

The Influence of Work Competence and Commitment on Employee Performance with the Use of Information Technology as a Moderation Variable at the Regional Secretariat of Lubuklinggau City

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Abstract

This study aims to test empirically the effect of competence and work commitment on employee performance by using information technology as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. From the test shows that the first hypothesis is competence affects employee performance. The second hypothesis is that work commitment affects employee performance. The third hypothesis is that the use of information technology can moderate the influence of competence on performance. The fourth hypothesis is that the use of information technology can moderate the effect of work commitment on employee performance.

Keywords: performance, information technology, competency, work commitment.

1. Introduction

Human resources (HR) play an important role in carrying out organizational or agency activities, both government agencies and private agencies. At present, where technology is developing rapidly and advances in information systems, if it is not supported by quality human resources, it will be difficult for an agency to achieve its goals. No matter how sophisticated and complete the supporting facilities of a work organization are, without adequate human resources, both in quantity (quantity) and ability (quality), then the organization or company will not succeed in realizing the vision, mission and goals of the organization.

Human resources are also the only resources that have reason, feelings, skills, knowledge and creativity, such as the role of each person towards their environment which cannot be separated from the attitude of development and the potential that exists within them to develop the environment, foster, as well as improve the welfare of the community sustainably, (Nuraini, 2017). While the performance itself is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization, (Sutrisno, 2015). Human Resources (HR) are humans who work in an organization's environment (called personnel, workforce, workers or employees, employees). Organization is a formal union system of two or more people who work together to achieve certain goals (Hasibuan, 2016). The success of an

organization or government agency is strongly influenced by the performance of its employees.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization. As a service that seeks to provide balanced information services to the public and other institutions, the readiness of government agencies to respond to all problems, user needs and the development of information technology is the most important indicator in assessing whether the performance of employees at these agencies is good and optimal. Therefore information technology is an important factor in improving employee performance.

In the current era of globalization, the role of the field of communication and informatics, in the form of the presence of Information and Communication Technology (ICT), has become a demand for both government, private and community environments and individuals who will eventually realize the concept of an information society. Indonesia's long-term development plan certainly adopts this vision, especially by linking Information and Communication Technology (ICT) initiatives with human resource development initiatives, which also envisages the creation of an information and knowledge-based society. The role of Information and Communication Technology (ICT) is also emphasized in the aspects of democratization and governance. For this reason, the use of ICT is mandated to create justice, convenience, transparency and accountability in government services to the public.

To achieve good performance, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them to match performance standards. Competence in Human Resources (HR) is one of the requirements that must be met by each individual, employees must have adequate competence in carrying out and completing work, so that the work results obtained can be optimal and satisfying. Therefore, competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016). No matter how sophisticated and complete the supporting facilities are owned by a work organization, without adequate employees, both in number (quantity) and ability (quality), then the organization or agency will not be able to succeed in realizing the vision, mission and goals of an agency.

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To achieve good performance, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them to match performance standards. Competence in Human Resources (HR) is one of the requirements that currently demands to obtain and develop qualified employees continues to be urgent so that this is a special concern for an agency to obtain competent or highly capable employees to carry out their duties as optimally as possible so that employee performance can increase. Without employees who have high competence in the field of work and their responsibilities, an agency will fail to realize its existence. Competence provides a basis that can be accounted for in carrying out human resource management that is able to help agencies obtain, place, maintain, and develop reliable human resources for services in the era of globalization (Sedarmayanti, 2016).

In addition, performance is also influenced by employee commitment, because through this commitment a professional work climate will be created. So, the higher the commitment to the organization can improve the employee's performance. An employee who has high performance can support the achievement of goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. To encourage commitment, organizations need to define and communicate their mission, create a sense of community and support employee development. In addition, management must try to involve employees in setting work goals, specifying how to achieve these goals. However, controlling employee contributions to fully support organizational goals requires employee empowerment. Empowered employees believe in organizational goals, understand what needs to be done and are willing to contribute great ideas.

Based on the initial observations that the researchers made, it was found that the employee performance problems found at the Regional Secretariat Office of Lubuklinggau City, namely the lack of employee attention to agency goals, employee work results did not meet the standards found in agencies, responsibilities in each job given were still lacking.

Problems found by researchers at the Regional Secretariat Office of Lubuklinggau City regarding competence, namely the lack of knowledge of employees in dealing with obstacles when carrying out tasks, lack of understanding possessed in analyzing and solving a problem that occurs, the ability and expertise of employees related to the work carried out is not optimal, lack of experience in shaping the nature and values of self-concept, as well as the lack of employee interest in developing self-competence.

Problems found regarding work commitment, namely the willingness/desire to come to the office on time have not been implemented properly, there are still employees who come late to the office without explanation, a sense of pride in the organization that has not been maximized. There are several employees who do not take part in events involving the agency where they work, not optimal enthusiasm and work involvement caused by assignments that are not the main function of their field of work.

