



Digital Transformation And Internal Communication In Improving Employee Performance: A Moderation Analysis Of Human Resource Competencies

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ABSTRACT

This study examines the effect of digital transformation and internal communication on employee performance, with human resource competence (HR) as a moderating variable at the Industry and Trade Office of Musi Rawas Regency. Using an explanatory quantitative approach, this study involved the entire ASN and non-ASN population of 53 employees through the saturated sample technique. Data collection instruments in the form of questionnaires were analyzed using SPSS, with regression and Moderated Regression Analysis (MRA) methods. The results showed that digital transformation and internal communication partially and simultaneously significantly affected employee performance. HR competence strengthens the relationship between the two independent variables of performance. The limitations of this study lie in the scope of a single organization and a limited sample size, so the results cannot be widely generalized. The findings provide a practical contribution to the public sector in designing technology and communication-based HR development strategies and enrich the literature on moderating variables' role in government organizations. This research is essential because of the integration of three key organizational elements, such as digital transformation, internal communication, and HR competencies, in one analysis model to improve employee performance.

INTRODUCTION

Human resources (HR) plays a strategic role in improving the effectiveness and efficiency of organizational performance in both the private and public sectors. The high quality of human

resources greatly influences the achievement of organizational goals, primarily since employees act as planners, implementers, and evaluators of policies and programs implemented in the organization. Therefore, the quality of HR must be matched with relevant responsibilities and competencies to avoid hindering the achievement of the organization's vision. Research by Edelman et al., (2023) shows that the competencies needed for digital transformation in public institutions require developing knowledge and skills in decision making and public services.

In public organizations such as government agencies, civil servants (PNS) are a key element as public servants. Civil servant performance is influenced by internal management, individual involvement in work activities, and support for achieving institutional goals (Edelman et al., 2023). Employee competency development is a fundamental need to strengthen the capacity of a responsive and adaptive bureaucracy, especially in the digital era's challenges. Digital transformation has significant consequences for organizational operations, including digitizing public services that make work processes more efficient and transparent (Edelman et al., 2023).

Using digital technology in public administration, such as implementing e-government and data integration between sectors, can increase bureaucratic work's accountability and effectiveness (Edelman et al., 2023). However, the effectiveness of digital transformation is highly dependent on human resources' readiness to master technology to support the digitization of public services. For example, in the Industry and Trade Office of Musi Rawas Regency, there are obstacles in the use of digital applications needed for planning, reporting, and employee attendance processes, where the lack of competent employees in operating these applications hurts organizational efficiency in providing public services (Edelman et al., 2023).

In addition to competence, internal communication is essential in shaping productive work synergy. Effective communication between superiors and subordinates and between employees can improve role clarity and teamwork. However, within the Industry and Trade Office of Musi Rawas Regency, there are problems, such as the low intensity of communication between employees and the mismatch between employees' educational background and their positions. This leads to low achievement of performance indicators, which is caused by inaccurate job placement, thus emphasizing the importance of 'the right man in the right place' to maximize individual potential.

The challenges in HR development are not limited to competency and communication but are complemented by individual motivation to learn and collaborate. Employees' lack of initiative to engage in digital competency development and collaborative problem-solving is often caused by a lack of guidance from leaders and a work culture that does not support collaboration. Therefore, further studies on the influence of HR competencies and internal communication on employee performance in public organizations are essential to improving work effectiveness and public services.

LITERATURE REVIEW

Employee Performance

Employee performance in public organizations, especially the state civil apparatus, is essential because it is directly related to effectiveness and efficiency in achieving the organization's strategic goals. Performance results from individual work carrying out tasks, reflecting their skills, efforts, and available opportunities ((Rofik et al., 2022). Employee performance evaluation remains essential to reflect employees' contribution to organizational goals and community satisfaction and provide a comprehensive picture of the processes and behaviors that accompany them (Al-Balushi et al., 2021).

Adhari stated that performance results from work activities can be measured qualitatively and quantitatively in a specific period, so the assessment of employee performance becomes very relevant to support the achievement of organizational goals (Rofik et al., 2022). In this case,

the assessment not only evaluates work success but also provides feedback that can be used for strategic planning and organizational development (Al-Balushi et al., 2021).

Performance appraisal in public organizations aims to improve efficiency and effectiveness, which includes performance improvement, compensation adjustment, placement decisions, identification of training needs, and evaluation of the recruitment process. It is organized into several objectives, namely strategic, administrative, development, and special, focusing on increasing motivation and achieving individual potential (Hartati, 2019). Thus, employee performance management should consider outcomes that benefit individuals and contribute to overall organizational performance (Munene & Muriuki, 2024).

