

THE INFLUENCE OF COMPETENCE AND WORK EXPERIENCE ON THE QUALITY OF PERSONNEL PERFORMANCE IN THE MEDICAL AND HEALTH DIVISION OF THE LAMPUNG REGIONAL POLICE

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Informasi

Abstract

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Personnel performance is an important factor in supporting organizational goal achievement, particularly in police healthcare institutions that face complex job demands and responsibilities. Optimal performance is influenced by various factors, including competence and work experience. Adequate competence enables personnel to perform their duties professionally, effectively, and in accordance with applicable procedures and operational standards, while work experience develops practical abilities in decision-making, problem-solving, and adapting to diverse work situations. This study aims to analyze the effects of competence and work experience on personnel performance at the Medical and Health Affairs Division (Biddokkes) of the Lampung Regional Police using a quantitative approach and survey method. The findings indicate that competence has a positive and significant effect on personnel performance, suggesting that improvements in knowledge, skills, and professional capabilities contribute to better performance outcomes. Work experience also has a positive and significant effect, as personnel with broader experience tend to perform their duties more effectively, accurately, and professionally when dealing with various workplace situations. Furthermore, competence and work experience simultaneously have a positive and significant effect on personnel performance, indicating that the combination of strong competence and adequate work experience can contribute to optimal performance. Based on these findings, Biddokkes of the Lampung Regional Police should continuously develop personnel competence through technical training, advanced education, professional certification, and development programs aligned with job requirements. The organization should also provide broader opportunities for personnel to gain practical experience through job rotations, field assignments, and participation in various operational activities. These efforts are expected to enhance personnel capabilities in responding to diverse work situations, strengthen professionalism, and ultimately promote continuous improvements in the quality of personnel performance.

Keywords : Competence, Work Experience, Personnel Performance, Medical and Health Division of the Lampung Regional Police.

Abstrak

Kualitas kinerja personel merupakan salah satu unsur penting dalam mendukung pencapaian tujuan organisasi, terutama pada institusi pelayanan kesehatan kepolisian yang memiliki kompleksitas tugas dan tanggung jawab yang tinggi. Kinerja personel dipengaruhi oleh berbagai faktor, di antaranya kompetensi dan pengalaman kerja. Kompetensi yang memadai membantu personel melaksanakan pekerjaan secara profesional, efektif, dan sesuai dengan prosedur serta standar operasional yang ditetapkan, sedangkan pengalaman kerja memperkuat kemampuan praktis dalam mengambil keputusan, menyelesaikan permasalahan, dan menyesuaikan diri dengan berbagai kondisi pekerjaan. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi dan pengalaman kerja terhadap kinerja personel pada Bidang Kedokteran dan Kesehatan (Biddokkes) Polda Lampung dengan menggunakan pendekatan kuantitatif melalui metode survei. Hasil penelitian menunjukkan bahwa kompetensi berpengaruh positif dan signifikan terhadap kinerja personel, yang berarti semakin baik pengetahuan, keterampilan, dan kemampuan profesional yang dimiliki, semakin optimal pula kinerja yang dihasilkan. Pengalaman kerja juga terbukti berpengaruh positif dan signifikan terhadap kinerja personel, karena pengalaman yang lebih luas dapat meningkatkan ketelitian, efektivitas, dan profesionalisme dalam menghadapi berbagai situasi kerja. Secara bersama-sama, kompetensi dan pengalaman kerja terbukti berpengaruh positif dan signifikan terhadap kinerja personel, sehingga perpaduan antara kemampuan yang memadai dan pengalaman yang cukup dapat mendorong tercapainya kinerja yang lebih optimal.

Berdasarkan hasil penelitian tersebut, Biddokkes Polda Lampung perlu meningkatkan kompetensi personel secara berkesinambungan melalui pelatihan teknis, pendidikan lanjutan, sertifikasi, serta program pengembangan profesional yang sesuai dengan tuntutan pekerjaan. Selain itu, organisasi perlu memperluas kesempatan bagi personel untuk memperoleh pengalaman praktis melalui rotasi jabatan, penugasan lapangan, dan keterlibatan dalam berbagai kegiatan operasional. Langkah tersebut diharapkan dapat memperkuat kemampuan personel dalam menghadapi berbagai kondisi pekerjaan, meningkatkan profesionalisme, serta mendukung peningkatan kualitas kinerja secara berkelanjutan.

