



Employee Performance: The Role Of Competence, Workload, And Discipline With Technology Utilization Moderation

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ABSTRACT

This study aims to determine the effect of Competence, Workload, and Employee Discipline on the Performance of Lubuk Linggau City Regional Secretariat Employees moderated by Technology Utilization. Employee performance is essential for government organizations in providing optimal service to the community. This research uses quantitative methods with multiple linear regression approaches and Moderated Regression Analysis (MRA). The research sample was 97 State Civil Apparatus at the Regional Secretariat of Lubuk Linggau City. The results showed that competence has a positive and significant effect on employee performance, workload has a negative and significant impact on employee performance, and discipline has a positive and significant effect on employee performance. Technology utilization significantly moderates the effect of competence on employee performance but weakens the impact of workload and discipline on employee performance. The implication is that organizations need to improve employee competence, manage workload, and enforce work discipline, as well as make optimal use of technology to improve employee performance.

INTRODUCTION

The performance of an organization is highly dependent on the quality of human resources as employees. Good human resource management will provide progress for the organization, especially in dealing with situations and conditions that are always changing and developing. Humans in the organization play a role as determinants, actors, and planners in achieving goals while determining the progress or decline of an organization.

Human Resource Management (HRM) is important in creating and maintaining optimal employee performance in public sector organizations, especially in local government. The Regional Secretariat of Lubuklinggau City has implemented HRM quite well, as evidenced by the achievement of a good level of performance accountability in managing budgets, resources, and programs. Effective HRM implementation in the Regional Secretariat of Lubuklinggau City has created a positive work environment, increased employee motivation, and encouraged improved employee performance (Chou, 2020). However, several knowledge gaps need further research. First, no research comprehensively analyzes the implementation of HRM in the Regional Secretariat of Lubuklinggau City and its impact on organizational performance. Second, research related to the effect of HRM on employee performance in the public sector is still limited. Third, the potential contribution of this research is to provide input for the development of HRM in public sector organizations, especially in the local government environment.

Based on observations, employee understanding of procedures and standards in completing and carrying out tasks is still low. This can be seen from the data on the number of employees participating in education and training at the Regional Secretariat. Therefore, this study aims to analyze the implementation of HRM in the Regional Secretariat of Lubuklinggau City and its impact on organizational performance. The results of this study are expected to make theoretical and practical contributions to the development of HRM in the public sector.

Competence is the ability to perform a job or task effectively based on the required knowledge, skills, and attitudes. These competencies play an important role in improving individual performance and overall organizational results, with indicators of knowledge, technical skills, and personal attitudes that drive superior work performance in various tasks or situations. In addition to workload is the number of tasks and responsibilities that employees must carry out in a specific period, including work conditions, namely how well employees understand and comply with work procedures, time efficiency in completing workers, and clear goals for a job. Based on the above, it can be indicated that there are still obstacles related to workload in the regional secretariat, which causes the targets that must be achieved within a specific period cannot be met, and the follow-up to the results of the recommendations provided is not appropriate (not yet meeting standards).

The results of the Regional Secretariat's Performance Accountability Evaluation as well, which states that there is still untimely completion of tasks, indicates that there are obstacles to workload and also indicates that there are obstacles related to discipline because untimely completion of tasks can be used as an indicator that shows that employee discipline is still not optimal. Technology can be interpreted as using various tools or systems in the form of hardware or software that support, improve, or facilitate the process of activities and goals at the individual and organizational levels. Utilizing technology is hoped to speed up and simplify the work process, reduce the time required, facilitate access to information, increase the accuracy and consistency of work results, and allow easier interaction between individuals or groups.

LITERATURE REVIEW

Employee Performance

Performance is a multidimensional concept that includes the results and work behavior achieved by individuals in the context of the duties and responsibilities given by an organization. In the definition of performance, emphasizes the importance of output and behavior as the basis for assessing employee effectiveness in a specific period. Regarding performance measurement (Dimitrios, 2024), performance can be considered a record of the results of activities carried out over a specific period, reflecting the effectiveness of the overall work process. This concept which relate employee performance to their willingness to fulfill responsibilities and produce outputs informed by the context of their respective jobs meanwhile, emphasized the need for systematic

performance appraisal, which is important for educational supervision in understanding the development of employee performance and basing appropriate improvement strategies, indicating that performance is a dynamic and adaptive process.

