

The Effect of Digitization of Personnel Services in Moderating the Influence of Employee Competence and Organizational Support on Performance at Regional Office VII BKN

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Abstrak

Penelitian ini mengkaji pengaruh digitalisasi layanan kepegawaian dalam memoderasi hubungan antara kompetensi karyawan, dukungan organisasi, dan kinerja karyawan di Kantor Regional VII Badan Pelayanan Sipil Negara (BKN) Palembang. Penelitian ini menekankan peran strategis sistem kepegawaian digital dalam memperkuat kontribusi faktor sumber daya manusia terhadap hasil kinerja di dalam organisasi sektor publik. Penelitian ini menggunakan desain survei kuantitatif yang melibatkan 73 pegawai negeri sipil di Kantor Regional VII BKN Palembang. Data dianalisis menggunakan PLS-SEM dengan SmartPLS 4.0, dan semua instrumen pengukuran memenuhi kriteria validitas dan reliabilitas yang dibutuhkan ($AVE > 0,50$; $CR > 0,70$). Hasil penelitian menunjukkan bahwa kompetensi karyawan dan dukungan organisasi memiliki pengaruh positif yang signifikan terhadap kinerja karyawan. Digitalisasi layanan kepegawaian lebih meningkatkan kinerja dengan meningkatkan efisiensi dan transparansi, sekaligus memoderasi sebagian pengaruh kompetensi dan dukungan organisasi terhadap kinerja. Penelitian ini menyimpulkan bahwa digitalisasi kepegawaian memperkuat dampak kompetensi karyawan dan dukungan organisasi terhadap kinerja, menunjukkan perlunya strategi terpadu yang menggabungkan pengembangan kompetensi, dukungan organisasi, dan sistem kepegawaian digital yang efektif di dalam organisasi sektor publik. Penelitian ini terbatas karena fokusnya pada satu lembaga pemerintah saja, yang dapat membatasi generalisasi temuan. Selain itu, penggunaan data yang dilaporkan sendiri dapat menimbulkan bias respons, dan desain lintas sektoral tidak menangkap perubahan dari waktu ke waktu. Studi ini berkontribusi pada literatur manajemen sumber daya manusia dan administrasi publik dengan secara empiris mengkonfirmasi peran moderasi digitalisasi personel dalam lingkungan pemerintahan, sekaligus menawarkan wawasan praktis untuk meningkatkan kinerja pegawai negeri sipil melalui pengembangan kompetensi terintegrasi, dukungan organisasi, dan transformasi digital.

Kata Kunci: Digitalisasi; Kompetensi Karyawan; Dukungan Organisasi; Kinerja Karyawan.

Abstract

This study investigates the effect of digitization of personnel services in moderating the relationship between employee competence, organizational support, and employee performance at the Regional Office VII of the State Civil Service Agency (BKN) Palembang. The research emphasizes the strategic role of digital personnel systems in strengthening the contribution of human resource factors to performance outcomes within public sector organizations. This study employed a quantitative survey design involving 73 civil servants at the Regional Office VII of BKN Palembang. Data were analyzed using PLS-SEM with SmartPLS 4.0, and all measurement instruments met the required validity and reliability criteria ($AVE > 0.50$; $CR > 0.70$). The results show that employee competence and organizational support have significant positive effects on employee performance. The digitization of personnel services further enhances performance by improving efficiency and transparency, while partially moderating the effects of competence and organizational support on performance. The study concludes that personnel digitalization strengthens the impact of employee competence and organizational support on performance, indicating the need for an integrated strategy that combines competency development, organizational support, and effective digital personnel systems in public sector organizations. This research is limited by its focus on a single government institution, which may restrict the generalizability of the findings. In addition, the use of self-reported data may introduce response bias, and the cross-sectional design does not capture changes over time. This study contributes to human resource management and public administration literature by empirically confirming the moderating role of personnel digitalization in government settings, while offering practical insights for improving civil servant performance through integrated competence development, organizational support, and digital transformation.

Keyword: Digitalization; Employee Competence; Organizational Support; Employee Performance.

