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The Influence of Human Resource Competence and Organizational Commitment on The Performance of International Cooperation Projects (A Study at The Directorate General of Advanced Healthcare, Ministry of Health of The Republic of Indonesia)

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Abstract: International cooperation projects funded by multilateral development institutions such as the Islamic Development Bank, World Bank, and Asian Development Bank require high standards of accountability, compliance, and performance. In the Indonesian health sector, the implementation of foreign funded projects faces various challenges, including differences in budget absorption rates, administrative complexity, and human resource turnover. These conditions indicate that project success is not determined solely by funding availability and governance systems but is also influenced by the quality of human resources involved in project implementation. This study aims to analyze the effect of Human Resource Competence and Organizational Commitment on the performance of international cooperation projects at the Directorate General of Advanced Healthcare, Ministry of Health of the Republic of Indonesia. A quantitative research approach was employed using a survey method. Data were collected from 75 respondents who were directly involved in the management of international cooperation projects through purposive sampling. The data were analyzed using multiple linear regression with the assistance of IBM SPSS Statistics 27. The findings reveal that Human Resource Competence has a positive and significant effect on Project Performance, indicating that technical, managerial, and behavioral competencies contribute substantially to project effectiveness. Organizational Commitment demonstrates a positive but statistically insignificant partial effect on Project Performance. However, Human Resource Competence and Organizational Commitment simultaneously have a significant influence on Project Performance. The study highlights the strategic importance of competency development in improving project outcomes, compliance with donor requirements, and organizational effectiveness. The findings provide practical implications for policymakers and project managers in strengthening human resource capacity through training, certification, knowledge transfer, and continuous professional development to enhance the success of international cooperation projects.

Keyword: Human Resource Competence, Organizational Commitment, Project Performance, International Cooperation Project, Foreign Loan and Grant Project.

INTRODUCTION

International cooperation projects have become one of the primary instruments for supporting public sector development in many countries. International development partners, including the World Bank, the Islamic Development Bank (IsDB), and the Asian Development Bank (ADB), actively provide financial assistance to strengthen infrastructure, improve public services, and enhance healthcare systems. However, the success of international cooperation projects is determined not only by the availability of financial resources but also by an organization's ability to manage its resources effectively, comply with donor requirements, and achieve project objectives. Previous studies have consistently identified human resource quality as a critical determinant of project success, particularly in projects characterized by high complexity, multiple stakeholders, and stringent accountability requirements.

In recent years, human resource competency and organizational commitment have attracted increasing attention in the field of project management. Human resource competency, encompassing technical, managerial, and behavioral capabilities, is widely recognized as a key factor influencing project effectiveness. Likewise, organizational commitment has been associated with employee loyalty, work engagement, and willingness to contribute to organizational goals. The integration of competent human resources and strong organizational commitment is therefore expected to improve project performance, particularly in internationally funded projects that require strict compliance with donor regulations, governance standards, and reporting mechanisms.

In Indonesia, the healthcare sector is one of the major recipients of international financial assistance through the Foreign Loan and Grant (FLG) financing scheme. The Ministry of Health manages several strategic international cooperation projects, including the *Strengthening of National Referral Hospitals on Oncology Centers Project*, the *Indonesia Supporting Primary Health Care Reform (I-SPHERE) Project*, and the *Health System Resilience Project*. These projects differ substantially from government programs financed solely through the national budget because they require compliance with international procurement procedures, results-based monitoring and evaluation systems, and more rigorous governance and accountability mechanisms.

Despite these initiatives, the implementation of international cooperation projects continues to face significant challenges. Data on FLG-funded projects indicate considerable variation in budget absorption rates across projects. While some projects have achieved satisfactory financial realization, others continue to experience implementation delays. In addition, personnel turnover within project management teams may adversely affect project continuity, knowledge transfer, and overall implementation effectiveness. These conditions suggest that human resource-related factors play a pivotal role in determining the success of international cooperation projects.