Based on the existing literature, this indicates that employee performance is not a fixed thing but rather a phenomenon that continues to change and evolve, as well as the various determinants within the organization. Failure to recognize that performance includes both individual and team aspects and the dynamics that influence it can result in inaccurate assessments and inappropriate improvement strategies. It also emphasizes the importance of a data-driven approach to assessing performance, as suggested by several studies that emphasize statistical-based analysis and systematic evaluation of employee outputs (Dimitrios, 2024).

Competence

Competence, particularly in a professional context, encompasses a blend of knowledge, skills, and attitudes necessary for effective task performance. Kusumawijaya and Astuti emphasize that competencies entail specific skills, experiences, and expertise critical for generating value within organizations and for clients (Kusumawijaya & Astuti, 2021; . This concept goes beyond simply fulfilling established criteria; it involves the capacity to exceed expectations, reflecting an individual's proactive potential. Existing research corroborates that competence is intricately tied to an individual's aptitude, personal traits, and character, which collectively influence their behavior and interaction within professional spheres (Kusumawijaya & Astuti, 2021; (Aulia et al., 2021).

Workload

Employee workload is a very complex and multidimensional aspect, which includes the number of tasks that must be completed and is also closely related to the limits of individual capacity in completing the work. In the context of public services, workload refers to the totality of responsibilities employees assume in a given period and the arrangements and skills required to carry out these responsibilities. Excessive workload can lead to problems such as job dissatisfaction and decreased productivity. Furthermore, workload can be managed through systematic approaches, such as multi-criteria analysis for optimizing human resource allocation in public service organizations. This approach makes it possible to ensure that functional performance meets organizational standards by utilizing critical methods in determining appropriate workload. Thus, careful workload management requires a deep understanding of the interaction between job requirements, employee capacity, and the setting in which work is organized.

Discipline

Discipline in an organizational context can be defined as employee compliance and acceptance of policies and procedures established by the company, where discipline is not just an act of obedience but also a reflection of consistent attitudes and behavior in complying with established rules (Hanif et al., 2023); (Prasetyo & Furqon, 2023). In this framework, work discipline is an important pillar supporting the organization's sustainability and functionality by creating an orderly and effective work environment. Thus, work discipline is a behavior that is expected and necessary to achieve overall organizational goals ((Prasetyo & Furqon, 2023).

Furthermore, work discipline relates to an individual's commitment to fulfilling all responsibilities. Employees' self adjustment to these responsibilities creates a harmonious work environment, which can improve organizational productivity and efficiency. Disciplined employees not only comply with the rules but also contribute to implementing positive values in the work environment, which is important for the organization's long-term success (Hanif et al., 2023; Prasetyo & Furqon, 2023) .

Workplace discipline serves as a bridge between individuals and organizational culture. A strong organizational culture can create a supportive environment and encourage employees to behave according to existing norms. In this context, the success of an organization is greatly influenced by the level of discipline of its members. Management that creates an environment that emphasizes the importance of discipline will result in better performance and a positive work atmosphere. The relationship between employee discipline, responsibility, and performance is often a mutually reinforcing cycle. Discipline demonstrated by employees can build trust in management, which encourages management to support disciplined behavior among team members further. This synergy is important for the sustainability and success of the company in facing challenges (Hanif et al., 2023; Prasetyo & Furqon, 2023) .

Management practices are also an important aspect of strengthening employee discipline. Effective management will result in policies and practices that include internal rules and support good individual development within the work environment. This includes relevant training and other support programs to help employees feel more engaged and committed to the organization's mission. Therefore, management must continuously evaluate and adjust human resource policies to improve discipline and create a well-connected work environment (Hanif et al., 2023; Prasetyo & Furqon, 2023).

Work discipline involves social dynamics in the work environment. Employees tend to be more disciplined when they feel connected to their peers and management. Therefore, management needs to implement policies that promote open communication and interaction channels that improve discipline and build trust and commitment to the company's vision. Strong interpersonal relationships can be a key driver for strengthening employee discipline (Hanif et al., 2023; Prasetyo & Furqon, 2023) ..