1. Introduction

Digital transformation has become a strategic imperative for public sector organizations worldwide, including government institutions responsible for human resource management. The rapid advancement of information and communication technology has encouraged public organizations to digitize personnel services in order to enhance efficiency, transparency, and employee performance. Digitization of personnel services refers to the implementation of digital systems in managing administrative, developmental, and performance-related human resource functions, which is increasingly viewed as a critical driver of organizational effectiveness (Bondarouk & Brewster, 2022). Employee performance remains a key indicator of organizational success, particularly in public service institutions where accountability and service quality are paramount. Previous studies have emphasized that employee competence plays a vital role in determining performance outcomes. Competence encompasses knowledge, skills, and attitudes that enable employees to perform their tasks effectively, especially in digitally driven work environments (Vrontis *et al.*, 2022). In the context of digital governance, employees are required not only to possess technical competencies but also adaptive and analytical skills to utilize digital systems efficiently. Empirical evidence indicates that higher levels of employee competence significantly improve job performance, particularly when supported by digital work processes (Jiang *et al.*, 2021). In addition to individual competence, organizational support has been identified as a crucial factor influencing employee performance. Perceived organizational support reflects employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being. Strong organizational support, such as access to training, technological infrastructure, and managerial assistance, fosters employee motivation and commitment, ultimately leading to improved performance outcomes (Kurtessis *et al.*, 2023). In public sector organizations, organizational support is especially important to facilitate employees' adaptation to digital transformation initiatives. However, the relationship between employee competence, organizational support, and performance is not always linear. Recent studies suggest that digitalization may act as a contextual factor that strengthens or weakens these relationships. Digitized personnel services can enhance the effectiveness of employee competence by providing real-time data access, automated workflows, and transparent performance evaluation systems (Margherita & Bua, 2021). Similarly, digital platforms may amplify the impact of organizational support by enabling more efficient communication, feedback, and learning opportunities. This indicates that digitization has the potential to function as a moderating variable in the relationship between competence, organizational support, and performance.

Despite the growing body of literature on digital human resource management, empirical research examining the moderating role of digitized personnel services within public sector institutions remains limited, particularly in developing country contexts. Government agencies often face unique challenges, including bureaucratic rigidity, varying levels of digital literacy, and resistance to change. These challenges may affect the extent to which digitalization enhances employee performance (Raisiené *et al.*, 2023). Therefore, it is essential to investigate how digital personnel services influence performance dynamics in specific institutional settings. The Regional Office VII of the State Civil Service Agency represents a relevant context for examining these issues, as it plays a strategic role in managing civil servant administration and performance. Understanding how digitization of personnel services moderates the influence of employee competence and organizational support on performance can provide valuable insights for policymakers and public sector managers. This study aims to contribute to the existing literature by empirically analyzing these relationships, thereby offering practical implications for strengthening digital human resource management and improving employee performance in public sector organizations.

2. Literatur Review

2.1 Employee Performance

Employee performance is defined as the work results achieved by an employee in terms of both quantity and quality, based on standards set by the organization (Borman & Motowidlo, 1993). The theory that often underlies this is the Theory of Planned Behavior (Ajzen, 1991), which states that performance is influenced by intention, which in turn is influenced by attitudes, subjective norms, and perceived behavioral control. In a modern context, this behavioral control is increasingly linked to the availability and ease of use of digital tools. Traditional factors such as ability, motivation, and opportunity (AMO Theory) remain relevant; however, the opportunity factor is now heavily influenced by digital infrastructure. In the context of organizational performance, perceived behavioral control is closely associated with employees' access to resources, skills, and supportive systems that enable them to perform their tasks effectively (Ajzen, 2002). In line with this, AMO Theory states that employee performance is a function of ability, motivation, and opportunity to perform (Appelbaum *et al.*, 2000). While ability and motivation remain fundamental determinants, the opportunity dimension has evolved significantly in modern organizations. Opportunity to perform is no longer limited to managerial support or job design but is increasingly influenced by the availability of digital infrastructure and technological resources (Boxall, Purcell, & Wright, 2007).

2.2 Employee Competence and Performance

Competence refers to the combination of knowledge, skills, and abilities that an employee possesses to perform their tasks effectively (Spencer & Spencer, 1993). Previous research has consistently found a direct positive relationship between competence and performance. For instance, competent employees tend to be more efficient, make fewer errors, and are more innovative (Boyatzis, 2008).

- 1) Direct Relationship: High competence enables employees to complete tasks better and faster.
- 2) Research Gap: However, in a digital work environment, traditional competence alone is insufficient. Employees need digital competence—the ability to use digital technology—to optimally apply their core competencies. Without this, a gap exists between competence potential and performance realization.

This condition creates a research gap between competence potential and performance realization. While employees may possess high levels of job-related competence, the absence of digital competence can limit their ability to utilize organizational systems efficiently, leading to underperformance (Vial, 2019). The Technology Acceptance Model (TAM) further explains this gap by suggesting that employees' perceived usefulness and perceived ease of use of digital systems influence their willingness to use technology, which in turn affects performance outcomes (Davis, 1989; Venkatesh & Davis, 2000). Therefore, digital competence acts as a crucial enabling factor that bridges the relationship between traditional competence and employee performance in modern organizations.