From a theoretical perspective, competency is regarded as a form of human capital capable of enhancing organizational productivity and performance (Becker, 1993). Similarly, the Resource-Based View (RBV) argues that competent human resources represent valuable strategic assets that enable organizations to achieve sustainable competitive advantages (Barney, 1991). Furthermore, Meyer and Allen (1991) emphasize that organizational commitment strengthens employees' emotional attachment, loyalty, and willingness to contribute to organizational objectives. Consequently, human resource competency and

organizational commitment are considered two fundamental organizational factors that may influence project performance.

Although numerous studies have examined the relationships among competency, organizational commitment, and organizational performance, most previous research has focused on private companies, business organizations, or general public institutions. Empirical studies specifically investigating the influence of human resource competency and organizational commitment on the performance of international cooperation projects in the healthcare sector remain limited. Furthermore, few studies have examined these relationships within the context of Foreign Loan and Grant (FLG) projects, which are characterized by unique challenges, including compliance with donor regulations, international procurement requirements, budget absorption performance, and workforce stability. These limitations indicate the existence of a research gap that warrants further investigation.

Based on these considerations, this study aims to examine the effects of Human Resource Competency and Organizational Commitment on the Performance of International Cooperation Projects at the Directorate General of Advanced Healthcare, Ministry of Health of the Republic of Indonesia. The findings are expected to contribute to the development of human resource management and project management literature while providing practical insights for policymakers and project managers in improving the effectiveness of internationally funded healthcare projects.

METHOD

This study employed a quantitative research approach using a survey method to examine the effects of Human Resource Competency (HRC) and Organizational Commitment (OC) on the Performance of International Cooperation Projects (PP). A quantitative approach was selected because the study aimed to objectively investigate the relationships among variables through statistical analysis.

The research was conducted at the Directorate General of Advanced Healthcare, Ministry of Health of the Republic of Indonesia, focusing on organizational units responsible for managing international cooperation projects financed through the Foreign Loan and Grant (FLG) scheme, including projects supported by the Islamic Development Bank (IsDB), the World Bank, and the Asian Development Bank (ADB). Data collection was carried out in May 2026.

The study population consisted of all personnel involved in managing international cooperation projects within the Project Management Unit (PMU) and Project Implementation Unit (PIU) of the Directorate General of Advanced Healthcare. A purposive sampling technique was employed to select respondents based on the following criteria: (1) direct involvement in the management of international cooperation projects; (2) responsibility for project planning, procurement, implementation, monitoring, evaluation, or reporting activities; (3) a minimum of one year of work experience in the project; and (4) willingness to participate in the study. Based on these criteria, a total of 75 respondents were included in the analysis.

The research model comprised two independent variables and one dependent variable. The independent variables were Human Resource Competency (X_1) and Organizational Commitment (X_2), while Project Performance (Y) served as the dependent variable.

The research instrument consisted of a structured questionnaire employing a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Human Resource Competency was operationalized through three dimensions: technical competency, managerial competency, and behavioral competency. Organizational Commitment was measured using affective commitment, continuance commitment, and normative

commitment, while Project Performance was assessed through project efficiency, output quality, and project compliance.

Prior to hypothesis testing, the questionnaire was subjected to validity and reliability testing. Construct validity was evaluated using the Corrected Item Total Correlation, whereas internal consistency reliability was assessed using Cronbach's Alpha. All measurement items met the recommended validity threshold, and each construct demonstrated a Cronbach's Alpha value greater than 0.70, indicating satisfactory reliability.

Data analysis was performed using IBM SPSS Statistics version 27. The analytical procedures included descriptive statistics, classical assumption tests (normality, multicollinearity, autocorrelation, and heteroscedasticity), multiple linear regression analysis, the coefficient of determination (R^2), the partial t-test, and the simultaneous F-test. These analyses were conducted to evaluate both the individual and joint effects of Human Resource Competency and Organizational Commitment on the performance of international cooperation projects.