Kata Kunci : Kompetensi, Pengalaman Kerja, Kinerja Personel, Biddokkes Polda Lampung.

A. INTRODUCTION

In an increasingly complex organizational environment, organizations are required to develop the capacity to respond and adapt to changes that occur rapidly and continuously. Intensifying competition, technological advancement, and growing public expectations regarding service quality encourage organizations to implement appropriate human resource management strategies that are oriented toward performance improvement. Organizational success is determined not only by the availability of adequate facilities and infrastructure but also by the quality of the human resources responsible for managing and executing organizational activities. Therefore, human resource management should be directed toward strengthening employee competencies, utilizing work experience, increasing productivity, and

optimizing performance so that organizational objectives can be achieved effectively (Kasmir, 2020).

Human resources constitute a fundamental component of an organization because employees are directly involved in planning, implementing, monitoring, and evaluating organizational activities. Hasibuan (2019) emphasizes that human resource management requires not only a scientific and systematic approach but also consideration of the human dimension, including empathy, interpersonal communication, and conflict management. From this perspective, employees should no longer be viewed merely as resources for producing organizational outputs but rather as strategic partners whose capabilities need to be developed through appropriate recruitment, competency development, performance evaluation, career advancement, and fair reward systems. Consistent with this development, Rismayani (2025) argues that the role of human resource management has expanded beyond administrative functions and has become a strategic component in developing organizational capabilities through competency enhancement, organizational culture, leadership, and performance measurement and evaluation systems.

Competence is one of the important factors that contributes to an individual's ability to perform work successfully. Competence extends beyond technical proficiency and encompasses knowledge, skills, self-concept, personal characteristics, and motivation that support the achievement of work outcomes. Wibowo (2022) explains that competence represents a fundamental basis for achieving effective and high-quality performance. Based on Spencer's concept as cited in Wibowo (2022), competence can be understood as an underlying characteristic of an individual that has a causal relationship with effectiveness and superior performance. These characteristics include motives, personal traits, self-concept, knowledge, and skills. Individuals whose competencies are aligned with job requirements are more capable of carrying out their responsibilities accurately, efficiently, and professionally.

Employee performance quality reflects the extent to which individuals successfully perform their duties and responsibilities in accordance with organizational targets and established work standards. Mangkunegara (2017) defines performance as the quality and quantity of work achieved by an individual when carrying out responsibilities assigned by the organization. Accordingly, high-quality performance is not reflected solely in the volume of completed work but also in accuracy, attention to detail, accountability, teamwork, and consistency in meeting established performance standards. The relationship between competence and performance is further supported by Sari and Nugroho (2024), who found that

competence has a positive and significant effect on improving employee performance quality in the public service sector.

In addition to competence, work experience is another factor that may influence employee performance quality. Experience develops through practical learning obtained when individuals encounter and manage various situations and challenges in the workplace. Handoko (2018) explains that work experience represents the level of knowledge and skill acquired through an individual's length of service and direct involvement in performing job-related tasks. A broader range of work experiences provides individuals with greater opportunities to develop their ability to understand job characteristics, identify problems, and determine appropriate solutions.

Within police medical and healthcare services, employee performance quality has a more complex dimension because it involves service speed and accuracy, examination accuracy, appropriate medical procedures, discipline, teamwork, compliance with standard operating procedures, and professionalism in performing duties. These conditions indicate that competence and work experience are complementary factors in supporting optimal performance. Personnel who possess adequate competence but have limited practical experience may require a longer adaptation period when dealing with highly complex work situations. Conversely, extensive work experience without continuous competency development may limit personnel's ability to respond effectively to advances in knowledge, technology, and changing job requirements. Rahman et al. (2023) found that competence contributes positively to employee productivity and work effectiveness, while Anggraini (2023) demonstrated that work experience significantly influences employees' accuracy, work speed, and problem-solving abilities.