The above principle shows how important work discipline is in the context of management. When discipline is strengthened, the productivity and operational efficiency of the company tend to increase. Every individual in the organization plays a crucial role; with good discipline, the organization can achieve its common goals effectively and efficiently. Therefore, discipline management should be a significant concern for every leader and human resource manager, given its far-reaching impact on the organization's overall performance (Prasetyo & Furqon, 2023). Paying careful attention to discipline is not just about complying with procedures but also includes a thorough evaluation of how individuals interact with policies, procedures, and each other in a professional context. In this regard, discipline should be viewed as an ongoing process that requires review and adjustment to ensure its relevance to the changing dynamics of the work environment. Successful organizations are those that can develop a strategic and adaptive approach to employee discipline management and integrate the values of a disciplined culture in all aspects of their operations (Hanif et al., 2023; Prasetyo & Furqon, 2023) ..

Technology Utilization

Technological developments have changed the fundamental structure of various aspects of human life, including public services, business, and education. In the current era of globalization, information and communication technology (ICT) plays a crucial role in accelerating the digital transformation process in all sectors, including public services. Over time, technology integration in public services has shown significant benefits, improving efficiency and effectiveness in delivering services to the public. As described by Magna and Maulana (Magna & Maulana, 2022), the digitization of public services focuses on the transition from conventional bureaucratic practices towards a more responsive and adaptive system, often through web-based portals and applications. This transformation reduces time and location constraints and supports government transparency and accountability (Ojo, 2021).

The use of technology in the public sector also plays an important role in improving organizational performance. According to Rusmanto and Permatasari (Rusmanto & Permatasari, 2023), optimal work results are often measured by the accuracy and precision of work that can

be achieved with the help of technology. This is in line with Wismansyah's view (Wismansyah, 2023), which notes that using technology, if done correctly, saves time and effort and increases overall productivity. In this context, human resources need to develop the ability to operate available technology, as argued by many researchers who emphasize the relevance of digital skills in this information age (Chand & Naidu, 2020; Rusmanto & Permatasari, 2023).

Further investigation reveals that the adoption of AI based solutions and other advanced technologies has the potential to revolutionize public services. Using technologies such as chatbots and advanced information systems eases citizens' access to information and enhances the interaction between the government and the public (Valle-Cruz et al., 2024).

On the other hand, challenges in utilizing technology in the public sector include social factors such as the digital divide, which can limit citizens' access to technology. Therefore, an inclusive approach is needed to ensure that all levels of society, especially vulnerable groups, can benefit from these technology-based public services (Callens & Verhoest, 2024; Noyoo & Matela, 2024).

METHODS

This research design begins with initial observations to discover the existing problems. After observing, analyzing, and inventorying the problems, the next step is to formulate the problem by paying attention to the theory from the book or research relevant. The next step is determining the hypothesis related to the objectives and problem formulation. Next, the data collection technique will be determined by determining the population and sample.

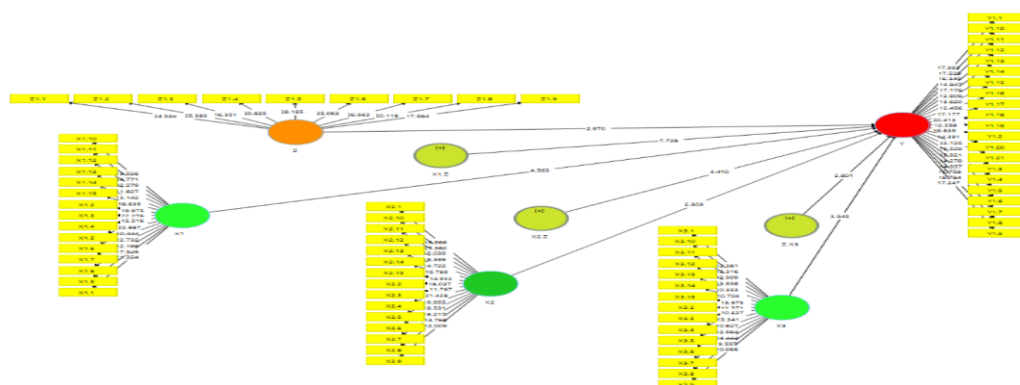
The population in this study were employees of the Lubuklinggau City Regional Secretariat Office, totaling 97 ASN. The sample is the entire population or saturated sample, namely 97 ASN. The sample represents the population whose results represent the overall symptoms observed. After determining the population and sample, the next step is to determine the research instrument to test the research instrument related to the research indicators. Then, the data will be analyzed by predetermined techniques, and conclusions and suggestions will be drawn.

