theoretically important, in the context of Bapelkes South Kalimantan, improvements in human resource quality are not yet sufficient to explain or significantly influence changes in employee performance. It is possible that other aspects—such as the implementation of competencies in daily work, managerial support, or a less-than-optimal performance evaluation system—serve as inhibiting factors that reduce the real contribution of human resource quality toward performance outcomes. These findings differ from many previous studies stating that human resource quality positively influences performance (Sari et al., 2021; Fitriani & Darmawan, 2021). However, several studies support the results of this research, such as Rahmawati and Sudiro (2020), who argue that high competence does not automatically improve performance if it is not accompanied by a work environment that encourages the actualization of these competencies.

According to Wibowo (2020), human resource quality includes knowledge, skills, and work behavior; however, without strong work motivation and a supportive reward system, this potential does not necessarily manifest in actual performance. Thus, in the context of Bapelkes, there may be a mismatch between employee competencies and their workload, or a lack of optimal utilization of their abilities within the organizational work system. Another possible explanation is the strong reliance on bureaucratic procedures, in which employees primarily carry out routine administrative tasks without sufficient space to innovate or demonstrate personal initiative. As a result, high individual quality may not appear in formal performance indicators. Therefore, further research is needed to explore whether employee competencies have been fully utilized and how managerial systems and workplace culture may facilitate the implementation of these competencies in daily work practices.

2. Influence Climate Organization On Employee Performance

Findings study This show that climate organization influential to performance employee Hall Health Training (Bapelkes) of South Kalimantan Province . On the perception employee to climate organization is at in category positive with mean value of 3.70. This means that the employees feel existence clarity structure organization , open communication , support from superiors , and flexibility in work . Factors This create atmosphere comfortable, safe and supportive work improvement productivity Work. In a way conceptual, climate organization reflect perception together employee to environment Work they, which include policies, practices managerial, relationship social, and prevailing values in organization (Robbins and Judge, 2019). Environment healthy and supportive work will motivating employee For Work more active , synergistic in team , and innovate in implementation his duties .

Findings This in harmony with results study previously from Kakui and Gachunga (2016) who showed that climate organization own influence significant to motivation and performance employees in the public sector . Also supports results research by Ali et al. (2016) which found that environment positive work relate close with productivity work and loyalty employees, as well as results study Nasution et al. (2018) who confirmed that dimensions climate organization like communication, justice, and leadership influential strong to achievement performance employee. With thus, Bapelkes South Kalimantan Province needs maintain and improve climate healthy organization through clarity role, participatory leadership, giving bait back, and open and fair internal communication so that Keep going support improvement performance employee in a way sustainable.

3. Influence Commitment Organizational On Employee Performance

Findings study This show that commitment organizational influential to performance employee Hall Health Training Center (Bapelkes) of South Kalimantan Province . Research results show that majority employee Health Training Center feel involved in achievement objective organization, has desire For still Work in term long, understanding values organization, as well as own not quite enough moral responsibility towards progress organization. That matter in line and supportive that commitment organizational reflect to what extent employees identify self with organization and desire For Keep going become part from organization (Meyer and Allen, 1997).

Research result This supported by several studies previously, among others from Kakui and Gachunga (2016) stated that that commitment organizational own role important in increase performance employee through loyalty and sense of responsibility answer to work, also in line with results research by Ali et al. (2016) which found that capable organization build loyalty employee will increase performance they in a way significant. And supports results study Nasution et al. (2018) which explains that commitment to organization correlated positive with Spirit work and productivity employees in the sector public . As well as the results study (Putri et al., 2021) at Bank Kalsel. With Thus, it is important for Health Training Center South Kalimantan Province for Keep going strengthen commitment organizational employees, for example through creation culture inclusive work, clarity objective organization and empowerment employee in taking decision. Effort the can increase employee loyalty and internal motivation in support achievement objective organization optimally.

4. Influence Quality Source Power Humans , Climate Organization and Commitment Organizational On Employee Performance

Research result This show that in a way simultaneous Quality Source Power Humans, Climate Organization and Commitment Organizational influential on Employee Performance Hall Health Training (Bapelkes) of South Kalimantan Province. Findings This confirm importance synergy between internal organizational factors. Superior human resource quality without supported by climate conducive work and strong commitment from individual, no will produce optimal performance. On the other hand, the climate positive work and high commitment only will effective If employee own adequate competence and skills. This result consistent with theories management source Power humans and behavior organization that states that performance employee is results interaction from various internal factors , both in a way individual (quality and commitment) as well as structural

(climate organization). According to Armstrong and Taylor (2020), performance employee is product end from ability, motivation, and opportunity, which can summarized in the formula $P = f(A \times M \times O)$. Study This is also in line and supports results studies from Albrecht et al. (2015) which emphasizes importance integration between HR, culture organization, and involvement employee in achievement performance. Also, on the results study Rivai and Mulyadi (2020) stated that that performance employee No only determined by competence technical, but also influenced by the environment work and mental attitude of employees to organization. As well as the results study Raharjo et al. (2018) who concluded that combination between quality of human resources, climate work and commitment employee in a way together give influence significant to achievement of organizational targets. With thus, Bapelkes South Kalimantan Province Needs Keep going do approach holistic in management employees. Effort's improvement performance No Enough only done through training and improvement competence, but also must accompanied with creation environment supportive work as well as strengthening commitment and loyalty employee to organization.

Conclusion

Based on results study show that Quality source Power humans, climate organization and commitment organizational in a way simultaneous influential significant to performance employee Hall Health Training (Bapelkes) of South Kalimantan Province. Then quality source Power man No influential to performance employee Hall Health Training (Bapelkes) of South Kalimantan Province. However For in the climate organization and commitment organizational, each of which has an influence to performance employee Hall Health Training (Bapelkes) of South Kalimantan Province .

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