Although numerous studies have examined competence, work experience, and performance, there remains an opportunity to further develop the existing body of research. Previous studies have predominantly investigated the relationship between competence, work experience, and performance in general organizational settings, whereas studies that simultaneously examine these two factors within police medical and healthcare services remain relatively limited. This issue is particularly relevant because personnel working in the Medical and Health Division of the Lampung Regional Police (Biddokkes Polda Lampung) face professional demands, risks, and responsibilities that differ from those encountered in general healthcare organizations. Consequently, research specifically examining the effects of

competence and work experience on personnel performance quality at Biddokkes Polda Lampung is necessary.

The novelty of this study lies primarily in its research setting, namely personnel working within the Medical and Health Division of the Lampung Regional Police, whose responsibilities include providing police healthcare services, supporting forensic medical activities, conducting medical examinations, and providing medical support for police operations. Furthermore, this study integrates competence and work experience as factors that are expected to contribute to personnel performance quality. Performance quality is examined not merely in terms of the quantity of work completed but also through service quality, task accuracy, compliance with established procedures, professional capability, and the effectiveness of task completion.

Based on the foregoing discussion, the study entitled “The Effect of Competence and Work Experience on Personnel Performance Quality in the Medical and Health Division (Biddokkes) of the Lampung Regional Police” is important to undertake. This study is expected to provide empirical evidence concerning the contribution of competence and work experience to the formation and improvement of personnel performance quality. In addition, the findings may serve as a consideration for the organization in formulating more appropriate human resource development policies that are aligned with the specific characteristics and demands of police medical and healthcare services.

Identification of Problems

Based on the background description provided earlier, the points identified as the problems in this study are as follows:

1. There are disparities in the competency levels of personnel within the Medical and Health Division (Biddokkes) of the Lampung Regional Police, particularly regarding knowledge, technical skills, and professional capabilities in delivering healthcare services.
2. Variations in personnel work experience lead to differences in speed, precision, and accuracy when handling healthcare services and police medical duties.
3. The performance quality of personnel at the Biddokkes of the Lampung Regional Police is not yet fully optimal, particularly concerning service effectiveness, speed of handling, accuracy of medical actions, and professional responsibility.

Problem Formulation

1. Does competency influence the performance quality of personnel in the Medical and Health Division (Biddokkes) of the Lampung Regional Police?
2. Does work experience influence the performance quality of personnel in the Medical and Health Division (Biddokkes) of the Lampung Regional Police?
3. Do competency and work experience simultaneously influence the performance quality of personnel in the Medical and Health Division (Biddokkes) of the Lampung Regional Police?

