

# ANALYSIS OF THE IMPACT OF COMPETENCY AS A MEDIATOR FOR HUMAN CAPITAL AND INNOVATION ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE

**Umirtu<sup>1</sup>, A Hadi Arifin<sup>2</sup>, Darmawati Muchtar<sup>3</sup>, Marbawi<sup>4</sup>**

<sup>1,2,3,4</sup>Management Science, Faculty of Economics & Business, Universitas Malikussaleh

Email : [umirtu.226110101014@mhs.unimal.ac.id](mailto:umirtu.226110101014@mhs.unimal.ac.id)<sup>1</sup>, [hadi@unimal.ac.id](mailto:hadi@unimal.ac.id)<sup>2</sup>, [darmawati@unimal.ac.id](mailto:darmawati@unimal.ac.id)<sup>3</sup>, [marbawi@unimal.ac.id](mailto:marbawi@unimal.ac.id)<sup>4</sup>

Correspondence Author: [hadi@unimal.ac.id](mailto:hadi@unimal.ac.id)

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### Abstract

*This research aims to determine the influence of Human Capital, Innovation Organizational Climate and Competence on Employee Performance at the Regional Secretariat of North Aceh Regency. The data used in this research is primary data by distributing questionnaires, while the sampling technique is census. So the sample in the research totaled 140. The analytical method used was a quantitative method with the Structural Equation Modeling (SEM) research model. The results of the research conclude that (1) Innovation Organizational Climate has an effect on competence (2) human capital has an effect on competence. (3) Competence influences employee performance. (4) Innovation Organizational Climate influences employee performance. (5) There is no influence of human capital on employee performance. (6) Competence partially mediates the relationship between the Innovation Organizational Climate variable and employee performance. (7) Competence partially mediates the relationship between human capital variables and employee performance. This means that the competency variable fully mediates the influence of the human capital variable on employee performance at the North Aceh Regional Secretariat, where previously human capital did not partially influence employee performance.*

**Keywords:** *Human Capital, Innovation Organizational Climate, Employee Competence and Performance*

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### I. Background

Competence refers to the skills, knowledge, and abilities possessed by employees to carry out their tasks effectively (Mendeley). Human Capital includes the assets of knowledge, skills, and abilities possessed by individuals in the organization, which play an important role in creating value and supporting the sustainability of the Company (Mendeley). Innovation Organizational Climate, which is an organizational climate that supports and encourages innovation, creates an environment conducive to employees sharing ideas, experimenting, and collaborating to find new solutions (Mendeley). When employees have high competence and strong Human Capital, they are better able to complete their work efficiently and effectively, which ultimately improves individual and overall organizational performance (Mendeley). An organizational climate that supports innovation also contributes significantly to employee performance, as an innovative environment encourages employee motivation, engagement, and creativity, all of which are important factors for optimal performance. Thus, the synergy between competence, Human Capital, and Innovation Organizational Climate creates a strong foundation for improving employee performance and achieving organizational goals (Mendeley).

*Analysis of the Impact of Competency as a Mediator for Human Capital and Innovation Organizational Climate on Employee Performance*

Umirtu<sup>1</sup>, A Hadi Arifin<sup>2</sup>, Darmawati<sup>3</sup>, Marbawi<sup>4</sup>

In the context of the relationship between Competence, Human Capital, Innovation Organizational Climate, and Employee Performance includes an understanding of how these elements synergistically contribute to improving individual and organizational performance. Recent research shows that employee competence, which includes specific knowledge, skills, and abilities, is a key factor in determining work efficiency and effectiveness (Mendeley). Human Capital, as the accumulation of knowledge, skills, and capabilities possessed by employees, serves as a strategic asset that supports innovation and productivity (Mendeley). Furthermore, an organizational climate that supports innovation creates an environment where employees feel encouraged to experiment and develop new ideas, which directly contributes to higher performance. Recent research emphasizes the importance of integrating these three elements, showing that organizations that successfully develop employee competencies, manage Human Capital effectively, and create a climate that supports innovation tend to achieve superior performance compared to those that do not (Mendeley).