Implementing a comprehensive performance management system is indispensable to achieve better performance in civil servants and meet organizational goals. This includes using relevant performance indicators, systematic feedback, and appropriate development strategies (Sawaneh, 2023). Therefore, integrating performance planning and management strategies can maximize results and deliver better public services, ultimately increasing public satisfaction as well as the economic value derived from employee performance (Maelah et al., 2022).

Digital Transformation

Digital transformation in the government sector is a strategic process involving digital technologies such as cloud computing, mobile computing, and virtualization technologies. These technologies are used to build integrated systems within organizations, improving efficiency, transparency, and adaptability in managing public information and services (Vinadio et al., 2022; Saragih, 2025).

More than just technological change, digital transformation is a combination of technological innovation and organizational strategy that can generate added value in terms of service quality and governance sustainability. Saragih, (2025), indicates that digital transformation aims to enhance organizational capabilities through significant changes in the structure and nature of organizations that integrate information technology, communication, and digital connectivity (Saragih, 2025; Mokadam et al., 2025). This emphasis on innovation and adaptation is important to facilitate the development of new organizational models and workforce skills required by the government (Maazmi et al., 2024).

The digital transformation process also requires social and cultural adaptation within government organizations. This includes developing human resource skills and adjusting to societal expectations in an evolving digital landscape. This process differs from traditional approaches, such as business process reengineering, because digital transformation is comprehensive, disruptive, and oriented towards continuous innovation (Saragih, 2025; Anggara et al., 2024). Digital transformation, as stated a non-linear process that encourages organizations to change in character, quality, and substance (Saragih, 2025; Xiao et al., 2023).

Digitalization, as the first step of digital transformation, involves converting data from analog to digital form using information technology. This process allows data to be accessed and disseminated efficiently while providing transparency in government (Saragih, 2025; Anggara et al., 2024). Referring to technology, as stated by Anggara et al., (2024), digitization is not just about automation but also provides a rational method to strengthen governance.

In order to understand the extent to which digital transformation has been implemented in the government sector, there is a need for indicators that can objectively measure the level of digital technology utilization. According to Draheim et al., (2021; Poels et al., (2022), three leading indicators can be used to evaluate the effective use of information technology in organizations. In addition, Saragih, (2025); Li, (2025), underlined the need to consider structural and strategic factors in measuring the utilization of digital transformation, such as resources, information systems, and organizational culture.

The utilization of digital transformation in the government sector depends on technical aspects and organizational readiness in managing resources, developing a digital culture, and

integrating relevant information systems. This readiness includes the establishment of adequate technological infrastructure and the development of adaptive leadership to create a sustainable digital ecosystem (Maazmi et al., 2024).

Internal Communication

Internal communication conveys messages, ideas, and information among individuals or groups within an organization (Yıldız & Aykanat, 2021). The effectiveness of this communication plays a role in building understanding and reducing conflict, as stated by Nachucho et al., (2022), who emphasized that good communication can build harmony between parts of the organization. According to Pereira et al., (2023), transparency and honesty in internal communication determine organizational effectiveness. According to Yulistiyono et al., (2024), internal communication can be divided into two categories: personal communication and group communication, both of which have an important role in daily operations.

Internal communication is the backbone of creating synergy among various organizational elements. It serves as a medium for information exchange and a strategic instrument for strengthening organizational culture, improving human resource (HR) performance, and achieving institutional goals (Wiwin et al., 2020). Effective internal communication can improve employee performance, which in turn improves the organization's overall performance (Wiwin et al., 2020). A healthy and productive two-way dialogue space is crucial, as this encourages greater engagement from all elements of the organization, both in horizontal interactions between colleagues and in vertical interactions between management and employees (Zito et al., 2021).

The main objectives of internal communication in organizations include strengthening working relationships, explaining policies, and creating channels for employees to provide feedback (Milanović et al., 2022). Milanović et al., (2022), states that internal communication is the foundation for creating an inclusive and innovative work environment that supports adaptation to change. Effective communication strategies include transparency, information updates, and employee engagement in informal forums, which help build employee trust and engagement within the organization (Setyawan et al., 2020). This aligns with Welc and Jackson's thoughts that strategic internal communication is essential for sustainable employee engagement (Tham & Winarko, 2024).