Framework

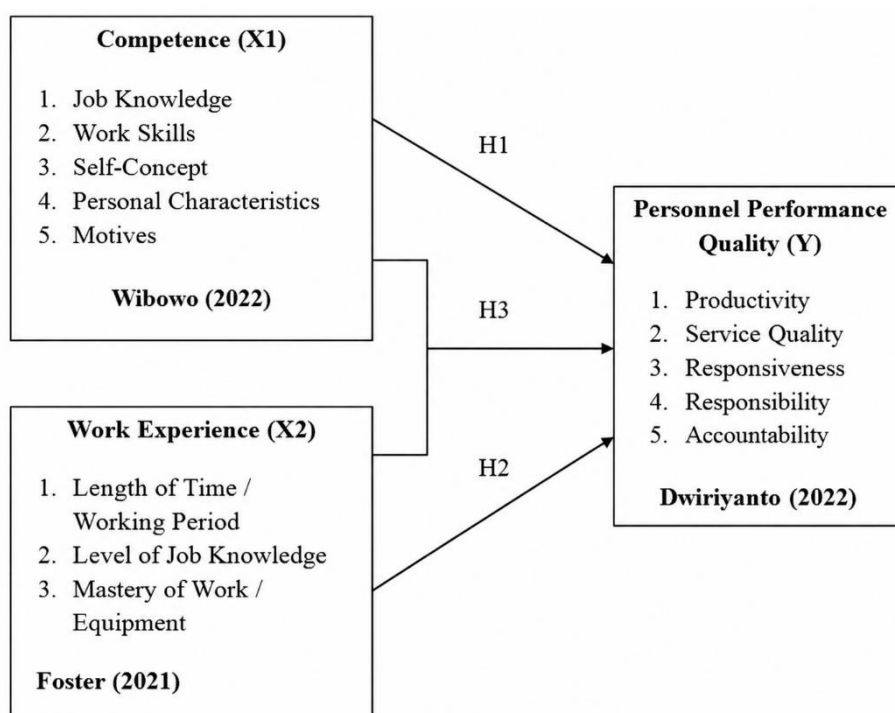


Figure 1. Framework

B. RESEARCH METHODOLOGY

The methodological approach employed in this study is quantitative-descriptive, utilizing a survey method. This approach was adopted to obtain an objective overview of the research variables and to analyze the influence of competence and work experience on the quality of personnel performance within the Medical and Health Division (Biddokkes) of the Lampung Regional Police. Research data were collected by distributing questionnaires to 35 members of the Lampung Regional Police Biddokkes, who were selected as the study sample. The variation in employee performance at the Regional Office of BPN of Lampung Province.

C. RESULTS AND DISCUSSION

Discussion of Descriptive Analysis

a. Analysis of the Competence Variable (Independent Variable X1)

Table 1. Analysis of the Competence Variable (Independent Variable X1) Results

No	Score	Category	Frequency	%
1	42 – 50	Excellent	15	43%
2	34 – 41	Good	3	8,5%
3	26 – 33	Average	17	48,5%
4	18 – 25	Poor	0	0
5	10 – 17	Very Poor	0	0
Total			35	100%

Source: Primary data processed in 2026.

Based on the data presented in the table, the distribution of personnel competency indicates that 15 respondents, representing 43%, were classified as having a very good level of competency. Meanwhile, 3 respondents, or 8.5%, were categorized as having good competency, while 17 respondents, or 48.5%, fell into the moderate category. No respondents were identified as having poor or very poor levels of competency.

These findings indicate that the overall competency of personnel in the Medical and Health Division of the Lampung Regional Police generally ranges from moderate to very good. Although a proportion of personnel have demonstrated a good level of competency, a relatively substantial percentage, namely 48.5%, remains in the moderate category. This condition highlights the need for continuous competency development through more intensive training, enhancement of technical and professional skills, improvement of technological proficiency, and sustained professional development. Such efforts are expected to optimize personnel capabilities and contribute to improved performance quality in carrying out duties and responsibilities within the Medical and Health Division of the Lampung Regional Police.

b. Analysis of the Work Experience Variable (Independent Variable X2)

Table 2. Analysis of the Work Experience Variable (Independent Variable X2) Results

No	Score	Category	Frequency	%
1	42 – 50	Excellent	9	25,7%
2	34 – 41	Good	11	31,4%
3	26 – 33	Average	15	42,9%
4	18 – 25	Poor	0	0
5	10 – 17	Very Poor	0	0
Total			35	100%

Source: Primary data processed in 2026.

Based on the table, it can be seen that 9 respondents (25.7%) fall into the "very good" category for work experience, 11 respondents (31.4%) fall into the "good" category, and 15 respondents (42.9%) fall into the "moderate" category. Meanwhile, no respondents fell into the "poor" or "very poor" categories.

These results indicate that the work experience of personnel in the Medical and Health Division of the Lampung Regional Police generally ranges from the moderate to very good categories. However, the largest proportion—42.9%—falls within the moderate category. This situation suggests a need for efforts to optimize personnel work experience by providing opportunities to handle diverse tasks and issues, as well as through technical training, skill development, and increased exposure to complex work situations. Consequently, it is expected that the personnel's work experience will further support improved performance quality in the execution of their duties and responsibilities.

c. Performance Quality Analysis (Dependent variable Y)

Table 3. Performance Quality Analysis (Dependent variable Y)

No	Score	Category	Frequency	%
1	42 – 50	Excellent	18	51,4 %
2	34 – 41	Good	1	2,9%
3	26 – 33	Average	16	45,7%
4	18 – 25	Poor	0	0
5	10 – 17	Very Poor	0	0
Total			35	100%

Source: Primary data processed in 2026.