The primary data collection method is through questionnaires; meanwhile, secondary data derived from records, books, magazines, and other sources can also provide relevant and valuable information. By combining primary and secondary data, this research is expected to provide a comprehensive understanding of the topic under study.

RESULTS

Structural Model Testing

Figure 1. Structural Model Testing Results



Source: Data processed by researchers, 2025

Based on Figure 1, shows the outer loading value of the indicators of each latent variable. Each value is shown in Table 1.

Table 1. Bootstrapping Output Value

Variables	T Statistic (O/STDEV)	P Values
X1*Z <- X1.Z	12,237	0,000
X1.10 <- X1	19,521	0,000
X1.11 <- X1	36,431	0,000
X1.12 <- X1	22,073	0,000
X1.13 <- X1	12,120	0,000
X1.14 <- X1	14,003	0,000
X1.15 <- X1	20,096	0,000
X1.2 <- X1	19,406	0,000
X1.3 <- X1	23,717	0,000
X1.4 <- X1	16,424	0,000
X1.5 <- X1	24,527	0,000
X1.6 <- X1	20,914	0,000
X1.7 <- X1	24,232	0,000
X1.8 <- X1	22,074	0,000
X1.9 <- X1	18,022	0,000
X2*Z <- X2.Z	10,397	0,000
X2.1 <- X2	20,193	0,000
X2.10 <- X2	25,207	0,000
X2.11 <- X2	13,817	0,000
X2.12 <- X2	17,810	0,000
X2.13 <- X2	14,935	0,000
X2.14 <- X2	14,098	0,000
X2.15 <- X2	15,741	0,000
X2.2 <- X2	18,693	0,000
X2.3 <- X2	12,550	0,000
X2.4 <- X2	21,311	0,000
X2.5 <- X2	19,010	0,000
X2.6 <- X2	17,779	0,000
X2.7 <- X2	18,022	0,000
X2.8 <- X2	15,945	0,000
X2.9 <- X2	12,252	0,000
X3*Z <- Z.X3	11,364	0,000
X3.1 <- X3	11,775	0,000
X3.10 <- X3	12,765	0,000
X3.11 <- X3	12,433	0,000
X3.12 <- X3	12,681	0,000
X3.13 <- X3	10,847	0,000
X3.14 <- X3	10,653	0,000
X3.15 <- X3	12,983	0,000
X3.2 <- X3	11,625	0,000
X3.3 <- X3	10,064	0,000
X3.4 <- X3	12,912	0,000
X3.5 <- X3	10,862	0,000

Variables	T Statistic (O/STDEV)	P Values
X3.6 <- X3	12,264	0,000
X3.7 <- X3	15,502	0,000
X3.8 <- X3	11,020	0,000
X3.9 <- X3	10,680	0,000
Y1.1 <- Y	17,924	0,000
Y1.10 <- Y	19,251	0,000
Y1.11 <- Y	16,728	0,000
Y1.12 <- Y	15,432	0,000
Y1.13 <- Y	18,162	0,000
Y1.14 <- Y	12,923	0,000
Y1.15 <- Y	14,754	0,000
Y1.16 <- Y	11,974	0,000
Y1.17 <- Y	17,132	0,000
Y1.18 <- Y	20,832	0,000
Y1.19 <- Y	11,993	0,000
Y1.2 <- Y	16,950	0,000
Y1.20 <- Y	13,943	0,000
Y1.21 <- Y	23,404	0,000
Y1.3 <- Y	16,300	0,000
Y1.4 <- Y	17,065	0,000
Y1.5 <- Y	13,855	0,000
Y1.6 <- Y	15,964	0,000
Y1.7 <- Y	13,002	0,000
Y1.8 <- Y	19,296	0,000
Y1.9 <- Y	17,908	0,000
Z1.1 <- Z	25,640	0,000
Z1.2 <- Z	27,034	0,000
Z1.3 <- Z	17,096	0,000
Z1.4 <- Z	19,941	0,000
Z1.5 <- Z	28,945	0,000
Z1.6 <- Z	25,486	0,000
Z1.7 <- Z	27,178	0,000
Z1.8 <- Z	18,351	0,000
Z1.9 <- Z	17,177	0,000
X1.1 <- X1	22,043	0,000

Source: Data processed by researchers, 2025

Inner Model analysis explains the effect of exogenous latent variables (X1) and (X2) on endogenous latent variables (Y) to determine whether between them they have a substantive influence. The R^2 value shows the level of determination between exogenous variables on their endogenous variables. The greater R^2 indicates a better level of determination.