Problems found by researchers regarding information technology, namely the globalization of information which has an impact on public information disclosure, information gaps in society, the uneven availability of information and communication technology infrastructure, limited understanding of apparatus and society towards

information and communication technology, limited facilities and funds to support the implementation of tasks at the Regional Secretariat Office of Lubuklinggau City.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance through factors that can affect employee performance including paying attention to competence, work commitment and information technology. Because these factors have a strong influence in improving employee performance.

Previous research regarding the effect of motivation, work commitment and telework on work productivity with information technology as a moderating variable shows the result that information technology has no significant effect on the relationship between work commitment and work productivity (Arumsari et al., 2022). Other research regarding the effect of competence moderated by information communication technology on public service performance shows positive results, namely communication information technology moderates the effect of competence on public service performance (Ali, 2017). Subsequent research examining the effect of work from home and commitment to the application of information technology as a moderating variable on employee performance shows the result that commitment affects employee performance through the application of information technology (Tambunan & Sihombing, 2022). Research on the impact of auditor performance during the Covid-19 pandemic with information technology as a moderating variable shows the result that the application of information technology is able to moderate competence on auditor performance during the Covid-19 pandemic (Nugrahanti & Zamorano, 2022).

2. Literature Review

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is the embodiment of work that has been produced or carried out by employees (Priansa, 2017). Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organizational performance if there are no benchmarks for success (Danuarta, 2017).

Information Technology is any form of technology that is applied to process and transmit information in electronic form (Jogiyanto, 2018). Information technology is a technology that is used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information (Warsihna, 2021). Technology is a source of power for industrialization, increasing productivity, supporting performance growth and improving a country's standard of living (Ramdani & Prakoso, 2019). Information technology is the study of the design, development, implementation and management of computer-based information systems, especially software and hardware applications. Information technology according to this definition relates to the electronic use of computers and computer software to change, store,

protect, process, transmit and recall all information securely (Yaumi, 2018). Information technology is technology that is not only computer technology (hardware and software) that will be used to process and store information, but also includes communication technology to send or disseminate information (Yudanto, 2018).

Competence can be defined as a person's ability to do a job based on skills and knowledge. Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the attitudes demanded by the job (Wibowo, 2016). Competence are characteristics related to superior and or effective performance at work (Sudarmanto, 2019). Competence is a fundamental characteristic possessed by someone who has a direct effect on/can predict excellent performance (Sedarmayanti, 2017). Competence is the ability to be knowledgeable, skilled, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015).

Basically, commitment is individual, an attitude or behavior that is owned by each individual. Work commitment is the feelings, attitudes, and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals (Wibowo, 2017). Commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization (Fakhry, 2017). Commitment is a common phenomenon that occurs in all social systems (Kaswan, 2017). Commitment can be interpreted as self-emotional encouragement in a positive sense. Where employees who want to advance their careers are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving performance (Emron, 2017).

3. Research Method

This research uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, information technology, competence and work commitment. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people. This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variables and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether information technology variables can strengthen or weaken the relationship between competence and work commitment to performance.

4. Findings and Discussions

Based on the results of calculations with the SPSS for Windows version 23 program, the coefficients in the Multiple Linear Regression equation are obtained as follows:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	12.977	3.585		3.620	0.001
1	Kompetensi	0.376	0.106	.386	3.555	0.001
	Komitmen Kerja	0.543	0.100	.592	5.450	0.000

From the table above it is known that the value of t count (3.555) > t table (1.697) or Sig. (0.001) < 0.05. This means that the competency variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) competence affects employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

It is known that the value of t count (5.450) > t table (1.697) or Sig. (0.000) < 0.05. This means that the work commitment variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) work commitment has an effect on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination with the SPSS for Windows version 23 program can be seen in the following table:

Table 2. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.930 ^a	0.766	0.857	1.03041

From the table above, it shows that the coefficient of determination (R²) obtained is 0.766 which can be interpreted, changes in the value of the dependent variable employee performance are explained by all independent variables, namely competence and work commitment simultaneously by 76.6%. The rest (100% -76.6%), namely 23.4%, is influenced by other variables not examined in this study.

The results of the F (simultaneous) test of competency and work commitment variables on employee performance can be seen in the following table:

Table 3. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
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	<i>Regression</i>	187.179	2	187.179	94.294	0.000 ^b
1	<i>Residual</i>	65.507	27	1.985		
	<i>Total</i>	252.686	29			

The table above shows, the Fcount value obtained is 94.294 with a significant value of $0.000 < 0.05$. This shows, simultaneously the independent variables of competence and work commitment have a significant influence on the dependent variable of employee performance.