Table 1. Operational Definition of Research Variables

Variable	Dimension	Indicators	Number of Items
Human Resource Competency (X_1)	Technical Competency	Understanding donor guidelines, project documentation preparation, contract management	3
	Managerial Competency	Project planning, team coordination, decision-making	3
	Behavioral Competency	Teamwork, communication, responsibility	3
Organizational Commitment (X_2)	Affective Commitment	Organizational pride, emotional attachment, work involvement	3
	Continuance Commitment	Perceived benefits of remaining, perceived cost of leaving, job dependency	3
	Normative Commitment	Loyalty, moral obligation, moral responsibility	3
Project Performance (Y)	Project Efficiency	Timeliness, budget efficiency	2
	Output Quality	Compliance with quality standards, achievement of project targets	2
	Project Compliance	Compliance with procedures, timely project reporting	2

Source: Adapted from Spencer and Spencer (1993), Meyer and Allen (1991), Kerzner (2022), Project Management Institute (2021), and developed by the author (2026).

The operationalization of the research variables was developed based on Spencer and Spencer's (1993) competency theory, Meyer and Allen's (1991) organizational commitment theory, and the project performance framework proposed by Kerzner (2022) and the Project Management Institute (PMI, 2021). The measurement indicators were subsequently adapted to reflect the characteristics of international cooperation project management within the Directorate General of Advanced Healthcare, Ministry of Health of the Republic of Indonesia.

Primary data were collected using a structured questionnaire with a five point Likert scale, ranging from Strongly Agree (5) to Strongly Disagree (1). The questionnaire items were developed based on the operational indicators derived from established theories and relevant empirical studies. Before data collection, all measurement items were subjected to validity and reliability testing to ensure the quality of the research instrument. Construct validity was assessed using the Corrected Item Total Correlation, while internal consistency reliability was evaluated using Cronbach's Alpha with the assistance of IBM SPSS Statistics version 27. Measurement items were considered valid when their corrected item-total

correlation exceeded the critical value, whereas the instrument was considered reliable when the Cronbach's Alpha coefficient was greater than 0.70.

The data were analyzed using IBM SPSS Statistics version 27 through both descriptive and inferential statistical analyses. Descriptive analysis was employed to summarize the characteristics of the respondents and describe the distribution of each research variable. Inferential analysis was conducted using multiple linear regression to examine the proposed research hypotheses. Prior to regression analysis, the data were tested to ensure compliance with the classical assumptions of regression, including normality, autocorrelation, multicollinearity, and heteroscedasticity tests. The hypotheses were evaluated using the partial t-test to examine the individual effects of each independent variable on Project Performance, the simultaneous F-test to assess their combined effect, and the coefficient of determination (R^2) to determine the proportion of variance in Project Performance explained by the proposed regression model.

RESULT AND DISCUSSION

The study involved 75 respondents comprising personnel from the Project Management Unit (PMU) and Project Implementation Unit (PIU) responsible for managing international cooperation projects within the Directorate General of Advanced Healthcare, Ministry of Health of the Republic of Indonesia. Most respondents had more than three years of experience in managing Foreign Loan and Grant (FLG)-funded projects, held a bachelor's degree, and had participated in training programs related to international project management. These characteristics indicate that the respondents possessed relevant educational backgrounds and professional experience to provide reliable assessments of the variables examined in this study.

Descriptive Statistics

Descriptive statistics were conducted to provide an overview of respondents' perceptions of the research variables. The findings indicate that Human Resource Competency, Organizational Commitment, and Project Performance were all rated within the high to very high categories, suggesting favorable organizational conditions regarding employee competency, organizational commitment, and project implementation.

Table 2. Descriptive Statistics

Variable	Mean	Category
Human Resource Competency	4.34	Very High
Organizational Commitment	3.99	High
Project Performance	4.18	High

Source: Processed by the Author (2026).