2.3 Organizational Support and Performance

Organizational Support Theory (Eisenberger *et al.*, 1986) posits that employees develop a global belief concerning the extent to which the organization values their contributions and cares about their well-being (Perceived Organizational Support - POS). This support can take the form of:

- 1) Instrumental Support: Provision of adequate resources, equipment, training, and work environment.
- 2) Emotional Support: Recognition and care.

Research by Kurtessis *et al.* (2017) conducted a meta-analysis and proved that POS has a strong positive relationship with employee performance, as it fosters an obligation to reciprocate in the form of increased performance.

- 1) Direct Relationship: When an organization provides support, employees feel obligated to reciprocate by increasing their commitment and performance.

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- 2) **Research Gap:** In the current context, the most critical form of organizational support is the provision of adequate technology and digital infrastructure. General organizational support (such as recognition) that is not realized through digital support may no longer be sufficiently effective in boosting performance in the digital era.

This condition highlights a research gap between general organizational support and performance outcomes in the digital era. While emotional support and recognition remain important, their impact on performance may be weakened if not accompanied by sufficient digital support. The Technology Acceptance Model (TAM) provides further theoretical explanation, suggesting that organizational support in the form of training, system quality, and technical assistance influences employees' perceptions of usefulness and ease of use of technology, which in turn affects system utilization and job performance (Davis, 1989; Venkatesh & Davis, 2000). Therefore, digital organizational support serves as a critical mechanism through which perceived organizational support is converted into enhanced employee performance in modern work environments.

2.4 Digitalization as a Moderate

Digitalization here is defined not merely as technology adoption, but as a transformational process where digital technology is used to change business processes, operational models, and work experiences to create new value (Parida *et al.*, 2019).

- 1) **Digitalization Moderates Competence and Performance:** Employee competence requires a channel for execution. Digitalization serves as that channel. For example, a competent accountant will be far more productive using cloud-based accounting software compared to manual bookkeeping. Thus, digitalization moderates this relationship by enhancing the effectiveness and efficiency of applying competence (Li *et al.*, 2021). This means that competence influences the extent to which an employee can adopt and leverage digitalization, which ultimately impacts performance.
- 2) **Digitalization Moderates Organizational Support and Performance:** Organizational support must be manifested in tangible and relevant forms. In the modern era, one of the most important manifestations of instrumental organizational support is providing adequate technology, digital training, and supportive infrastructure (Wang *et al.*, 2020). When employees receive this support, they perceive it as a form of organizational investment in them, which subsequently increases POS. This support is realized through digital facilities that ease work processes, thereby making digitalization the bridging mechanism that connects the organization's goodwill (support) with tangible improvements in employee performance.

Digitalization functions as a bridging mechanism that connects organizational goodwill with tangible performance outcomes. When organizational support is realized through reliable digital systems, user-friendly applications, and continuous digital capability development, employees are better able to utilize organizational resources to enhance productivity and work quality (Vial, 2019). Studies have shown that digital support increases employees' perceptions of system usefulness and ease of use, which subsequently encourages technology utilization and leads to higher job performance (Venkatesh & Davis, 2000; Tarafdar *et al.*, 2017). Therefore, digitalization moderates the relationship between organizational support and performance by transforming supportive intentions into concrete, performance-enhancing work practices.

2.5 Conceptual Framework and Hypotheses

Based on the literature review above, the following conceptual framework and hypotheses can be formulated:

- H₁: Employee competence (X1) positively influences the performance of civil servants (Y).
- H₂: Organizational support (X2) positively influences the performance of civil servants (Y).
- H₃: Digitalization of Personnel Services (X3) positively influences the performance of Civil Servants (Y).
- H₄: Employee Competence (X1) positively influences the Personnel Services (X3).

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H₅: Organizational Support (X₂) positively influences the Personnel Services (X₃).

H₆: Digitalization of Personnel Services (X₃) moderate effect of Employee Competence (X₁) on the performance of Civil Servants (Y).

H₇: Digitalization of Personnel Services (X₃) moderate effect of Organizational Support (X₂) on the performance of Civil Servants (Y).