The results of the Moderated Regression Analysis (MRA) test calculations can be seen as follows:

Table 4. Results of *Moderated Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	28.293	3.042		9.300	0.000
Kompetensi	0.837	0.086	0.861	9.711	0.000
Teknologi Informasi	0.827	0.069	0.901	11.956	0.000
KO*TI	0.376	0.106	0.386	3.555	0.001

From the table above it is known that $t \text{ count } (3.555) > t \text{ table } (1.697)$ and $\text{Sig. } (0.001) < 0.05$. The table above shows that the competency variable has a significant level of 0.001, which is less than 0.05. The parameter coefficient value is 0.0376 and is positive. This means that the value of the employee performance variable will increase by 0.0376 if the value of the competency variable moderated by the information technology variable increases and the other independent variables have a fixed value. It can be concluded that information technology moderates the relationship between competency and employee performance. Where information technology can strengthen the effect of competence on employee performance. This proves that employees who have good competence can improve employee performance. This means that the higher the competence possessed by employees with moderated information technology, the employee's performance will increase. Thus it can be concluded that the third hypothesis (H3) the application of information technology can moderate the effect of competence on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 5. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.901 ^a	0.812	0.807	1.19842

From the table above it is known that the R square value is 0.812, which means that the effect of competence on performance with information technology as a moderating variable is 81.2 % .

Table 6. *Moderated Regression Analysis Results*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
(Constant)	33,931	9.109		3,725	0.001
Work Commitment	1,538	0.181	0849	8,513	0.000
Information Technology	1,409	0.158	0.860	8,922	0.000
KK*IT	0.830	0.230	0.458	3,613	0.001

From the table above it is known that t count (3.613) > t table (1.697) and Sig. (0.001) < 0.05. The table above shows that the work commitment variable has a significant level of 0.001, which is less than 0.05. The parameter coefficient value is 0.830 and is positive. This means that the value of the employee performance variable will increase by 0.830 if the value of the work commitment variable moderated by the information technology variable increases and the other independent variables have a fixed value. It can be concluded that work information technology moderates the relationship between work commitment and employee performance. Where work information technology can strengthen the effect of work commitment on employee performance. This proves that employees who have good work commitment can improve employee performance and vice versa if work commitment is not good it will also reduce employee performance. This means that the higher the work commitment moderated by information technology, the employee's performance will increase. Thus it can be concluded that the fourth hypothesis (H4) information technology development can moderate the effect of work commitment on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	0.908 ^a	0.825	0.812	2.14904
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From the table above it is known that the R square value is 0.825, which means that the effect of work commitment on performance with information technology as a moderating variable is 82.5%.

The Effect of Competence on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of competence on employee performance. This shows that the higher the competence possessed by employees, the performance of employees will also increase. The results of this study support the theory (Wibowo, 2018) which says that competence shows the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raise professional quality standards in their work. As the purpose of competence is to encourage the success of an organization to achieve its goals. The results of this study are in line with research conducted by (Rukmana, 2016) entitled The Impact of Leadership, Work Motivation and Competence on Employee Performance and Their Implications for the Quality of Development Planning” (Case study at Pasundan University). This study states that competence has a significant influence on employee performance

The Effect of Work Commitment on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant effect of work commitment on employee performance. This proves that the higher the level of work commitment of an employee, the higher his performance will also be. The higher the work commitment, the higher the employee's performance will also increase. The results of this study support the theory (Fakhry, 2017), which says that work commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization. If an employee already has a commitment to believe in and accept organizational goals and will not leave the organization, then that person will work wholeheartedly and will improve performance for satisfactory results. Because a good commitment will provide maximum performance. Commitment is the relative strength of individual identification and involvement in a particular organization, including trust, support for organizational goals and values and a strong desire to use genuine efforts for the benefit of the organization and a strong will to maintain membership in the organization. The results of this study are in line with research conducted by (Susanto & Sukoco, 2019) and (Fitria & Yasa, 2018) this research states that commitment has a significant effect on employee performance.

The Influence of Competence on Employee Performance in Information Technology Moderation at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant effect of competency moderated by information technology on employee performance. This means that technology can moderate the effect of competency on employee performance. In competency there are not only skills, knowledge, and attitudes but how to apply them by utilizing technological sophistication to comply with standards. The more often he does the same job, the more skilled and faster he gets the job done. There is something that is no less important that an organization must have, namely statistical partners who are willing to work hard and want to achieve maximum results. The results of this study are supported by research conducted

by (Ali, 2017) the results of the study show that the competence aspect has a positive and significant effect of 0.81 on service performance and the effect is further strengthened if it is moderated by mastery of Information and Communication Technology to 0.91.

The Effect of Work Commitment on Employee Performance in Information Technology Moderation at the Lubuklinggau City Regional Secretariat Office. The results of the study show that information technology moderates the relationship between work commitment to performance, this is because work commitment with the support of information technology will improve performance. This shows that the increasing work commitment of employees supported by information technology will also increase the performance of the Lubuklinggau City Regional Secretariat Office. High commitment will provide high performance. This shows that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization, as employees have organizational commitment, their productivity will increase and so will work performance. Organizational commitment can significantly influence the interest, tendency to stay, tendency to leave, and the efficacy of employee behavior in the organization, and their consequences for performance. The results of this study are also supported by previous research related to the effect of work commitment on employee performance by (Tambunan & Sihombing, 2022) which shows that commitment strengthened by the support of information technology has a close relationship with improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test show that competency has a significant effect on employee performance. The results of testing the second hypothesis indicate that work commitment has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of competence and information technology affects employee performance. The results of testing the fourth hypothesis indicate that the interaction of work commitment and information technology affects employee performance. Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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