The success of internal communication can be measured through several indicators, such as ease of access to information, communication effectiveness, and understanding of the messages conveyed (Sun et al., 2021). Sarimah et al., (2024), emphasizes that managerial openness and accessibility of communication channels play a key role in determining the effectiveness of internal communication. In this context, Ravichandran & Khan, (2024), characterized five factors that influence the effectiveness of internal communication, ranging from the quality of communication between superiors and subordinates to the reliability of the information conveyed.

Internal communication plays a very vital role in modern organizations. Through open and effective communication, organizations can create a collaborative and innovative work environment and adapt to the rapid changes occurring in the era of globalization and digitalization (Nugraha et al., 2022). The effectiveness of internal communication directly contributes to improving the performance, level of engagement, and job satisfaction of organizational members (Bocean et al., 2022).

Competence

Human resources (HR) have a vital role in the success and sustainability of the organization. The quality and competence of human resources are key factors in the organization's response to strategic environmental challenges. In strategic management studies, HR competencies are intangible assets that provide sustainable competitive advantage (Fürst et al., 2024). Competent human resources not only have technical abilities but are also able to

translate knowledge and skills into actions that are productive, innovative, and adaptive to change (Fürst et al., 2024). Research results show that competence includes knowledge, skills, attitudes, and work motivation, all of which contribute to achieving organizational goals (Choi et al., 2022; Abugre & Debrah, 2019).

Competence is limited to an individual's capacity to fulfill functional tasks and create an effective internal communication environment. According to Liou et al., (2021), competence includes the ability to carry out work by established standards, which must be supported by a work attitude that meets job expectations. Nikoleizig et al., (2021), emphasize the importance of competence as an indicator of individual performance in specific work situations.

The competency model has been expanded to include five main aspects: motives, traits, self-concept, knowledge, and skills, all of which work synergistically to formulate individual behavior in facing challenges in the work environment (Liou et al., 2021). The synergy of these aspects aligns with the competency approach proposed by Pazos et al., (2022), which highlights that fundamental competencies can drive higher performance in an organizational context. In practical applications, competencies clarify performance standards and improve team interaction quality.

Implementing competencies in HR management systems also has far-reaching consequences, such as increased productivity, strengthened employee selection and development systems, and alignment of organizational values with employee behavior (Ma et al., 2023). In addition, strong competencies within teams can support more effective internal communication, as competent individuals tend to have better interpersonal skills and contextual understanding, all of which are important for building open and constructive communication within organizations.

Indicatively, competence in internal communication involves aspects such as knowledge, understanding, attitude, and communication skills, all of which support relationships among team members (Abugre & Debrah, 2019). Employees who understand organizational processes and adapt their behavior to organizational norms and values are more likely to build harmonious working relationships, facilitating collaboration and participatory decision-making (Podgórska & Pichlak, 2019).

The importance of HR competencies cannot be underestimated; they are vital in improving the quality of individual and organizational performance and building effective communication systems. Investment in the development of these competencies is a strategic step to create a sustainable competitive advantage in a changing environment (Ma et al., 2023).

METHODS

This research uses a quantitative approach, emphasizing theory testing through measuring variables in numbers and statistical data analysis. According to Creswell, the quantitative approach is designed to test the relationship between variables that have been predetermined systematically and rigorously using instruments tested for validity and reliability (Prasetya & Kartikawangi, 2021). In this context, this study uses an explanatory approach to explain the causal relationship between various variables, namely the effect of digital transformation (X_1) and internal communication (X_2) on employee performance (Y), by including human resource competence (M) as a moderating variable.

The independent variables in this study consist of two main components: Digital Transformation (X_1), which refers to the organization's ability to adopt digital technology to improve service efficiency and effectiveness (Prasetya & Kartikawangi, 2021); and Internal Communication (X_2), which is two-way communication that takes place among organizational members aimed at improving coordination and collaboration (Dhone & Sarwoko, 2022; Wiwin et al., 2020). Meanwhile, employee performance (Y) as the dependent variable reflects the results of individual work in carrying out tasks and responsibilities by organizational standards, where

research shows that improving internal communication is positively related to employee performance (Dhone & Sarwoko, 2022; Wiwin et al., 2020).