3. Research Methodology

This study can be classified as Quantitative Research with an Explanatory Associative Approach. Methodologically, this research employs a causal design to examine cause-and-effect relationships between variables, including both direct and indirect effects through moderate mechanisms. The approach used is a survey, where data were collected cross-sectionally at a specific time, from June to July 2025, through the direct distribution of questionnaires to a sample of Civil Servants. In terms of analytical technique, this research is specifically referred to as Structural Equation Modeling (SEM) research. More precisely, the type of analysis applied is Partial Least Squares Path Modeling (PLS-SEM). This method was chosen due to its capability to model complex relationships, test theories, and specifically analyze the partial moderate role of the Personnel Service Digitalization variable. The analysis process follows the standard PLS-SEM procedure consisting of two stages: evaluation of the measurement model (outer model) to ensure the validity and reliability of the instrument, and evaluation of the structural model (inner model) to test hypothesis significance. Thus, the most comprehensive and accurate designation for this research is Explanatory Quantitative Research using the Partial Least Squares Structural Equation Modeling (PLS-SEM) Method. Data were collected through direct questionnaire distribution to civil servants during June-July 2025. To ensure validity, the researchers conducted a pilot test of the questionnaire on 10 employees to verify instrument clarity before full distribution. The received responses were then verified and processed using Microsoft Excel and SmartPLS. Before hypothesis testing, validity and reliability tests were conducted on the research instrument:

1) Convergent Validity

Considered valid if the Average Variance Extracted (AVE) value > 0.5 (Hair *et al.*, 2021).

2) Discriminant Validity

Tested using the Fornell-Larcker Criterion and Cross Loading values, with the requirement that each indicator has the highest factor loading on its own construct.

3) Reliability

Considered reliable if Composite Reliability (CR) > 0.7 and Cronbach's Alpha > 0.6. The test results showed that all indicators were valid and reliable, with AVE values > 0.5 and CR values between 0.82-0.93. The conceptual model of the research depicts the relationship between competence and organizational support on employee performance with personnel digitalization as a partial moderate variable. The analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM), which consists of two stages:

3.1 Outer Model Analysis

This stage aims to assess the validity and reliability of the constructs. The evaluation includes examining the loading factor values, Average Variance Extracted (AVE), and Composite Reliability.

3.2 Inner Model Analysis

This stage is used to test the relationships between latent variables based on path coefficient values (β), t-statistics, and p-values. Significance testing was performed using bootstrapping with 5,000 subsamples and a significance level of 5% ($p < 0.05$). This analytical model enables the testing of the moderating role of personnel digitalization in the relationship between competence, organizational support, and employee performance.

4. Results and Discussion

4.1 Results

4.1.1 Respondent Overview

The respondents in this study were employees of the Regional Office VII of BKN Palembang, totaling 73 people, consisting of 38 male employees (52%) and 35 female employees (48%). Based on age, the majority were in the 31-40 year range (46%), followed by the 41-50 year age group (32%), while the remainder were under 30 years old (22%). Most respondents had more than five years of service (61%), indicating a good level of experience and understanding of the digital personnel system. The majority of respondents stated that they actively use digital personnel systems, such as the SIASN and e-Kinerja. This reinforces that the research sample is relevant to the context of bureaucratic digitalization being developed by BKN.

4.1.2 Outer Model Analysis Results

Outer model analysis was conducted to test the validity and reliability of the research constructs. The data processing results with SmartPLS showed that all indicators had loading factor values > 0.7, thus meeting the convergent validity criteria (Hair *et al.*, 2021). The Average Variance Extracted (AVE) values for all constructs were > 0.5, indicating that convergent validity was met. The Composite Reliability (CR) values were also in the range of 0.82–0.93, meaning the constructs were reliable. The following table presents the outer model test results:

Table 1. Construct Validity and Reliability Test Results

Variable	AVE	CR	Cronbach's Alpha	Description
Competence	0.68	0.90	0.86	Reliable
Organizational Support	0.72	0.91	0.87	Reliable
Personnel Digitalization	0.70	0.89	0.85	Reliable
Employee Performance	0.75	0.93	0.89	Reliable

Based on the table above, all variables have met the validity and reliability criteria, thus they are suitable for use in testing the structural model (inner model).

4.1.3 Inner Model Analysis Results

Inner model analysis aims to test the relationships between latent variables based on the formulated hypotheses. The values used include path coefficients (β), t-statistics, and p-values. The testing criteria were that hypotheses are accepted if t-statistic > 1.96 and p-value < 0.05.