This study aims to analyze the impact of competence as a mediating variable in the relationship between human capital and innovation organizational climate on employee performance at the Regional Secretariat of North Aceh Regency. Competence is a key factor that influences employees' ability to carry out tasks effectively, so that adequate competence can significantly improve performance. Human capital, which includes employee knowledge, skills, and experience, plays a role in creating quality human resources that support organizational productivity. Meanwhile, innovation organizational climate describes a work environment that encourages creativity, initiative, and innovation, which indirectly affects employee performance through increased competence. Thus, this study explores how human capital and innovation organizational climate can improve employee competence, which in turn has a positive impact on their performance in achieving organizational goals.

**II.Theoretical Review  
Performance**

An organization, whether governmental or private, in achieving its stated goals, must rely on a means in the form of an organizational structure driven by a group of individuals who play an active role as the main actors in efforts to achieve these goals. The achievement of organizational goals is highly dependent on the efforts made by the actors within it. If employee performance is good, then it is likely that organizational performance will also show positive results. Optimal employee performance can be achieved if employees have high skills, are motivated to work because of appropriate rewards, and have hopes for a better future. The Last Supper (2018). According to The Great War (2019) Performance is the overall work result achieved by human resources in carrying out the tasks that have been given to them, in accordance with the responsibilities they carry. Performance reflects the extent to which individuals or groups in an organization succeed in meeting the goals and standards that have been set, and how they contribute to the achievement of the overall goals of the organization.

**Human Capital.**

Human capital is an important factor in the production process because human resources are an important asset in a company to improve company performance (Dahlan, 2014). Human capital is a very important element of intellectual capital, because it can create competitiveness for organizations/companies. Because human capital is the ability of each member of the organization to be used in the process of creating intellectual assets (Sangkala 2018). Human capital reflects the collective ability of the company to produce the best solutions based on the knowledge possessed by the people in the company, which will increase if the company is able to use the knowledge possessed by its employees. Human capital is a grouping of three key elements, namely skills, attitudes, and intellectual intelligence. (Ongori, 2019). Human capital reflects the collective ability of a company to produce the best



solutions based on the knowledge possessed by the people in the company and will increase if the company is able to use the knowledge possessed by its employees (Baron and Armstrong, 2013).

### **Innovation Organizational Climate**

Innovation organizational climate (or also called organizational climate) is a series of work environments around the workplace that influence a person's behavior in carrying out work. Taiguri and Litwin (1968) define innovation organizational climate as the quality of the internal environment of the organization that is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or properties of the organization. Owen (1991) defines innovation organizational climate as a study of individual perceptions regarding aspects of their organization's environment. Likewise, Wirawan (2007) defines Innovation Organizational Climate more broadly, namely the perception of organizational members and those who are in regular contact with the organization regarding what exists or happens in the organization's internal environment routinely that influences the attitudes and behavior of the organization and the performance of organizational members which then determines the organization's performance.

### **III. Conceptual Framework and Hypothesis**

Human capital which is directed can make a significant contribution to improving individual and organizational performance as a whole. Thus, human capital is not only an investment in individual development, but also an effective strategy to improve the competencies needed to achieve organizational goals. Based on the results of the study Judrups et al., (2015), Stracke (2018), The End (2021), Agustini et al., (2024) and Nana & Otoo, (2018) the research results concluded that human capital has a positive impact on employee competence. Innovation Organizational Climate is the collective perception of organizational members towards their work environment, which includes aspects such as organizational culture, leadership style, internal communication, and company policies. In this context, a supportive Innovation Organizational Climate will provide a conducive environment for competency development. (Schneider et al., 2019).