Table 2. R^2 Value (R-Squares)

	R Square	Adjusted R Square
Y	0,976	0,974

Source: Data processed by researchers, 2025

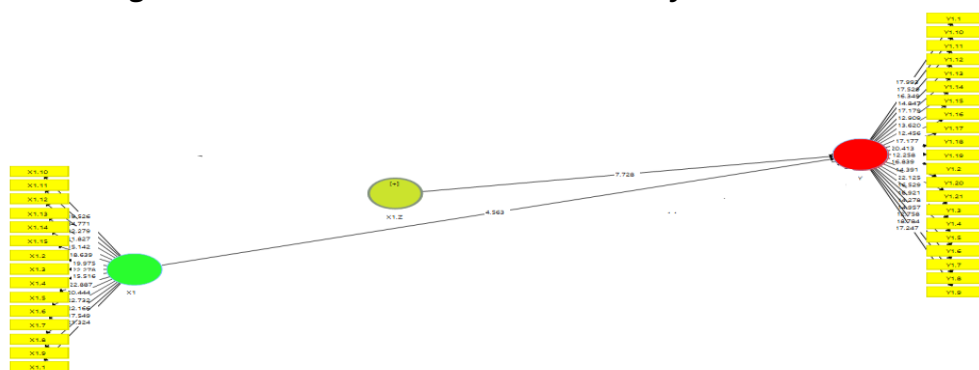
The results of the calculation of R-Squares for each endogenous latent variable can be seen in table 2. shows that the R-Squares value is in the range of 0.976 which means that the model has a very high predictive power because almost all variations in Y can be explained by the Model. However, the Adjusted R Square (R^2) is 0.974 which means that this value is slightly lower than R^2 . However, it still shows that the model is still very good at explaining variations in Y.

Hypothesis Testing

- a. Technology utilization moderates positively and significantly in the influence of competence on employee performance.

	T Statistik (O/STDEV)	P Values
X1.Z-> Y	7,728	0,000

Figure 2. Structural Model X1 moderated by Z to Y



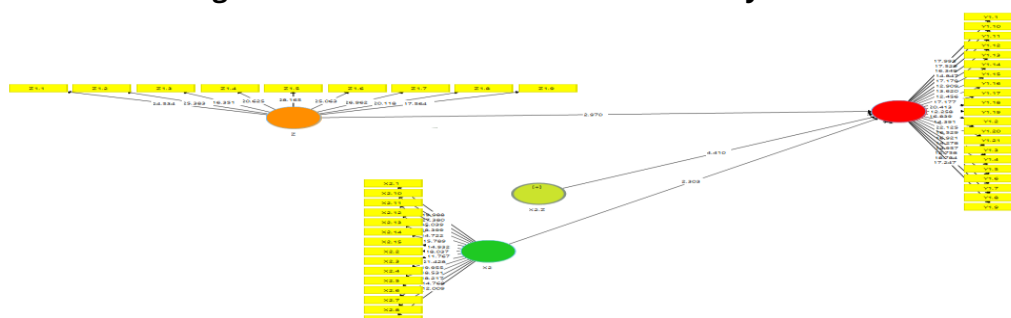
Source: Data processed by researchers, 2025

Based on Figure 2. above, it is known that the effect of the Competency variable on performance in the regional secretariat based on the T value is 7.728, which means that the t value > 1.96 (for a significance level of 5%), the hypothesis is accepted (workload affects performance). And the P value of 0.000 < 0.005, the hypothesis of the positive and significant influence of discipline on performance in the Regional Secretariat of Lubuklinggau City is accepted.

- b. Technology utilization moderates positively and significantly in the influence of workload on employee performance at the Lubuklinggau City Regional Secretariat.