Table 2. Hypothesis Test Results

Variable Relationships	Path Coefficient (β)	t-Statistic	p-Value	Description
Competence → Personnel Digitalization	0.422	5.817	0.000	Significant
Organizational Support → Personnel Digitalization	0.389	4.952	0.000	Significant
Competence → Employee Performance	0.317	3.424	0.001	Significant
Organizational Support → Employee Performance	0.281	2.978	0.003	Significant
Personnel Digitalization → Employee Performance	0.348	4.217	0.000	Significant
Competence → Performance (via)	0.147	2.241	0.026	Significant (Partial

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Digitalization)				Moderate)
Organizational Support → Performance (via Digitalization)	0.135	2.072	0.039	Significant (Partial Moderate)

4.2 Discussion

The research results show that competence has a positive and significant influence on personnel digitalization ($\beta = 0.422$; $p = 0.000$). This means that the higher the employee's competence, the more effective the implementation of the digital personnel system. This is in line with research by Putra and Sari (2022) which states that digital competence and technology adaptation ability are the keys to the success of digital transformation in the public sector. Employees who have adequate technological knowledge and skills understand and operate digital personnel applications such as SIASN and e-Kinerja more quickly. This technological adaptation ability not only reduces the time required for learning new systems but, more importantly, creates a more positive user experience and reduces resistance to change. When an employee easily masters the navigation and functions in a digital application, they not only become productive users faster but also develop greater confidence and perception of the system's benefits. This in turn encourages deeper and more voluntary adoption, where employees not only use the system out of obligation but actively explore advanced features that can further enhance their work effectiveness. However, the implications of this finding go beyond mere operational efficiency. The ability of employees to quickly master digital personnel applications becomes an important indicator of the organization's readiness to face the ongoing wave of digital transformation. Employees with strong digital literacy not only become passive users but have the potential to develop into change agents who can help colleagues who are still experiencing difficulties, thus accelerating the overall adoption process within their work units (Adamy, 2016). Therefore, investment in building employees' technological knowledge and skills should be viewed as a strategic step that precedes or at least runs concurrently with the implementation of new digital systems. Continuous training programs, intensive mentoring, and the creation of communities of practice can strengthen this digital competence foundation, ensuring that every investment in new technology can be optimized to its maximum potential by all apparatus. Ultimately, building employees' digital competence is equivalent to strengthening the bridge connecting technological progress with improved bureaucratic performance as a whole.

Organizational support was proven to have a positive influence on personnel digitalization ($\beta = 0.389$; $p = 0.000$). This finding supports the results of Hidayat *et al.* (2021) which confirm that the success of digitalization is determined by the organization's readiness in providing supporting infrastructure, training, and policies. At the Regional Office VII of BKN Palembang, organizational support was evident from the provision of technology-based work facilities and leadership encouragement to improve employees' digital literacy. This research finding confirms that competence has a positive and significant influence on employee performance, as indicated by a path coefficient value (β) of 0.317 with a very strong significance level ($p = 0.001$). This firmly proves that employees with superior competence tend to show higher performance. They are able to work more effectively and efficiently, produce quality work outputs, and complete their tasks on time. The competence in question is not limited to technical mastery of the job but also includes cognitive abilities, problem-solving skills, and adaptability in facing dynamic work challenges. With adequate competence, an employee becomes more confident, independent, and reduces dependence on others' help, thus directly accelerating the work process and increasing individual productivity (Adiwantari *et al.*, 2019). However, the impact of this competence does not stop at direct individual performance improvement. Furthermore, high competence serves as a foundation that enables employees to optimally utilize various tools and systems provided by the organization, including in this case digital platforms. A competent employee will not experience significant difficulties in adapting to new personnel digitalization systems; on the contrary, they will see it as an opportunity to further sharpen their work effectiveness. Therefore, continuous investment in competence development—through structured training, provision of new skills, and knowledge enrichment programs—should be viewed as a primary strategy that not only directly increases work capacity but also maximizes the impact of investments in technology and other process innovations within the organization.