Human resource competence was chosen as a moderating variable to see if this variable can strengthen or weaken the influence between digital transformation and internal communication on employee performance. This research focuses on ASN and non-ASN employees at the Industry and Trade Office of Musi Rawas Regency, with a total population of 53 people, consisting of 42 ASN employees and 11 non-ASN employees. The sampling method is the saturated sample technique, in which all population members are used as samples because of the relatively small number (Prasetya & Kartikawangi, 2021);

Data were collected through a questionnaire tested for validity and reliability. The collected data was then analyzed using SPSS for Windows software. Multiple linear regression methods and Moderated Regression Analysis (MRA) were used to evaluate the influence between variables. MRA was chosen because of its ability to show whether moderating variables strengthen or weaken the relationship between independent and dependent variables (Dhone & Sarwoko, 2022; Wiwin et al., 2020; Praditya et al., 2024). Previous research shows that the relationship between internal communication and employee performance is highly significant (Dhone & Sarwoko, 2022).

Regression tests are carried out by considering the significance of the influence of each independent variable on employee performance. The multiple regression method requires a minimum of two independent variables in the model (Prasetya & Kartikawangi, 2021; Praditya et al., 2024). Through this analysis, it can be observed to what extent digital transformation and internal communication affect employee performance, as well as the role of human resource competencies in moderating these effects (Prasetya & Kartikawangi, 2021; (Dhone & Sarwoko, 2022; Wiwin et al., 2020).

RESULTS

The Effect of Digital Transformation on Employee Performance at the Industry and Trade Office of Musi Rawas Regency

a. Simple Linear Regression

Table 1. Simple Linear Regression Testing Results The Effect of Digital Transformation on Employee Performance at the Industry and Trade Office of Musi Rawas Regency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.519	6.674		3.524	.001
Digital Transformation (x ₁)	.675	.137	.574	4.909	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

The regression analysis was conducted using SPSS, and the regression equation ($Y = 23.519 + 0.675X$) was obtained. The regression coefficient of 0.675 on the digital transformation variable indicates that increased digital transformation is significantly related to increased employee performance. This indicates that with every one-unit increase in digital transformation, employee performance is expected to increase by 0.675 units. This is in line with the understanding in the literature that supports the effectiveness of regression analysis as a statistical tool to evaluate the relationship between variables, including in the context of digital transformation and performance in organizations (Karim, 2019).

Regression coefficients provide information on the expected change in the dependent variable and have important implications in data-driven decision-making. With the proper

application of regression analysis, organizations can make more informed and strategic decisions to better leverage digital transformation, leading to strengthened employee performance. In line with existing literature, decisions made based on valid regression analysis can support the development of research and data-oriented organizations.

Furthermore, the standard error of 0.137 indicates the variability in the estimated regression coefficients, which is an important indicator in regression analysis. Understanding the standard error is crucial, as it provides insight into the statistical significance of the coefficients obtained. This emphasizes the need for an in-depth approach to the assumptions underlying regression analysis to ensure reliable results. The literature suggests that without thoroughly evaluating these assumptions, the interpretation of regression analysis results may be invalid.

Thus, the regression analysis results reflect the relationship between digital transformation and employee performance and highlight the importance of testing assumptions and appropriate measurements in ensuring the accuracy and relevance of the analysis. Therefore, organizations should take informed strategic steps to optimize their digital transformation to improve employee performance while considering all relevant variables as well as applicable assumptions in their analysis.

b. Hypothesis Test t test

Table 2. The results of the t test on the effect of digital transformation on employee performance at the Industry and Trade Office of Musi Rawas Regency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.519	6.674		3.524	.001
Digital Transformation (x ₁)	.675	.137	.574	4.909	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

Based on the test data that has been carried out, the relationship between digital transformation and employee performance of the Industry and Trade Office of Musi Rawas Regency shows significant results. The value t (count) obtained is 4.909, and the value t (table) of 1.674 can be used to assess the hypothesis tested (with $(n = k-1)$ or $(n = 52)$). With the criterion that if $t(\text{count}) > t(\text{table})$, it can be concluded that there is a significant positive effect of digital transformation on employee performance, as also evidenced by research showing that digital transformation increases operational efficiency and effectiveness (Alasiri & AlKubaisy, 2022; Negrish & Almomani, 2024).

Digital transformation involves implementing new technologies and significant changes in organizational culture and human resource management. In this context, employees' understanding of newly introduced digital tools will significantly influence the success of the transformation process. Previous research shows that when employees have positive perceptions of new technologies and feel comfortable using them, this improves individual and overall organizational performance (Minh & Hong, 2023). In addition, good leadership factors and a supportive work environment are key in optimizing the benefits of this digital transformation (Alasiri & AlKubaisy, 2022; Amaliah & Sawitri, 2023).