	T Statistik (O/STDEV)	P Values
X2.Z-> Y	4,410	0,000

Figure 3. Structural Model X2 moderated by Z to Y



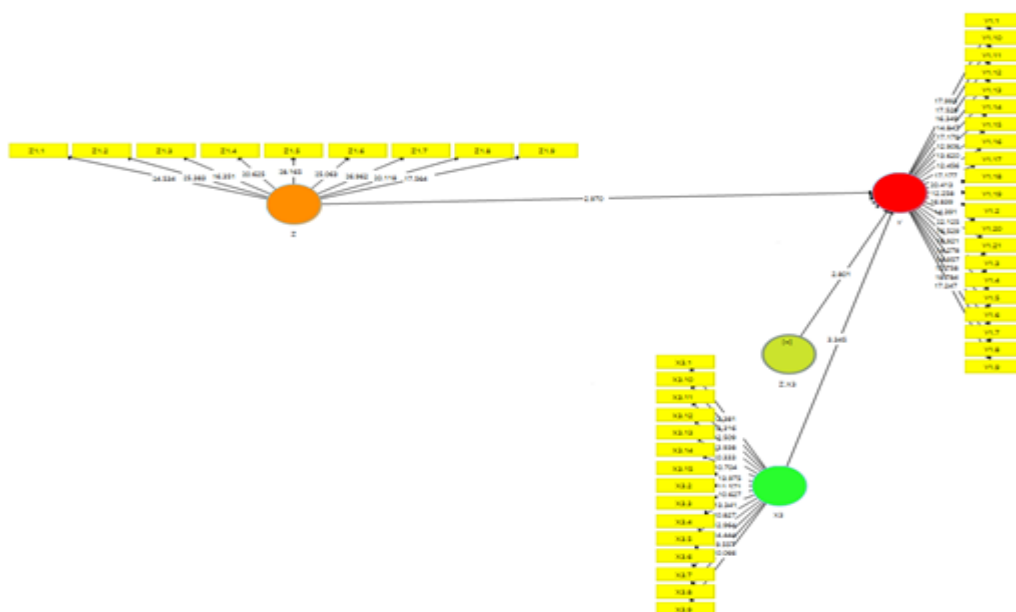
Source: Data processed by researchers, 2025

Based on Figure 3. above, it is known that the effect of the variable Utilization of technology on the effect of workload on performance in the regional secretariat based on the T value is 4.410, which means that the t value > 1.96 (for a significance level of 5%), the hypothesis is accepted, the use of technology on the effect of workload on performance is statistically significant. And P Values of $0.000 < 0.05$ also confirm that this relationship is significant at the 95% confidence level.

- c. It is suspected that technology utilization moderates positively and significantly in the influence of discipline on employee performance at the Lubuklinggau City Regional Secretariat.

	T Statistik (O/STDEV)	P Values
Z.X3 -> Y	2,801	0,005

Figure 4. Structural Model X3moderated by Z to Y



Source: Data processed by researchers, 2025

Based on Figure 4. above, it is known that the effect of the variable Utilization of technology on the effect of workload on performance in the regional secretariat based on the T value is 2.801, which means that the t value > 1.96 (for a significance level of 5%), the hypothesis is accepted, the use of technology on the effect of workload on performance is statistically significant. Moreover, P Values of $0.000 < 0.05$ also confirm that this relationship is significant at the 95% confidence level.

The path coefficient analysis also shows a positive value, meaning that competence positively influences performance. In other words, the higher the employee's competence, the higher the performance. Based on Cohen's (1988) criteria, the effect of competence on performance can be categorized as having moderate strength. Similar findings are also found in several other references, where competence is proven to have a positive and significant effect on employee performance. Thus, it can be concluded that competence has a positive and significant effect on employee performance in the regional secretariat, with moderate strength of influence.

The calculation of the path coefficient shows a value of -0.150, which means that the higher the workload, the performance tends to decrease, and vice versa. The calculated t-value of 2.438 is greater than 1.96 (for a significance level of 5%), so the hypothesis that workload affects performance is accepted. However, the P value of $0.0015 < 0.05$ indicates that the effect of workload on performance is relatively small. Research shows that excessive workload can increase work stress, which in turn can reduce employee performance. Work stress will decrease if the workload is appropriate, and performance can increase (Ijaz et al., 2022). Another factor that can affect employee performance is job satisfaction. High job satisfaction tends to improve employee performance, while low job satisfaction can reduce performance (Aminuddin et al., 2023; Gazi et al., 2022). Thus, workload hurts employee performance at the Regional Secretariat of Lubuklinggau City, although the effect is relatively small. In addition, job satisfaction is also an important factor that can affect employee performance.