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Ultimately, ensuring that every employee has an adequate level of competence is a fundamental and crucial first step in building a high-performance organization ready to face the era of digital transformation (Ahmed *et al.*, 2023). This result is in line with Pratiwi and Lestari (2021) who stated that work competence improves efficiency and the quality of public services. In other words, competence is a fundamental factor in improving the performance of apparatus, especially in an environment undergoing digital transformation. Organizational support also significantly influenced employee performance ($\beta = 0.281$; $p = 0.003$). This finding is consistent with research by Wicaksono (2021) and Suhartono (2020) which stated that organizational support increases employee morale and loyalty, thus having a positive impact on performance. Within the BKN environment, support in the form of digital personnel training and flexible work policies became factors that strengthened apparatus productivity. This support is not only instrumental but also strategic, where digital training functions as an enabler that equips apparatus with technical competence to optimize existing work systems and platforms. Meanwhile, flexible work policies create an adaptive and outcome-oriented organizational environment, providing space for apparatus to arrange work methods and times more optimally without sacrificing accountability of results. The combination of these two forms of support creates a powerful synergy; training provides the ability to work effectively, while flexibility provides the opportunity to apply that ability in the way most appropriate to the task context and individual conditions (Akbar *et al.*, 2022). Beyond mere technical interventions, these two forms of support represent a transformation of culture towards modern and humane personnel governance. Continuous digital training signals the organization's commitment to developing the capacity of its apparatus, while work flexibility reflects the organization's trust in the professionalism and integrity of each individual. When apparatus feel supported through competence development and given flexibility to manage their work, intrinsic motivation and their sense of responsibility will grow organically. The impact is seen not only in measurable productivity increases but also in increased work engagement, reduced stress levels, and the creation of an innovation climate where apparatus feel safe to experiment with more efficient work methods. Thus, BKN's investment in these two forms of support is essentially an investment in building a sustainable work ecosystem, where productivity is achieved not through coercion and strict supervision, but through empowerment and creating conditions that enable every apparatus to contribute their best (Akinyemi *et al.*, 2020). Personnel digitalization has a positive and significant influence on employee performance, as evidenced by a path coefficient value (β) of 0.348 with a very high significance level ($p = 0.000$). This finding empirically confirms that the implementation of digital systems such as e-Kinerja and SIAN is not merely administrative modernization, but truly capable of improving efficiency and transparency which ultimately leads to substantial performance improvement. The presence of these systems has transformed conventional work methods laden with physical documents and repetitive processes into integrated digital workflows, significantly reducing bureaucratic inefficiencies and potential human error. Furthermore, the transparency created through these digital systems fosters work accountability, where every output and work progress can be tracked and measured objectively, thus minimizing information asymmetry and creating a fairer, data-based work environment. However, the fundamental impact of this digitalization actually goes beyond mere technical process improvements. Digital transformation has shifted the performance measurement paradigm from being subjective and perception-based towards more objective and real-time evaluation. Systems like e-Kinerja enable continuous assessment based on measurable achievements, while data integration through SIAN ensures consistency and accuracy of personnel information. This condition not only strengthens fairness in performance assessment but also opens space for employees to conduct self-assessment and improvement independently and proactively. Therefore, going forward, optimization of the benefits of personnel digitalization needs to be continuously pursued by strengthening interoperability between platforms, ensuring data security, and most importantly ensuring that the improvement of the apparatus's digital capabilities keeps pace with technological developments. Thus, digitalization will not stop as an operational tool, but will become the backbone for realizing smarter, more responsive, and performance-oriented personnel governance. This finding is consistent with Ramadhan and Nugroho (2023) who stated that digitalization improves data accuracy and accelerates administrative processes, so that employees can focus on improving public services.

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The consistency of this research result with previous findings further strengthens the validity of the proposition that the fundamental value of digital transformation lies in its ability to free employees from repetitive and error-prone administrative burdens. With reduced time and energy that must be devoted to administrative matters such as filling out forms, searching archives, or manual calculations, employees gain broader space and cognitive capacity to be allocated to higher-value tasks, particularly those directly related to improving the quality of public services. This shift in work focus from administrative matters to more substantive activities ultimately not only increases individual productivity but, more importantly, increases the value and impact of the apparatus's work itself on society. Furthermore, confirmation from the findings of Ramadhan and Nugroho provides a deeper perspective on the value chain impact of digitalization. The improved data accuracy and accelerated administrative processes they mentioned function as an initial foundation that triggers a chain effect. High data accuracy, produced by integrated systems such as SIASN, creates a single reliable source of truth for strategic decision-making, career planning, and personnel policies. Meanwhile, fast and reliable administrative processes not only save employees' time but also significantly shorten service response times to the public, increase user satisfaction with services, and ultimately build public trust in government institutions. Thus, the impact of digitalization proves to be multi-level, starting from internal efficiency, which then enables improved external service quality, and ultimately contributes to the strengthening of governance as a whole. The finding that personnel digitalization partially moderates the relationship between competence and organizational support on employee performance reveals a crucial mechanism in performance improvement. This means that improving employee competence and strong organizational support not only directly boosts performance, but also some of their influence is channeled through indirect pathways, namely by strengthening the implementation of digital personnel services. In other words, competent employees supported by adequate organizations tend to be more capable and motivated to utilize digital systems, which ultimately impacts work efficiency and effectiveness.