1. Hypothesis 1 Human capital has a positive and significant influence on competence at the North Aceh District Secretariat
2. Hypothesis 2 Innovation Organizational Climate has a positive and significant influence on Competence at the North Aceh District Secretariat
3. Hypothesis 3 Human capital has a positive and significant influence on employee performance at the North Aceh Regional Secretariat.
4. Hypothesis 4 Innovation Organizational Climate has a positive and significant effect on employee performance at the North Aceh Regional Secretariat.
5. Hypothesis 5 Competence is influential positive and significant impact on employee performance at the North Aceh District Secretariat
6. Hypothesis 6 Competence mediates influence Human capital on employee performance at the North Aceh District Secretariat
7. Hypothesis 7 Competence mediates the influence of innovation organizational climate on employee performance at the North Aceh District Secretariat

*Analysis of the Impact of Competency as a Mediator for Human Capital and Innovation Organizational Climate on Employee Performance*

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**IV. Research Methodology**

**Research Location**

The location of this research is The North Aceh District Secretariat, the object of this research is all members of the North Aceh District Secretariat

**Population**

According to Ferdinand (2019) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The following research populations are used, namely:

**Number of Research Population**

JUMLAH PEGAWAI														
JUMLAH													STRUKTURAL	FUNGSIONAL
	IIa	IIc	IIe	IIIa	IIIb	IIIc	IIIe	IVa	IVb	IVc	IVd	S	FU	FT
140	3	4	10	13	16	24	41	13	8	7	1	20	90	30

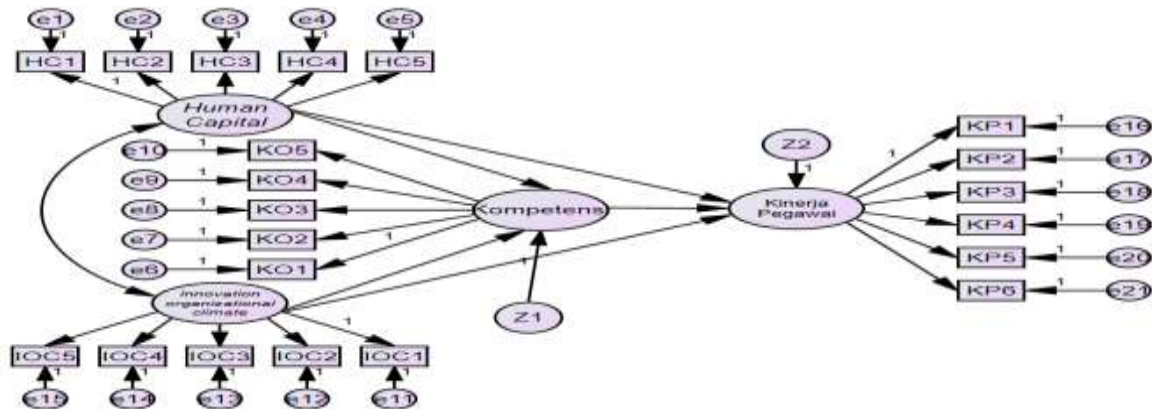
Based on the table above, the population in this study is all members of the North Aceh District Secretariat, totaling 140 employees.

**Sample**

The number of samples is determined based on the number of population availability associated with the number of indicators or statements in the questionnaire. The number of samples is determined based on the number of population availability associated with the number of indicators or statements in the questionnaire. The census method is based on the provisions put forward by Sugiyono (2019), which states that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sampling is census." The sampling method used in this study is the saturated sampling method. The saturated sampling method is a sampling technique when all members of the population are used as samples. The number of samples in this study was 140 people, because the total population used as a sample was 140 people or in other words, the sample determination method also applied the census method.

**V. Research Results and Discussion**

The research method used in compiling this thesis is a quantitative method. Data were collected by distributing questionnaires to employees of the North Aceh District Secretariat face to face. Data analysis was carried out using the Structural Equation Modeling (SEM) method. This method was chosen to examine the relationship between various variables. With SEM, researchers can test and model the complex relationship between these factors accurately and in depth. with the following flowchart:



### SEM Assumption Test Results

Structural Equation Modeling Analysis (SEM) requires the fulfillment of several assumptions so that the structural model that is run can provide valid and reliable results. In this study, there are four criteria for testing SEM assumptions that are tested, namely sample size, data normality, data outliers, and multicollinearity or singularity. The sample size must be sufficient to ensure representative and stable analysis results. Data normality needs to be checked to ensure that the data distribution is in accordance with the statistical assumptions used in SEM. Data outliers must be identified and handled so that they do not significantly affect the analysis results. Finally, multicollinearity or singularity is checked to ensure that there is no very high relationship between the independent variables, which can interfere with the parameter estimates in the model.