The results showed that the calculated t value of 3.345 was greater than the t table value of 1.96 at the 5% significance level, which means the hypothesis is accepted (Setyawati & Rindaningsih, 2024). In addition, the P-value of 0.001 is smaller than 0.05, indicating that discipline's effect on performance is positive and significant. Furthermore, the calculation of the path coefficient shows a positive value of 0.401, which means that the higher the discipline of employees, the higher their performance (Setyawati & Rindaningsih, 2024). . Thus, the hypothesis that discipline positively and significantly affects employee performance at the Regional Secretariat of Lubuklinggau City is accepted. This finding aligns with several previous studies showing that work discipline has a positive and significant effect on employee performance. High work discipline can encourage employees to work better and improve their performance (Fithriyana et al., 2022; uncorowati et al., 2022).

DISCUSSION

Competence is an important factor influencing employee performance. The study shows that employee competence positively and significantly affects performance (Santoso et al., 2023). In addition, research by (Viardhillah & Rini, 2023) also found that competence has a positive and significant effect on employee performance. The calculated t-value of 7.728, greater than 1.96 (for a significance level of 5%), indicates that the hypothesis that competence affects performance is accepted (Viardhillah & Rini, 2023). In addition, the P-value of 0.000, which is smaller than 0.05, also indicates that the effect of competence on performance is positive and significant.

Competence has a significant influence on employee performance. Previous research has shown that technology utilization can moderate the relationship between workload and employee performance (Winardi et al., 2023). The t value greater than 1.96 and the P-value smaller than 0.05 indicate that the effect of technology utilization in moderating the relationship between workload and employee performance at the Regional Secretariat of Lubuklinggau City is statistically significant (Winardi et al., 2023). However, the moderating effect of technology is adverse (Winardi et al., 2023). This means that technology utilization tends to weaken the relationship between workload and employee performance, so the hypothesis stating that technology utilization moderates positively and significantly the effect of workload on employee performance at the Regional Secretariat of Lubuklinggau City must be rejected (Winardi et al., 2023). This finding is in line with previous research, which shows that technology can have an adverse moderating effect. This can be caused by delays in adapting to the digital environment. In addition, technology can also slow down the use of information obtained to design better work processes (Tortorella et al., 2022). Previous research shows that technology utilization can moderate the relationship between workload and employee performance (Winardi et al., 2023). Based on a t-value of 2.801 (> 1.96 for a significance level of 5%) and a p-value of 0.000 (< 0.05), the effect of technology utilization in moderating the relationship is statistically significant.

However, the direction of moderation is negative, which means that technology utilization can weaken the effect of workload on performance. This finding is in line with research showing that technology use can hurt performance, both in terms of delayed adaptation to routines in a digital environment and delayed use of information obtained from data to design better work processes (Tortorella et al., 2022). In addition, the use of technology can cause technology fatigue in users.

CONCLUSION

Employee work discipline has a positive and significant effect on employee performance. The better employee discipline, the higher the organization's performance. Technology utilization moderates positively and significantly the relationship between competence and employee performance. However, technology utilization weakens the positive effect of work discipline on employee performance. This shows that the technology applied in the organization is not effective enough or creates new problems that hinder performance even though employees are disciplined. In addition, technology moderates the relationship between workload and performance significantly but with adverse effects. Technology does not strengthen the relationship but somewhat weakens the influence of workload on employee performance. Thus, employee work discipline positively and significantly influences employee performance, but technology weakens this relationship. In addition, the use of technology also weakens the positive effect of workload on employee performance.

LIMITATION

Although technology can strengthen the relationship between variables such as competence, workload, and work discipline on employee performance, the findings show that technology weakens the positive influence of discipline and workload on performance. This indicates limitations in the technology's type, quality, or implementation, which may not be due to operational needs or not be accompanied by adequate employee training. This research was conducted within the Regional Secretariat of Lubuklinggau City, which has specific organizational characteristics, work culture, and bureaucratic structure. Therefore, the results of this study cannot be generalized directly to other government institutions with different characteristics, both in terms of complexity and technology adoption. Technology utilization in this study is treated as a single moderating variable without parsing the technology's specific types, functions, or dimensions (for example, work management applications, personnel information systems, etc.). This approach can simplify the complexity of technology's influence on the relationship between the main variables. Employee performance is influenced by other factors not included in this research model, such as work motivation, leadership, organizational climate, and job satisfaction. The absence of these variables in the model may cause technology utilization to appear to weaken relationships that are more structurally complex.

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