The implications of this partial moderate finding are very significant for organizational management. First, this finding confirms that investment in developing employee competence and providing organizational support has a double impact. On one hand, these two factors directly increase individual work capacity. On the other hand, they function as catalysts that accelerate and maximize the adoption of digital technology, which then creates a positive chain effect on performance. Second, this finding shows that efforts to improve performance cannot rely on just one factor. Policies that only focus on training without providing adequate digital infrastructure and support, or conversely, only purchasing sophisticated technology systems without preparing employee competence, will produce sub-optimal impacts. Third, the role of digitalization as a partial moderator places it as a force multiplier or performance lever. A good digital system will amplify the benefits produced by existing competence and organizational support. Therefore, the strategic step going forward is to create an integrated synergy between these three pillars. Competence development programs must be designed to specifically increase digital literacy and technical abilities in using existing personnel platforms. Simultaneously, organizational support needs to be realized in the form of reliable technology infrastructure, supportive policies, and an organizational culture that facilitates digital adaptation. Thus, personnel digitalization will not only function as a tool, but become the backbone that connects and strengthens human resources (competence) with organizational systems (support) to jointly achieve higher and sustainable performance levels. Competence → Performance through Digitalization ($\beta = 0.147$; $p = 0.026$) shows that competent employees utilize digital systems well thus improving performance. Organizational Support → Performance through Digitalization ($\beta = 0.135$; $p = 0.039$) shows that organizational support strengthens the effectiveness of digitalization which impacts performance improvement. This finding is in line with Yuliani and Fitria (2022) who stated that digitalization acts as a bridge between individual ability and organizational work results. This consistency further confirms that digital technology does not come to replace human roles, but functions as a catalyst that connects and strengthens the contribution of individual competence to the achievement of organizational goals. Digitalization acts as a platform that transforms the potential and individual expertise that may still be scattered and latent into structured, measurable, and systematically manageable organizational capabilities.

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In this context, digital systems function as a medium that enables organizations to capture, store, and distribute the best knowledge and skills from their employees, so that they do not only rely on personal abilities that may be lost along with the transfer or retirement of an employee (Alifuddin & Widodo, 2021). Furthermore, the role of digitalization as a "bridge" presents profound strategic implications for personnel governance. This concept demands an approach where the development of individual competence and the building of digital infrastructure must run in parallel and support each other. Organizations cannot only invest in soft skills training without providing digital platforms that enable these skills to be applied optimally. Conversely, adopting sophisticated technology systems without preparing adequate employee competence will only produce a strong bridge that is not well connected to both sides. Therefore, the success of modern organizations highly depends on their ability to create close synergy between humans and technology, where digital systems are designed considering user capabilities, while human resource development policies are formulated to maximize the value of technology investments made. Ultimately, the understanding that digitalization is a bridge connecting humans and organizational performance places digital transformation not as a mere technology project, but as a strategic investment in building sustainable human and institutional capital. Overall, the research results show that competence and organizational support play important roles in supporting the implementation of personnel digitalization and improving the performance of Civil Servants (ASN). This finding underscores a paradigm that performance improvement cannot be achieved through isolated interventions, but requires an integrated and mutually reinforcing approach. Individual competence functions as the driving engine, providing technical ability and confidence for ASN to adopt new digital tools. Meanwhile, organizational support acts as the foundation that enables smooth digital transformation, by providing conducive infrastructure, policies, and work climate.

The two synergize to create an ecosystem where digitalization can grow and develop, which ultimately becomes a key mechanism to accelerate and sharpen performance achievements. The strategic implications of this finding demand a reorientation in human resource development policies and governance. Going forward, efforts to improve ASN performance must be designed by viewing the three variables—competence, organizational support, and digitalization—as a complete and inseparable policy package. Competence development programs need to expand their scope not only to substantive job abilities but also aggressively target strengthening digital literacy, technological adaptability, and innovative mindset. On the other hand, improving organizational support must be a priority agenda, realized through modernization of IT infrastructure, simplification of hindering bureaucracy, and visionary leadership in encouraging digital transformation. In other words, digital technology is a sophisticated tool, but that tool will only produce optimal impact if held by skilled hands (competence) and in an environment that supports its use (organizational support). Ultimately, this research confirms that the path towards an efficient, high-performing world-class bureaucracy is traversed by building digitally capable ASN, supported by smart and adaptive organizations, and driven by well-digitalized personnel service systems. This trinity synergy will be the supporting pillar for the realization of more accountable, fast, and result-oriented government governance. Digitalization is not just a technological aspect, but a transformation of work culture towards an efficient and accountable modern bureaucracy. The essence of digitalization actually lies in the paradigm shift from convoluted and hierarchical manual work methods towards automated, transparent, and result-oriented work processes. This transformation demands a mindset shift from a work culture that relies on routines and procedural authority to an adaptive, collaborative, and service-centered culture. In this context, technology is only a tool or enabler, while the soul of the transformation is the creation of new values in bureaucracy such as timeliness, ease of access, and measurable accountability. Furthermore, this work culture transformation demands fundamental adjustments in personnel governance. Recruitment systems, performance assessments, and career development need to be redesigned to not only record but also encourage and appreciate digital competence and innovative work behavior. For example, performance assessments must begin to acknowledge contributions in improving efficiency through digital solutions, not merely compliance with old procedures. Training must shift from merely socializing features of new systems to forming change agents capable of leading digital adaptation in their respective work units.