Based on the data presented in the table, 18 respondents, representing 51.4%, were classified as having a very good level of performance. Meanwhile, 1 respondent, or 2.9%, was categorized as having good performance, while 16 respondents, equivalent to 45.7%, fell into the moderate performance category. No respondents were identified as having poor or very poor performance. These findings indicate that, overall, the performance of personnel in the Medical and Health Division of the Lampung Regional Police ranges from moderate to very good, with the largest proportion classified as very good. Nevertheless, the fact that 45.7% of respondents remain in the moderate category indicates the need for continuous performance improvement. Particular attention should be directed toward enhancing accuracy in carrying out tasks, the ability to identify and provide appropriate solutions to work-related problems,

and the consistent implementation of duties in accordance with established roles and responsibilities. Strengthening these aspects is essential to ensure that all personnel are able to perform their responsibilities more effectively, professionally, responsively, and in accordance with organizational performance standards.

Quantitative Analysis Simultaneous

a. Multiple Linear Regression

Table 4. Multiple Linear Regression Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.112	1.597		-1.323	.195
COMPETENCE	.438	.098	.373	4.480	.000
WORK EXPERIENCE	.656	.087	.630	7.573	.000

Source: Primary data processed in 2026.

Based on the data analysis conducted using SPSS version 23, the multiple linear regression equation was obtained as follows:

$$Y = 2.112 + 0.438X_1 + 0.656X_2 + e$$

The equation indicates that the constant value of 2.112 means that when competence and work experience remain constant, personnel performance is estimated at 2.112. The regression coefficient for competence (X_1) of 0.438 indicates a positive relationship, meaning that a one-unit increase in competence is expected to result in an increase in personnel performance of 0.438 units, assuming that work experience remains unchanged. Meanwhile, the regression coefficient for work experience (X_2) of 0.656 indicates that a one-unit increase in work experience is associated with an increase in personnel performance of 0.656 units, assuming that competence remains constant.

When the regression coefficients are compared, work experience has a higher coefficient than competence ($0.656 > 0.438$). Therefore, work experience can be considered to have a relatively stronger contribution to improving personnel performance than competence at Biddokkes Polda Lampung.

b. Correlation Test

Table 5. Product-Moment Correlation Values

Correlations		COMPETENCE	WORK EXPERIENCE	PERFORMANCE
COMPETENCE	Pearson Correlation	1	.900**	.939**
	Sig. (2-tailed)		.000	.000
	N	35	35	35
WORK EXPERIENCE	Pearson Correlation	.900**	1	.965**
	Sig. (2-tailed)	.000		.000
	N	35	35	35
PERFORMANCE	Pearson Correlation	.939**	.965**	1
	Sig. (2-tailed)	.000	.000	
	N	35	35	35

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed in 2026.

Based on the table above, the sig. (2-tailed) value for the relationship between Work Experience and personnel performance is 0.000—which is less than 0.05—indicating a significant correlation between the Work Experience variable and personnel performance. Similarly, regarding Competence, the sig. (2-tailed) value between Competence and personnel performance is 0.000 (less than 0.05), signifying a significant correlation between the Competence variable and personnel performance. Furthermore, the calculated r-values—0.939 for Competence and 0.965 for Work Experience—exceed the r-table value of 0.3338; thus, it can be concluded that there is a relationship or correlation between the Work Experience variable and personnel performance, as well as between the Competence variable and personnel performance.

c. Partial Hypothesis Test: T-Test

Tabel 6. Partial Hypothesis Testing: t-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.112	1.597		.195
	COMPETENCE	.438	.098	.373	.000
	WORK EXPERIENCE	.656	.087	.630	.000

Source: Primary data processed in 2026.