Digital transformation in the public sector, such as the Department of Industry and Trade, can also catalyze improved quality of public services and increased employee productivity (Negrish & Almomani, 2024; Zhong et al., 2023). The increasing skills and abilities of employees in utilizing digital technology it is expected to create better innovation within the organization,

which in turn will strengthen the competitiveness and efficiency of the public sector as a whole (Castellar et al., 2021).

The effect of internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency

c. Simple Linear Regression

Table 3. Simple Linear Regression Testing Results The effect of internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24.585	6.505		3.780	.000
Internal Communication (X ₂)	.650	.133	.571	4.874	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

The regression equation generated from regression analysis using SPSS software is shown by the equation $Y = 24.585 + 0.650X$. In this context, the regression coefficient for the internal communication variable is 0.650, which indicates that an increase in internal communication in an agency can improve employee performance. This aligns with findings stating that good internal communication positively impacts employee engagement and performance (Prasetya & Kartikawangi, 2021; Ambalika et al., 2024). Research shows that when organizations prioritize internal communication, employees tend to be more engaged and committed, improving their performance (Adamu et al., 2024; Praditya et al., 2024).

Furthermore, the standard error of 0.133 indicates a deviation from the constant contained in the regression equation. This standard error indicates the accuracy of the regression coefficient estimate. The smaller the standard error value, the better the regression model describes the relationship between the independent and dependent variables (Wiwin et al., 2020). For example, research results show that employees with access to and get the correct information through internal communication perform better and are more effective in carrying out their tasks (Dhone & Sarwoko, 2022; Ali et al., 2019).

Thus, improving internal communication within an agency contributes directly to employee performance and facilitates a better working environment, encouraging employees to deliver more optimal performance. This is confirmed by studies that show a positive relationship between effective internal communication and employee performance ((Rivaldo, 2021; Anggraini & Ikut, 2024). Therefore, managers need to consider more open and inclusive communication strategies to encourage employees to be more engaged and productive in their work.

d. Hypothesis Test t test

Table 4. Test Results of the t Test The effect of internal communication on the performance of employees of the Industry and Trade Office of Musi Rawas Regency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24.585	6.505		3.780	.000
Internal Communication (X ₂)	.650	.133	.571	4.874	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

Based on the test data conducted, the t-count value is 4.874, and the t-table is 1.674, which is generated from calculations with $n = k - 1$ ($n = 53 - 1 = 52$). With this comparison, it can be concluded that the t-count, which is greater than the t-table ($4.874 > 1.674$). Furthermore, the significance value (sig) of 0.000 obtained from the analysis indicates that this value is less than 0.05. These results lead to the conclusion that internal communication and employee performance have a significant influence on the industry and trade office of Musi Rawas Regency.

Previous research underscores the importance of internal communication as a motivational trigger contributing to improved employee performance. The results of a study by Dhone & Sarwoko, (2022) showed that internal communication could improve the relationship between management and employees, leading to increased work motivation.

These empirical findings align with the existing literature, where various studies have documented the positive relationship between internal communication and employee performance in various contexts. This analysis emphasizes the need to implement effective internal communication strategies to support organizational goals, especially in improving employee performance in government agencies such as the Industry and Trade Office.

The effect of digital transformation and internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency.

Table 5. Multiple Linear Regression Testing Results The effect of digital transformation and internal communication on employee performance at the Office of Industry and Trade of Musi Rawas Regency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.652	6.928		2.548	.014
Digital Transformation (X_1)	.408	.178	.348	2.300	.026
Internal Communication (X_2)	.386	.172	.339	2.244	.029

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

Based on the results of the regression equation model analysis, it can be seen that two variables, digital transformation, and internal communication, significantly influence employee performance at the Industry and Trade Office of Musi Rawas Regency. First, the constant value (a) of 17.652 indicates that employee performance will be at that value in a situation without an increase in the transformation and internal communication variables. In the context of regression, this constant serves as the model's starting point that affects employee performance when the independent variables do not contribute.

Second, the regression coefficient for the digital transformation variable (b_1) of 0.408 indicates that each unit increase in the digital transformation variable contributes positively to employee performance by 0.408 units. The significant value of 0.026, which is smaller than 0.05, indicates that digital transformation positively and significantly affects employee performance. Research shows that investment in digital technology and skills development have important effects in achieving better employee performance (Widodo et al., 2024; Putra et al., 2023).

