

THE INFLUENCE OF DIGITAL COMPETENCE AND WORK FACILITIES ON THE PERFORMANCE OF STATE CIVIL APPARATUS IN THE REGIONAL FINANCIAL AND ASSET MANAGEMENT AGENCY (BPKAD) SERDANG BEDAGAI REGENCY

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Received: 05/05/2026 | Revised: 10/05/2026 | Accepted: 11/06/2026 | Published: 29/06/2026

Abstract

The purpose of this study is to analyze and test the extent to which digital competence and work facilities influence the performance of civil servant employees at the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency. This study uses a quantitative method approach using Multiple Linear Regression analysis on IBM SPSS Statistics 25 software. The population in this study were all ASN employees at the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency, totaling 53 people. The data source in this study comes from primary data, namely from the results of questionnaires/surveys filled out directly by respondents. The results of this study indicate that digital competence has a positive and significant influence on the performance of civil servant employees at the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency. Meanwhile, work facilities do not have a significant influence on the performance of civil servant employees at the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency. Based on the results of the Simultaneous test (f count), it shows that digital competence and work facilities together have a significant effect on employee performance. ASN of the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency..

Keywords: Digital Competence, Work Facilities & Employee Performance

INTRODUCTION

The development and success of an organization or institution are inextricably linked to the role of human resources as the driving force that determines the organization's performance. Human resources play a crucial role in organizations and are integral to achieving the organization's or institution's goals (Syafrizal & Ilham, 2023) . Therefore, employee or workforce management must be conducted in such a way that it is effective in achieving the organization's mission and goals. Managing human resources is crucial for achieving optimal employee performance (Ilham, 2019) .

Employee performance is an important aspect that must be considered in order to achieve the success of an organizational institution (Nugroho, 2020) . Performance is the work output of a person who carries out their duties according to the given standards, both in quantity and quality. Employee performance is often interpreted as task achievement where the level of organizational performance is demonstrated through the suitability of work programs implemented by employees to achieve the vision, mission, and goals of the organization. (Ilham, 2019) . Basically, every government agency has the hope that in the future it will experience good development within the scope of the agency and wants to create effective performance in its field of work. Therefore, employee performance has become the center of attention of various groups, both government and companies or organizations in general. (Giovanny et al.,

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2022). For the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency, improving employee performance is crucial, particularly in efforts to improve and achieve organizational goals. This is because the BPKAD of Serdang Bedagai Regency plays a strategic role as a supporting element in the implementation of regional financial and asset management functions. This role is increasingly complex with increasing demands for public accountability and the implementation of an integrated information technology-based financial management system. This demands the development of modern governance, with improvements in the quality of civil servants (ASN) in realizing transparent, accountable, and performance-based regional financial management. Regional financial management is no longer merely an administrative function but has evolved into a strategic instrument in supporting the success of regional development. Therefore, organizations such as the BPKAD play a crucial role in ensuring that all financial management processes are implemented in accordance with the principles of good governance and refer to Government Accounting Standards (SAP). According to Syafrizal & Fitriainingsih (2021), performance issues are inseparable from human resources. Because performance is the concrete behavior displayed by each individual as a result of work achievements produced by human resources according to their role in the organization, every agency must prepare and make every effort to address performance issues in managing its organization.

The development of digital technology has shifted the paradigm of governance towards a more effective, efficient, and transparent bureaucratic system. The Indonesian government, through its bureaucratic reform policy and the Electronic-Based Government System (SPBE), is encouraging all government agencies to undertake a digital transformation of public services. This situation requires State Civil Apparatus (ASN) to possess digital competencies and be supported by adequate facilities to adapt to regulatory developments that adopt information and communication technology and thus deliver effective performance. However, the digital transformation of government still faces various challenges. One of the main challenges is the low digital competency of ASN in various government agencies. A study on ASN competency in the digital era explains that ASN are not only required to have administrative skills, but also e-government, cybersecurity, data analysis, and the utilization of digital technology in public services (Herwanto et al., 2024). In practice, there are still obstacles that hinder the optimization of ASN performance at the Regional Financial and Asset Management Agency of Serdang Bedagai Regency. One of the main problems is the limited competence of human resources (HR), especially in preparing financial reports as stated in the 2025-2029 BPKAD Strategic Plan document. Various empirical studies have shown that HR competence has a significant influence on apparatus performance, where competence that includes knowledge, skills, and work attitudes has been proven to be able to increase the effectiveness of task implementation and minimize work errors (Widayati et al., 2024). Furthermore, in the current digital era, digital competence as part of HR competence is becoming an increasingly important factor. Research shows that digital competence has a strong and significant relationship with ASN performance, even contributing more than 50% to employee performance variations (R. Emilia & Soemaryani, 2025).

In addition to digital competence, work facilities are also a crucial factor influencing civil servant performance. These include technological devices, internet access, information systems, workspaces, and support for digital government applications. Without adequate work facilities, digital transformation implementation will not run optimally. Previous research has shown that digital competence and HR information systems significantly influence the performance of government employees (Ermawati & Widnyani, 2024). The availability of adequate work facilities is also a crucial factor in supporting civil servant performance.