Variable	min	max	skew	cr	kurtosis	cr
KP6	1,000	5,000	-1,073	-5,182	,249	,601
KP5	1,000	5,000	-,583	-2,817	-,580	-1,400
KP4	1,000	5,000	-,781	-3,771	-,271	-,654
KP3	1,000	5,000	-,866	-4,181	-,320	-,772
KP2	1,000	5,000	-,596	-2,881	-,584	-1,410
KP1	1,000	5,000	-,656	-3,168	-,650	-1,570
IOC5	1,000	5,000	-1,007	-4,863	-,137	-,330
IOC4	1,000	5,000	-,492	-2,378	-,775	-1,872
IOC3	1,000	5,000	-,462	-2,232	-,596	-1,439
IOC2	1,000	5,000	-,511	-2,470	-,646	-1,559
IOC1	1,000	5,000	-,313	-1,513	-1,090	-2,633
KO5	1,000	5,000	-,371	-1,794	-1,157	-2,794
KO4	1,000	5,000	-,333	-1,610	-,943	-2,277
KO3	1,000	5,000	-,405	-1,956	-1,079	-2,607
KO2	1,000	5,000	-,441	-2,132	-,765	-1,847
KO1	1,000	5,000	-,214	-1,033	-1,120	-2,704
HC5	1,000	5,000	-,284	-1,373	-,932	-2,252
HC4	1,000	5,000	-,145	-,698	-1,039	-2,510
HC3	1,000	5,000	-,215	-1,037	-,976	-2,356
HC2	1,000	5,000	-,165	-,798	-,895	-2,162

*Analysis of the Impact of Competency as a Mediator for Human Capital and Innovation Organizational Climate on Employee Performance*

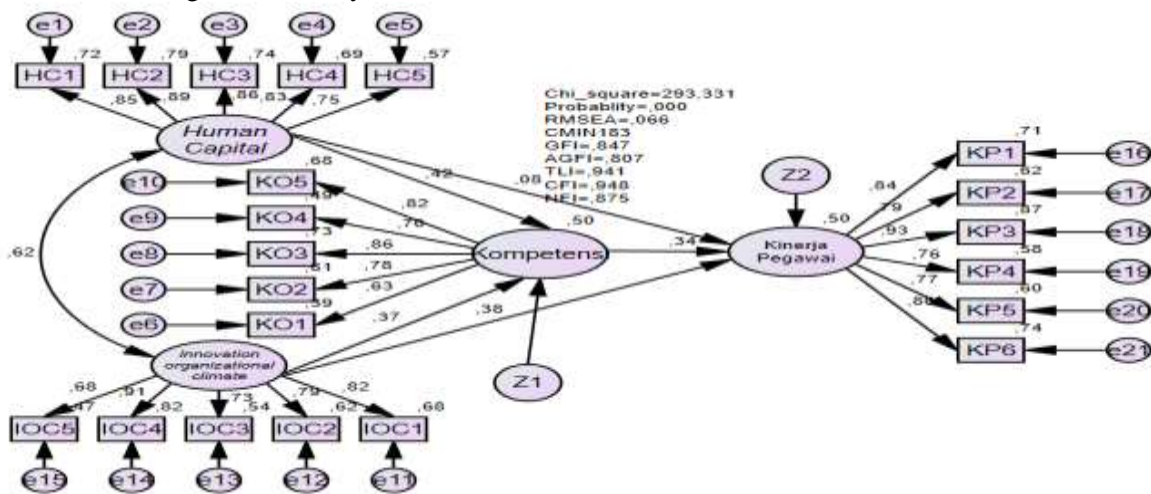
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Variable	min	max	skew	cr	kurtosis	cr
HC1	1,000	5,000	-,247	-1,193	-1,020	-2,463
Multivariate					5,580	1,062