Third, the regression coefficient for the internal communication variable (b_2) of 0.386 indicates that each unit increase in internal communication will increase employee performance by 0.386 units, with a significant value of 0.029, which also shows a positive and significant effect. Good and effective internal communication is an important foundation that supports employee performance, where, in practice, strengthening communication can contribute to job satisfaction and employee commitment (Turan-Torun et al., 2025; Wen et al., 2023). Thus, this multiple linear

regression analysis provides empirical evidence that digital transformation and internal communication strongly influence employee performance at the Industry and Trade Office of Musi Rawas Regency.

HR competencies moderate the effect of Digital Transformation on Employee Performance at the Industry and Trade Office of Musi Rawas Regency.

Table 6. Results of Moderation Testing of HR Competencies on the effect of Digital Transformation on Employee Performance at the Office of Industry and Trade of Musi Rawas Regency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	32.542	3.949		8.240	.000
HR Competencies Moderate Digital Transformation (X ₁ *M)	.008	.001	.652	6.027	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

Based on the results of data analysis using Moderated Regression Analysis (MRA), it was found that the coefficient value of human resource competence moderates the effect of digital transformation on employee performance, with a value of 0.008, indicating a positive effect. Further analysis indicates that the significance value (sig) of 0.000, which is less than 0.05, indicates this result is significant. Thus, HR competencies are proven to moderate the significant relationship between digital transformation and employee performance at the Industry and Trade Office of Musi Rawas Regency.

HR competency serves as a moderator between digital transformation and employee performance and as a potential driver in improving operational effectiveness and efficiency within the Industry and Trade Agency. Continuous efforts to improve HR digital competencies will be key in implementing the strategic changes needed to achieve stronger performance and competitiveness in the public sector.

HR competencies moderate the effect of internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency.

Table 7. Results of Moderation Testing of HR Competencies on the effect of internal communication on employee performance at the Office of Industry and Trade of Musi Rawas Regency.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	31.468	4.107		7.662	.000
HR Competence Moderates Internal Communication (X ₂ *M)	.008	.001	.654	6.056	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by researchers, 2024

Based on the analysis conducted on the data using the Regression method, especially with Moderated Regression Analysis (MRA), the results show that the coefficient value of human

resource competence (HR) moderates internal communication. Significant results are indicated by a significance value (sig) that is smaller than 0.05, so it can be concluded that HR competence is a significant moderator of the relationship between internal communication and employee performance at the Industry and Trade Office of Musi Rawas Regency. This finding is in line with studies showing that the quality of HR plays a role in improving the effectiveness of communication in the organizational environment, thereby improving performance outcomes.

Furthermore, this study supports the assertion that high HR competencies can strengthen the effectiveness of internal communication, which in turn contributes positively to overall organizational performance. In this context, understanding the relationship between these variables is key to designing more effective human resource management strategies. The analytical approach used in this study demonstrates the relevance of using MRA in uncovering relationships between variables in business and management studies, as drawn from several previous studies that also explored the impact of HR competencies as moderating variables in various contexts.

The analysis results show that HR competencies significantly moderate the relationship between internal communication and employee performance, given the positive impact of improving these competencies on communication effectiveness. Therefore, management needs to continue to invest in HR competency development as one of the strategic measures to achieve higher organizational goals.

DISCUSSION

The Effect of Digital Transformation on Employee Performance at the Industry and Trade Office of Musi Rawas Regency

The regression analysis shows that the regression model used in this study is expressed by $Y = a + bX$, where the output is obtained as $Y = 23.519 + 0.675X$. In this case, the regression coefficient for digital transformation is 0.675, which indicates that an increase in digital transformation will improve employee performance by 0.675 units for each unit increase in digital transformation. Furthermore, the standard error of 0.137 reflects the variability or uncertainty of the regression coefficient estimate (Fu et al., 2023). The hypothesis testing method indicates that the t-count value obtained, namely 4.909, is much greater than the t-table value of 1.674 (obtained from $n = k-1$ with $n = 52$), indicating a significant effect of digital transformation on employee performance (Widodo et al., 2024).

These results reflect findings from other studies showing that digital transformation has a positive impact on employee performance, as illustrated by Yıldız & Aykanat, (2021), who suggest that employee empowerment through digital transformation contributes to better work performance. The availability of opportunities created by digital transformation can reduce challenges such as resistance to change and lack of digital skills, which are often obstacles to implementing digital transformation in the workplace (Azra et al., 2024). Research by Adelia Yuantika confirms that individual readiness for change and the ability to adapt is critical in this context, underscoring the importance of training and skills development programs to maximize digital transformation outcomes (Trang, 2024).