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Thus, successful digitalization will create a virtuous cycle: well-designed digital systems will force transparency and efficiency, which then forms new work habits, and ultimately crystallizes into a more accountable and high-performing organizational culture. This is the essence of modern bureaucracy—an ecosystem where technology, processes, and humans unite to create superior public value. Therefore, strengthening employee capacity and continuous organizational support become the main prerequisites for the success of digital transformation in the public sector.

5. Conclusion

This study examines the effect of digitization of personnel services in moderating the influence of employee competence and organizational support on performance at the Regional Office VII of the State Civil Service Agency (BKN) Palembang. Using Partial Least Squares (PLS) analysis with SmartPLS 4.0, the findings provide empirical evidence on the strategic role of personnel digitalization in strengthening human resource performance within public sector institutions. The results demonstrate that employee competence has a positive and significant effect on personnel digitalization. Employees with higher levels of knowledge, skills, and professional attitudes are better equipped to understand, adapt to, and utilize digital personnel systems such as SIASN and e-Kinerja. This indicates that competence is a fundamental prerequisite for the successful implementation of digital personnel services in government organizations. Furthermore, organizational support is proven to have a positive and significant effect on personnel digitalization. Support in the form of adequate facilities, continuous training programs, leadership commitment, and digital-oriented work policies accelerates the adoption and effective use of technology-based personnel systems. This finding highlights the importance of organizational readiness and institutional commitment in driving digital transformation initiatives. The study also confirms that employee competence has a positive effect on employee performance. Employees who possess strong competencies are able to perform their tasks more effectively, demonstrate higher productivity, and contribute positively to organizational outcomes. Similarly, organizational support has a positive effect on employee performance by fostering motivation, job satisfaction, and loyalty, which in turn encourages employees to achieve higher performance levels.

In addition, personnel digitalization is found to have a positive and significant effect on employee performance. The implementation of digital personnel systems enhances work efficiency, accelerates administrative processes, increases transparency, and reduces bureaucratic complexity. These improvements enable employees to focus more on value-added tasks, thereby improving overall performance. Most importantly, the findings reveal that personnel digitalization partially moderates the relationship between employee competence and organizational support on employee performance. This indicates that while competence and organizational support directly influence performance, their impact becomes stronger when supported by effective digital personnel systems. In other words, higher competence and stronger organizational support enhance the effectiveness of personnel digitalization, which subsequently leads to improved employee performance. In conclusion, personnel digitalization serves as a key strategic factor in strengthening the relationship between employee competence, organizational support, and performance at the Regional Office VII of BKN Palembang. These findings underscore the necessity for public sector organizations to invest not only in employee competency development and organizational support mechanisms but also in sustainable and integrated digital personnel systems to optimize performance in the era of digital governance. Although this study has achieved its planned objectives, there are several limitations, including: The sample scope was limited to one government institution (Regional Office VII of BKN Palembang), so the research results may not be generalizable to all BKN institutions in Indonesia. The research instrument based on respondent perceptions can cause subjective bias, especially in assessing performance and the level of digitalization. The research model is linear, while in practice the relationships between variables may be dynamic and influenced by external factors such as national policies, technological infrastructure, and organizational culture.

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Based on the research results and existing limitations, the following suggestions are presented: For government agencies, particularly BKN, it is recommended to improve employees' digital competence through continuous training and information technology certification programs. Organizational support needs to be strengthened by providing adequate digital facilities, digital performance-based reward systems, and policies that encourage innovation. Personnel digitalization needs to be fully integrated through a unified system across work units to make personnel data more accurate and efficient. For future researchers, it is recommended to expand the research object to other institutions and consider additional variables such as organizational culture, work motivation, or digital leadership.

6. References

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