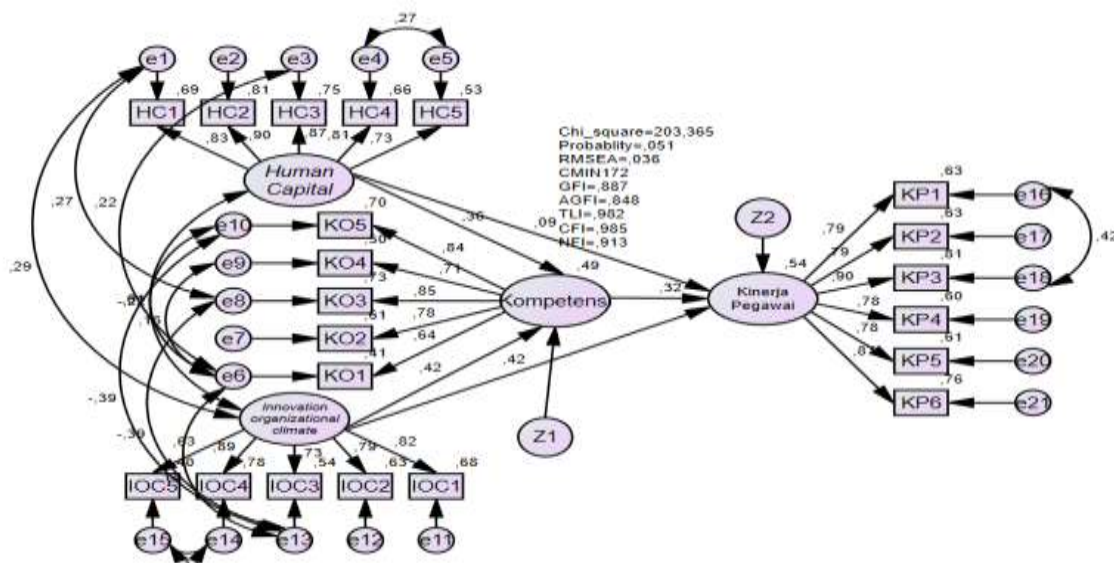
Based on the figures as shown in Table 1, it can be seen that the critical ratio skewness has no univariate value that is outside the range of  $\pm 2.58$ . Thus, it can be concluded that all data in univariate form is normally distributed, likewise in multivariate form the critical ratio kurtosis value is also still within the range of  $\pm 2.58$ , which is 1.062 (larger) so that it can be concluded that both in univariate and multivariate form the data in this study is normally distributed.

**Full Model Analysis Results Before Modification**

The first stage in this analysis is to evaluate the basic research model.



**Full Model Analysis Results After Modification**



This step is important to determine the extent to which the initial model formed in this study has met the Goodness of Fit (GOF) criteria. Testing of the full model is carried out by involving all variables that have been determined in the study. This analysis aims to identify how well the model fits the existing

data. In this stage, various GOF indices, such as Chi-square, RMSEA, CFI, and TLI, are examined to assess the model's fit. If the results of the analysis indicate that the basic model does not meet the expected GOF criteria, then further modifications are needed to improve the model's fit.

**Goodness of Fit FullModel After Modification**

NO	Criteria	Expected Value	Value Before Modification	Mark After Modification	Conclusion
1	Chi Square Goodness Of Fit	Expected Small	293,331	203,365	Good Fit
2	Index(GFI) Root Mean Square Error of	> 0.90	0.847	0.887	MarginalFit
3	Approximation(RMSEA) Adjusted Goodness Of Fit	< 0.05-0.08	0.066	0.036	Good Fit
4	Indexs (AGFI) Tucker Lewis Indexs	> 0.90	0.807	0.848	Marginal Fit
5	(TLI) Comparative Fit Indexx	> 0.90	0.941	0.982	Good Fit
6	(CFI)	> 0.90	0.948	0.985	Good Fit
7	CMIN/DF	< 2.00	0.183	0.172	Good Fit
8	P-Value	< 0.05	0,000	0.051	Good Fit

Based on the data in Table 2, it can be explained that all GOF values have met the required criteria except for the GFI value (0.887) which is still marginal but its value has improved compared to the value before modification, so the model can be said to be fit, meaning the data is in accordance with the model and can explain the model well.