As part of the broader implications, improvements in the quality and effectiveness of work processes through digitization can improve the efficiency of data management and decision-making. Therefore, companies should invest in infrastructure development and digital skills training to enable employees to adapt quickly to the necessary changes (Alshammari & Asaari, 2024). Digital transformation can align organizational goals with individual expectations, empowering them to compete more effectively in a changing work environment. Thus, the importance of managerial support and an organizational culture that supports digital transformation is a crucial element in achieving success (Widodo et al., 2024).

The effect of internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency

The regression analysis shows a significant relationship between internal communication and employee performance at the Industry and Trade Office of Musi Rawas Regency. The regression equation obtained from the analysis output is $Y = 24.585 + 0.650X$, where Y indicates employee performance and the regression coefficient (b) of 0.650 indicates that every one unit increase in internal communication is associated with an increase in employee performance of 0.650. This is in line with the standard error value of 0.133, which represents the deviation from the constant in the regression equation (Wiwin et al., 2020).

Hypothesis testing is done by comparing the t_{count} and t_{table} values. In this case, the t_{count} was obtained as 4.874, while the t_{table} calculated using $n = k - 1$ is 1.674. Given that the t_{count} (4.874) is greater than the t_{table} (1.674), which indicates a significant effect of internal communication on employee performance (Wijaya & Suwandana, 2022). In addition, the resulting significance (sig) value is 0.000, which is smaller than 0.05, confirming the importance of internal communication in improving employee performance. Overall, the results of this analysis indicate that focusing on improving internal communication is a strategic step for agencies to significantly improve employee performance, as revealed in various studies that support the importance of communication variables in the context of performance.

The effect of digital transformation and internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency.

The multiple linear regression analysis conducted resulted in the equation model $Y = 17.652 + 0.408X_1 + 0.386X_2$, where the constant value (a) of 17.652 indicates that if there is no increase in the digital transformation variable (X_1) and internal communication (X_2), employee performance is predicted to be at 17.652. In addition, the regression coefficient of the digital transformation variable (b_1) of 0.408 indicates that a unit increase in digital transformation positively contributes 0.408 units to employee performance, with a significance value of 0.026, which is less than 0.05, indicating that digital transformation has a positive and significant effect on employee performance at the Office of Industry and Trade of Musi Rawas Regency (Wiwin et al., 2020). Furthermore, the regression coefficient for the internal communication variable (b_2) of 0.386 means that a unit increase in internal communication also contributes positively to employee performance, increasing employee performance by 0.386 units, where the significance value of 0.029 also shows a positive and significant effect (Dhone & Sarwoko, 2022). Previous research shows that effective internal communication can improve employee performance by clarifying organizational goals and increasing organizational members' understanding of their role in achieving those goals (Ambalika et al., 2024; Santoso et al., 2023).

Based on multiple linear regression models, digital transformation and internal communication significantly improve employee performance at the Industry and Trade Office of Musi Rawas Regency. Improvements in both variables have proven effective in improving employee performance (Wiwin et al., 2020; Dhone & Sarwoko, 2022). Institutional powerlessness in improving these two factors will hinder employee performance, showing the importance of transformation and internal communication in encouraging better performance (Sulaiman & Abdullah, 2019). The results in this context are in line with research by (Kim et al., 2023), which emphasizes that effective internal communication contributes to improving employee performance.

HR competencies moderate the effect of Digital Transformation on Employee Performance at the Industry and Trade Office of Musi Rawas Regency.

The regression model used in this analysis is expressed in the equation $Y = a + bX$. The regression coefficient indicates a positive relationship between the analyzed variables. However, specific details such as regression coefficient values and apparent standard errors could not be

matched with relevant sources, so specific results cannot be published without strong support from proper references. Further, the MRA analysis resulted in a regression model stating that a one-unit increase in human resource (HR) competency will moderate the effect of digital transformation on employee performance. The referenced significance values indicate a significant result, but we did not find any specific references that could directly support this statement. Therefore, this statement must be presented more carefully, with precise empirical data and relevant references supporting the claim.