Human Resource Competency obtained the highest mean score, indicating that respondents perceived themselves as possessing strong technical, managerial, and behavioral competencies required to manage international cooperation projects effectively. Project Performance also received a high evaluation, while Organizational Commitment was perceived positively, reflecting employees' commitment to organizational goals.

Reliability Test

Prior to hypothesis testing, the measurement instrument was subjected to validity and reliability assessments. The validity test confirmed that all questionnaire items met the required validity criteria, while the reliability analysis demonstrated excellent internal consistency.

Table 3. Summary of Reliability Test Results

Variable	Cronbach's Alpha
Human Resource Competency	0.920
Organizational Commitment	0.875
Project Performance	0.921

Source: Processed by the Author (2026).

All constructs achieved Cronbach's Alpha values above 0.70, confirming that the research instrument was reliable and suitable for further statistical analysis.

Normality Test

The normality assumption was assessed using the histogram and Normal P–P Plot of standardized residuals. The histogram and Normal P–P Plot indicated that the standardized residuals were normally distributed, the residuals followed a bell-shaped distribution and the plotted points closely followed the diagonal reference line, indicating that the residuals were approximately normally distributed. Therefore, the regression model satisfied the normality assumption and was appropriate for further analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis produced the following regression equation:

$$Y = 2.728 + 0.426X_1 + 0.158X_2$$

The regression coefficients indicate that both Human Resource Competency (X_1) and Organizational Commitment (X_2) are positively associated with Project Performance (Y). Human Resource Competency exhibited a stronger contribution ($B = 0.426$) than Organizational Commitment ($B = 0.158$), suggesting that improvements in employee competencies are more strongly associated with enhanced project performance.

Coefficient of Determination (R^2)

Table 4. Model Summary

R	R Square	Adjusted R Square	Durbin–Watson
0.690	0.476	0.462	1.486

Source: Processed by the Author (2026).

The coefficient of determination ($R^2 = 0.476$) indicates that 47.6% of the variance in Project Performance can be explained jointly by Human Resource Competency and Organizational Commitment, while the remaining 52.4% is attributable to other factors not included in the research model. Furthermore, the Durbin–Watson statistic of 1.486 suggests that the regression model does not indicate serious autocorrelation problems.

Partial Hypothesis Testing (t-test)

Table 5. Partial Hypothesis Testing

Hypothesis	β	t	Sig.	Decision
H1: Human Resource Competency → Project Performance	0.528	4.404	0.000	Supported
H2: Organizational Commitment → Project Performance	0.208	1.738	0.086	Not Supported

Source: Processed by the Author (2026).

The results indicate that Human Resource Competency has a positive and statistically significant effect on Project Performance ($\beta = 0.528$; $p < 0.001$). Therefore, H1 is supported. In contrast, although Organizational Commitment demonstrates a positive regression coefficient, its effect is not statistically significant ($\beta = 0.208$; $p = 0.086 > 0.05$). Accordingly, H2 is not supported.

Simultaneous Hypothesis Testing (F-test)

Table 6. Simultaneous Hypothesis Testing

F	Sig.	Decision
32.764	<0.001	Supported

Source: Processed by the Author (2026).

The simultaneous hypothesis test revealed that the regression model was statistically significant ($F = 32.764$; $p < 0.001$), indicating that Human Resource Competency and Organizational Commitment, when considered together, significantly influence Project Performance. Therefore, H3 is supported, confirming that the proposed model adequately explains project performance.

Discussion

The findings of this study demonstrate that Human Resource Competency has a positive and statistically significant effect on Project Performance. This result indicates that project personnel possessing strong technical, managerial, and behavioral competencies are more capable of implementing project activities effectively, achieving project objectives, and complying with donor requirements and project management standards. The finding supports Human Capital Theory proposed by Becker (1993), which argues that investments in employees' knowledge, skills, and competencies enhance individual productivity and organizational performance. Within the context of international cooperation projects, competent personnel are better equipped to manage complex procurement procedures, financial administration, contract management, and donor reporting requirements, thereby improving project effectiveness.