**Parameter Value Estimation Results**

To find out how much influence, direction of influence and significance of the influence of exogenous variables on endogenous variables, an analysis of parameter value estimation is carried out. The coefficient value used is the estimate standardized regression weights value as shown in the following table:

Parameter Value Estimation

			Stand Estimate	Unstd. Estimate	SE	CR	P
Competence	<---	Innovation_organizational_climate	0.365	0.290	0.085	3,424	*
Competence	<---	Human_Capital	0.421	0.325	0.084	3,882	*
Employee_Performance	<---	Competence	0.338	0.442	0.150	2,956	0.003
Employee_Performance	<---	Human_Capital	0.080	0.081	0.103	0.782	0.434
Employee_Performance	<---	Innovation_organizational_climate	0.379	0.394	0.108	3,642	*

*Analysis of the Impact of Competency as a Mediator for Human Capital and Innovation Organizational Climate on Employee Performance*

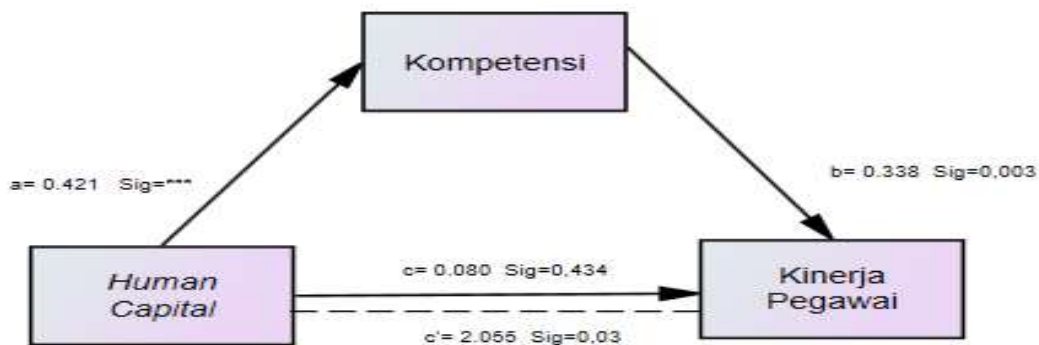
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Based on the figures as shown in Table 3 it can be explained that:

1. Innovation organizational climate has a positive effect on competency variables.
2. Human capital has a positive effect on competency variables
3. Competence has a positive effect on employee performance.
4. Innovation organizational climate influence on employee performance variables.
5. Human capital does not affect employee performance variables.

**Human capital-Employee Competence-Performance**

To find out whether the Competence variable can be said to be a mediating variable in the relationship between the Human Capital variable and employee performance at the North Aceh Regional Secretariat, a mediation effect test was carried out using the criteria or stages carried out by Baron & Kenny (1986) as shown in the following Figure:



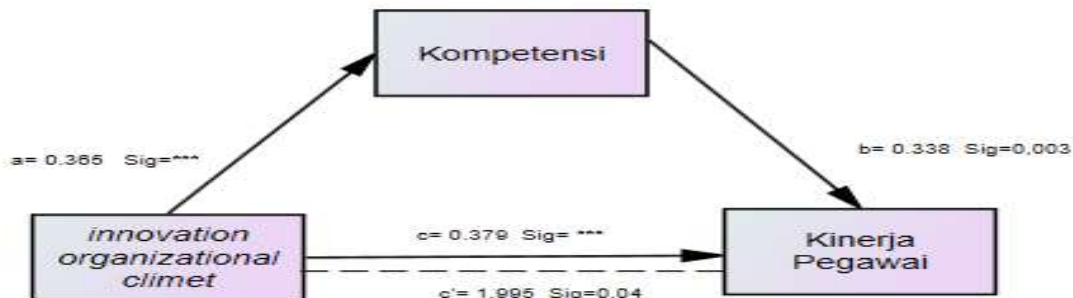
HC-KO-KP

Based on the figures shown in Figure 5.12, it can be explained that the coefficient of path a is 0.421 (significant), the coefficient of path b is 0.338 (significant), the coefficient of path c is 0.080 (significant) and the coefficient of path c' is 3.125 (significant) where the coefficient value is also smaller than the coefficient value of path c. Therefore, paths a, b and c are significant and path c' is also significant, it can be concluded that the competency variable partially mediates the relationship between the human capital variable and employee performance. This means that the competency variable fully mediates the influence of the human capital variable on employee performance at the North Aceh Regional Secretariat. Human capital does not partially affect employee performance.

**Innovation Organizational Climate- Employee Competence-Performance**

To find out whether the competency variable can be said to be a mediating variable in the relationship between the Innovation Organizational Climate variable and employee performance, a mediation effect test was carried out using the criteria or stages carried out by Baron & Kenny (1986) as shown in the following Figure:





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Based on the figures shown in Figure 5.13, it can be explained that the coefficient of path a is 0.365 (significant), the coefficient of path b is 0.338 (significant), the coefficient of path c is 0.379 (significant) and the coefficient of path c' is 1.995 (significant) where the coefficient value is also smaller than the coefficient value of path c. Therefore, paths a, b and c are significant and path c' is also significant, it can be concluded that the competency variable partially mediates the relationship between the Innovation Organizational Climet variable and employee performance. This means that the Competency variable fully mediates the influence of the Innovation Organizational Climet variable on employee performance and the Innovation Organizational Climet variable itself also partially influences employee performance at the North Aceh Regional Secretariat.

## VI. Recommendation

Based on the research results as described in the discussion section, several conclusions can be formulated as follows:

1. There is an influence of innovation organizational climate on competence with a coefficient value of 0.365 with a significant value of 0.000 (\*) which is much smaller than 0.05, so it is concluded that innovation organizational climate has a positive effect on competence.
2. There is an influence of human capital on competence with a coefficient value of 0.421 with a significant value of 0.000 (\*) which is much smaller than 0.05, so it is concluded that human capital has a positive influence on competence.
3. There is an influence of competence on employee performance with a coefficient value of 0.338 with a significant value of 0.003 which is much smaller than 0.05, so it is concluded that competence has a positive influence on employee performance.
4. There is an influence of innovation organizational climate on employee performance with a coefficient value of 0.379 with a significant value of 0.000 (\*) greater than 0.05, so it is concluded that innovation organizational climate has an influence on employee performance variables.
5. There is no influence of human capital on employee performance with a coefficient value of 0.080 with a significant value of 0.434 which is much greater than 0.05, so it is concluded that human capital has no effect on employee performance variables.
6. Competence partially mediates the relationship between the innovation organizational climate variable and employee performance. This means that the competence variable fully mediates the influence of the innovation organizational climate variable on employee performance and the innovation organizational climate variable itself also partially influences employee performance at the North Aceh District Secretariat.
7. Competence partially mediates the relationship between human capital variables and employee performance. This means that the competency variable fully mediates the influence of human capital

*Analysis of the Impact of Competency as a Mediator for Human Capital and Innovation Organizational Climate on Employee Performance*

Umirtu<sup>1</sup>, A Hadi Arifin<sup>2</sup>, Darmawati<sup>3</sup>, Marbawi<sup>4</sup>

variables on employee performance at the North Aceh Regional Secretariat, where previously human capital did not partially affect employee performance.

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*Analysis of the Impact of Competency as a Mediator for Human Capital and Innovation Organizational Climate on Employee Performance*

Umirtu<sup>1</sup>, A Hadi Arifin<sup>2</sup>, Darmawati<sup>3</sup>, Marbawi<sup>4</sup>

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