Based on the partial test (*t-test*) conducted at a 5% significance level ($\alpha = 0.05$), with a *t-table* value of 2.036, competence (X_2) obtained a *t-count* of 4.480 and a significance level of 0.000. These results meet the testing criteria because the *t-count* is greater than the *t-table* ($4.480 > 2.036$) and the significance value is below 0.05. Therefore, H_0 is rejected and H_a is accepted, indicating that competence has a positive and significant effect on the performance of personnel at Biddokkes Polda Lampung. Meanwhile, work experience (X_1) produced a *t-count* of 7.573 with a significance level of 0.000. Since the *t-count* exceeds the *t-table* ($7.573 > 2.036$) and the significance value is less than 0.05, H_0 is rejected and H_a is accepted. Thus, work experience has a positive and significant effect on the performance of personnel at Biddokkes Polda Lampung.

d. Simultaneous Hypothesis Testing (F-test)

Table 7. of Simultaneous Hypothesis Testing (F-test)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1561.667	2	780.834	363.534	.000
	Residual	68.733	32	2.148		
	Total	1630.400	34			

Source: Primary data processed in 2026.

Based on the simultaneous test results (F-test), the calculated F-value was 363.534, which exceeds the F-table value (3.29), with a significance level of 0.000 (< 0.05); consequently, H_0 is rejected and H_a is accepted. This indicates that Work Experience (X_1) and Competence (X_2) simultaneously exert a positive and significant influence on Personnel Performance (Y) at Biddokkes Polda Lampung.

e. **Simultaneous Coefficient of Determination****Table 8. Simultaneous Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.958	.955	1.46557

Source: Primary data processed in 2026.

Based on the analysis of the coefficient of determination (R^2) of 0.953 (95.3%), it can be concluded that the variables of Competence and Work Experience exert a significant influence on personnel performance at Biddokkes Polda Lampung. This means that 95.3% of the variation or fluctuation in personnel performance is explained by these two primary factors. Meanwhile, the remaining 4.7% is influenced by factors outside the scope of this study, such as work discipline, work motivation, the work environment, education level, leadership style, organizational culture, and other supporting variables.

Discussion**a. The Influence of Competence on Personnel Performance**

Based on the results of a study involving 35 respondents, the competence of personnel at Biddokkes Polda Lampung was generally classified as fairly good. A total of 15 respondents (43%) rated the competence as very good, 3 respondents (8.5%) assessed it as good, while 17 respondents (48.5%) placed it in the moderate category. The regression analysis produced a coefficient of 0.438, indicating that competence has a positive relationship with personnel performance. This effect was statistically significant, as the significance value of 0.000 was lower than 0.05. Furthermore, the calculated t-value of 4.480 exceeded the t-table value of 2.036, indicating that the proposed hypothesis was supported. These findings suggest that improvements in personnel competence are accompanied by better performance in carrying out their duties.

This finding is consistent with the theory proposed by Spencer and Spencer, which defines competence as an underlying characteristic of an individual associated with effective job performance, including knowledge, skills, abilities, motives, and personal characteristics. The result also supports the findings of Sari, Astika, and Trisna (2024), who reported a positive and significant effect of competence on the performance

of medical record officers. Similar conclusions were presented by Soamole, Purwanda, and Sofia (2025) and Sulistyani, Kosasih, and Syahidin (2023), who found that competence contributes positively to employee performance. Therefore, competence can be regarded as a strategic factor in improving the performance of personnel at Biddokkes Polda Lampung. Continuous competency development through education, training, certification, and professional development programs is necessary to strengthen the quality of healthcare services and improve the effectiveness of police-related duties.

b. The Influence of Work Experience on Personnel Performance

The findings indicate that the work experience of personnel at Biddokkes Polda Lampung was generally categorized as moderate. Of the 35 respondents, 9 respondents (25.7%) assessed their work experience as very good, 11 respondents (31.4%) rated it as good, and 15 respondents (42.9%) classified it as moderate. The regression analysis generated a coefficient of 0.656, demonstrating a positive effect of work experience on personnel performance. This relationship was statistically significant, as the significance value was 0.000, which is below the 0.05 threshold. The partial significance test also showed a calculated t-value of 7.573, exceeding the t-table value of 2.036. Therefore, the hypothesis stating that work experience affects personnel performance was supported.