The findings also reinforce the Resource-Based View (RBV) introduced by Barney (1991). RBV suggests that sustainable organizational performance depends on valuable, rare, inimitable, and well-organized internal resources, particularly human resources. In international cooperation projects, competent personnel represent a strategic organizational asset because their expertise cannot be easily substituted and directly contributes to successful project implementation. Therefore, strengthening employee competencies through continuous professional development, specialized training, and knowledge-sharing initiatives can provide a sustainable competitive advantage in managing donor-funded projects.

Conversely, Organizational Commitment demonstrated a positive but statistically insignificant effect on Project Performance. This finding indicates that although employees generally exhibit a high level of commitment toward the organization, such commitment alone is insufficient to significantly improve project performance. One possible explanation is that international cooperation projects operate under highly standardized procedures, strict donor regulations, and clearly defined performance indicators, making professional competence more critical than psychological attachment to the organization. In this context, employees' ability to perform specialized technical and managerial tasks appears to be more influential than their level of organizational commitment.

These findings can also be interpreted using the Organizational Commitment Theory developed by Meyer and Allen (1991). According to this theory, organizational commitment

consists of affective, continuance, and normative commitment, each of which influences employees' willingness to remain with and contribute to the organization. Although respondents in this study reported relatively high levels of organizational commitment, such commitment did not independently translate into improved project performance. This suggests that commitment may function as a supporting factor rather than the primary determinant of performance in projects characterized by rigorous governance systems and standardized operational procedures.

Furthermore, the simultaneous analysis revealed that Human Resource Competency and Organizational Commitment jointly have a significant influence on Project Performance. This finding suggests that while competency serves as the primary driver of project success, organizational commitment remains an important complementary factor in fostering collaboration, maintaining employee engagement, and supporting long-term organizational effectiveness. Consequently, organizations managing international cooperation projects should not only invest in competency development but also cultivate organizational commitment through supportive leadership, career development opportunities, recognition systems, and a positive organizational culture.

Overall, the findings emphasize that improving the performance of international cooperation projects requires an integrated human resource management strategy. Continuous investment in competency development, professional certification, systematic knowledge management, and organizational support will strengthen employees' capabilities while reinforcing their commitment to organizational objectives. Such an integrated approach is expected to enhance organizational capacity in managing complex donor-funded projects and contribute to sustainable project success.

CONCLUSION

This study investigated the effects of Human Resource Competency and Organizational Commitment on the performance of international cooperation projects at the Directorate General of Advanced Healthcare, Ministry of Health of the Republic of Indonesia. The findings reveal that Human Resource Competency has a positive and statistically significant influence on Project Performance, indicating that employees' technical, managerial, and behavioral competencies play a crucial role in achieving project objectives and ensuring compliance with donor requirements. In contrast, although Organizational Commitment shows a positive relationship with Project Performance, its individual effect is not statistically significant. Nevertheless, the simultaneous analysis confirms that both variables collectively contribute significantly to project performance.

These findings provide empirical evidence that strengthening employee competencies is a key strategy for improving the effectiveness of internationally funded public sector projects. Continuous investment in competency development through training, professional certification, and knowledge-sharing initiatives is therefore essential to enhance organizational capability and ensure sustainable project implementation.

This study contributes to the literature on human resource management and project management by providing empirical evidence from the context of international cooperation projects in Indonesia's public healthcare sector. However, the model explains 47.6% of the variance in Project Performance, indicating that other organizational and managerial factors may also influence project outcomes. Future studies are therefore encouraged to incorporate additional variables, such as leadership, organizational culture, project governance, organizational support, or knowledge management, and to extend the research to different institutions and sectors to improve the generalizability of the findings.

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