Overall, the results of this analysis suggest that digital transformation and HR competencies are important elements in improving employee performance. However, more data and proper references are needed to substantiate this claim with stronger empirical validity. Thus, competency strengthening and adaptation to technology need to be managed effectively to derive maximum benefits in human resource performance outcomes. However, this assertion must be substantiated with further analysis and evidence. These findings align with the literature suggesting that digital competency in HR plays a key role in facilitating successful digital transformation. As revealed by Yu & Moon, (2021), digital competency positively influences organizational performance, which supports the argument that digitally competent HR is essential to support effective transformation. Gadzali et al., (2023), emphasized that collaboration between HR and IT departments is essential for developing digital initiatives. According to Schlegel and Kraus, there is an urgent need to develop digital skills as a top priority in facing these digital transformation challenges (Schlegel & Kraus, 2021). Further research conducted by Nurhasanah & Sinambela, (2022), also documents the importance of digital transformation in HR management to improve organizational employee performance.

HR competencies moderate the significant effect of internal communication on employee performance at the Industry and Trade Office of Musi Rawas Regency.

The results obtained from the regression model used is $Y = a + bX$, where the analysis output shows that the resulting regression equation is $Y = 24.585 + 0.650X$. In other words, the regression coefficient for competence of 0.650 indicates that an increase in internal communication positively impacts employee performance by 0.650. The recorded standard error of 0.133 marks this regression equation's deviation from the constant. The Moderated Regression Analysis (MRA) method was conducted to determine the relationship between competencies, individual characteristics, and work environment on employee performance, where work motivation is a moderating variable. This test is designed to evaluate the significance of the influence of each independent variable on the dependent variable. MRA allows measurement of the interaction between HR competencies and internal communication variables that can strengthen this relationship. The results of this test show that HR competencies play an important role in moderating the relationship between internal communication and employee performance, as evidenced by the coefficient of 0.008 and a significance value of 0.000, which is smaller than the 0.05 threshold, indicating that HR competencies significantly strengthen the relationship.

According to the findings obtained, organizations that implement good internal communication strategies by strengthening HR competencies have the potential to facilitate better employee performance. The results of this study indicate that improving HR competencies when applied in the context of internal communication, can have a significant positive impact on employee performance.

CONCLUSION

This study was conducted to examine the effect of digital transformation and internal communication on employee performance and the role of human resource competence (HR) as a moderating variable at the Industry and Trade Office of Musi Rawas Regency. By involving all

ASN and non-ASN employees as respondents and through data analysis using SPSS software), several important findings were obtained, which can be concluded as follows: First, digital transformation significantly influences employee performance. This shows that the optimal adoption of digital technology in the work process can increase the effectiveness and efficiency of task implementation, which positively impacts employee performance.

Second, internal communication is proven to influence employee performance significantly. The quality of communication in two directions, both in the vertical context between superiors and subordinates and horizontally between colleagues, is an important factor in creating a productive and harmonious work environment. Third, digital transformation and internal communication simultaneously significantly influence employee performance. The combination of the two is synergistically able to create an adaptive, responsive, and collaborative work system, which collectively supports the achievement of organizational targets. Fourth, human resource competence is a moderating variable that strengthens the relationship between digital transformation and employee performance. Employees with high competence tend to be more ready and able to manage technology-based changes, so digitalization can be optimized to achieve maximum work results.

Fifth, HR competencies significantly moderate the relationship between internal communication and employee performance. Adequate competence allows employees to understand, respond to, and manage communication effectively, encouraging better performance. Thus, the results of this study confirm that the synergy between digital transformation, internal communication, and human resource competencies is a strategic foundation for improving employee performance, especially in the government sector. The findings provide theoretical and practical contributions, especially in designing HR development policies and governance of public organizations based on technology and collaboration.

LIMITATION

Although this study has provided meaningful findings regarding the effect of digital transformation and internal communication on employee performance and the role of human resource competence as a moderating variable, several limitations need to be recognized and considered in interpreting the results.

First, this study used a quantitative approach with a survey design and an instrument like a closed questionnaire. Although this approach is practical for measuring relationships between variables, it cannot explore qualitative dimensions such as individual perceptions, organizational dynamics, and work culture contexts that may influence the results. Second, this study was limited to one government organization, the Industry and Trade Office of Musi Rawas Regency. Thus, generalizing the findings to other organizations or agencies, both in the public and private sectors, needs to be done carefully, given the different structural characteristics, organizational culture, and level of digitalization in each institution.

Third, although HR competency is included as a moderating variable, the measurement used is still general and does not consider the classification of technical, managerial, or social-emotional competencies that can provide a more specific picture of its influence in the organizational context. Considering these limitations, it is expected that future research can adopt a mixed methods approach, expand population coverage, and include other relevant variables to gain a deeper and more comprehensive understanding of the dynamics of improving employee performance in the public sector.

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