Work experience obtained through actual job involvement provides practical learning that can enhance employees' understanding of their responsibilities, decision-making accuracy, problem-solving abilities, and overall work effectiveness. This aspect is particularly relevant to personnel at Biddokkes Polda Lampung because their responsibilities involve healthcare services and police medical activities that require accuracy, competence, and specific professional skills. This result is consistent with Anggraini (2023), who found that work experience has a positive and significant effect on performance, particularly in terms of work accuracy, speed, and problem-solving capability. Accordingly, work experience represents an important factor that should be considered in efforts to improve personnel performance. Biddokkes Polda Lampung can broaden personnel experience through job rotation, special assignments, training programs, and continuous career development.

c. The Influence of Competence and Work Experience on Personnel Performance

The simultaneous analysis demonstrates that competence and work experience jointly have a positive and significant effect on the performance of personnel at

Biddokkes Polda Lampung. This conclusion is supported by the F-test, which produced a calculated F-value of 363.534 with a significance level of 0.000, which is lower than 0.05. Therefore, the hypothesis concerning the simultaneous effect of both independent variables was supported. The coefficient of determination (R Square) of 0.953 indicates that competence and work experience collectively explain 95.3% of the variation in personnel performance, while the remaining 4.7% can be attributed to other factors outside the research model.

These findings demonstrate that competence and work experience complement each other in developing optimal personnel performance. Competence provides the foundation of knowledge, skills, technical abilities, and professional attitudes required to perform job responsibilities effectively. Meanwhile, work experience provides practical learning gained from actual workplace situations, enabling personnel to develop greater maturity when responding to different tasks and challenges. The combination of adequate competence and sufficient work experience allows personnel to perform their responsibilities with greater accuracy, effectiveness, and professionalism. Therefore, efforts to improve the performance of Biddokkes Polda Lampung personnel should focus on strengthening competence through education, training, and certification while simultaneously expanding practical experience through job rotation and special assignments. The integration of these two factors is expected to enhance personnel professionalism and contribute to the continuous improvement of police healthcare service quality.

D. CONCLUSION

Based on the results of the data processing and analysis, several conclusions can be drawn as follows:

1. Competence has a positive and significant effect on personnel performance at the Biddokkes of the Lampung Regional Police. This finding indicates that improvements in competence, including knowledge, skills, and professional abilities, are associated with better personnel performance in carrying out their duties and responsibilities. Adequate competence enables personnel to complete their tasks effectively, accurately, and professionally, particularly in delivering police healthcare services.
2. Work experience has a positive and significant effect on personnel performance at the Biddokkes of the Lampung Regional Police. The greater the work experience possessed

by personnel, the better their understanding of job responsibilities, work procedures, and various situations and problems encountered in the workplace. Such experience enables personnel to perform their duties more carefully, responsively, and efficiently, thereby contributing to improved performance quality.

3. Competence and work experience simultaneously have a positive and significant effect on personnel performance at the Biddokkes of the Lampung Regional Police. This finding demonstrates that optimal performance is influenced by the interaction between personnel capabilities and the experience gained throughout their work. The combination of strong competence and adequate work experience can encourage personnel to perform their duties in a more professional, effective, productive, and responsible manner.

E. SUGGESTION

1. Biddokkes Lampung Regional Police is advised to continuously develop personnel competencies through technical training, further education, and professional development programs. These efforts are expected to ensure that personnel competencies remain relevant to job requirements and adapt to developments in the provision of police healthcare services.
2. Biddokkes Lampung Regional Police should provide greater opportunities for personnel to broaden their work experience through job rotation, field assignments, and participation in various operational activities. Broader work experience is expected to enhance personnel skills, work effectiveness, and overall performance.

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