Limited facilities, such as suboptimal technological devices and inadequate network infrastructure, can hinder effective task execution. Recent research shows that work facilities have a positive and significant impact on employee performance, where the more adequate the facilities and infrastructure available, the more optimal the work results achieved (Pelasula et al., 2024). Furthermore, studies in the public service sector show that adequate work facilities, such as representative workspaces, operational equipment, and technology-based support systems, can improve service quality and civil servant performance (Larassanti et al., 2025). In fact, work facilities have also been shown to have a significant influence simultaneously with other variables on employee performance (Sinaga, 2024). This phenomenon demonstrates that digital competence and work facilities play a crucial role in improving civil servant performance. Therefore, the researcher was interested in conducting an in-depth study entitled "The Effect of Digital Competence and Work Facilities on Civil Servant Performance at the Regional Financial and Asset Management Agency (Bpkad) of Serdang Bedagai Regency."

THEORITICAL REVIEW

Concept of Indonesian Bureaucratic Reform Policy

Bureaucratic reform can be defined as an effort to fundamentally change the government administration system to achieve good governance (Dwiyanto, 2015) . Bureaucratic reform encompasses three main aspects: institutions, governance, and human resources. The goal of bureaucratic reform is to create a bureaucracy that is professional, has integrity, and is capable of providing excellent service to the public (Sedarmayanti, 2011) . Bureaucratic reform in Indonesia is implemented based on Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. This policy contains the direction, stages, and priorities in implementing national bureaucratic reform. In addition, there is also a Regulation of the Minister of Administrative and Bureaucratic Reform (PermenPAN-RB) which regulates the guidelines and procedures for implementing bureaucratic reform in government agencies (KemenPAN-RB, 2018). Policy implementation is a crucial stage in the public policy cycle. Four factors influence the success of policy implementation: communication, resources, disposition, and bureaucratic structure. Furthermore, policy standards and objectives, resources, inter-organizational communication, implementing agent characteristics, social, economic, and political conditions, and implementer attitudes are important factors in determining the success of policy implementation (Abdurachman, 2025) .

Performance

Employee performance is defined as an employee's ability to perform a particular skill. According to Sinambela (Sinambela, 2016) . Performance is the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. (Mangkunegara, 2013) . Based on the above definition, it can be explained that performance is a work result achieved by an employee in accordance with the standards and criteria that have been set within a certain period of time (Imlawal, 2018) . ASN performance is the work results achieved by a State Civil Apparatus (ASN) in carrying out his duties and functions in accordance with the responsibilities given to him. ASN performance assessment is regulated in PP Number 30 of 2019 which includes aspects of employee work targets (SKP) and work behavior (KemenPAN-RB, 2019).

The performance indicators are as follows:

1. Quality
2. Quantity
3. Implementation of Tasks
4. Responsibility (Armstrong., 2016)

Digital Competence

In the context of technological development and digital transformation, the concept of competence has been expanded to include digital competence. Digital competence is a subset of competence that emphasizes an individual's ability to utilize information and communication technology effectively to support task implementation. Thus, digital competence can be understood as the development of basic competencies adapted to the demands of the digital era. According to Ilomäki et al., (2011), digital competence is the technical ability to use digital tools, including the ability to use digital technology in work, learning, and daily life; the ability to critically evaluate digital technology; and the desire to participate in digital culture. The indicators of digital competence according to (Emilia & Soemaryani, 2025) are as follows:

- 1) Basic knowledge of operating information technology/applications
- 2) Ability to search for information
- 3) Ability to use digital platforms as a communication tool
- 4) Ability to use online collaboration tools
- 5) Use of digital platforms to convey ideas/digital content
- 6) The ability to utilize information technology to create new ideas
- 7) The ability to utilize information technology to determine solutions to a problem

Work Facilities

Work facilities are all the means and infrastructure used to support the implementation of work so that it runs effectively and efficiently. These facilities include work equipment, workspace, supporting technology, and a comfortable work environment. This opinion emphasizes that work facilities have a strategic role in creating conducive working conditions for employees (Sedarmayanti, 2017) . Meanwhile, according to Sitompul, (2018) work facilities are supporting facilities in company activities in physical form, and are used in normal company activities, have a relatively permanent useful life and provide benefits for the future. Work facilities are very important for companies, because they can support employee performance, such as in completing work. Work facilities are anything in the form of facilities or tools used to facilitate activities in the company, so that employees in the company can carry out their work well (Oktavia, 2021) . The indicators of work facilities are as follows:

- 1) As needed,
- 2) Able to optimize work results
- 3) Easy to use
- 4) Speed up the work process
- 5) Placement is arranged properly (Sitompul, 2018) .

RESEARCH METHODOLOGY

This research method is a type of quantitative research , namely a research method that is carried out based on numerical data that is analyzed using statistical methods to test hypotheses so that conclusions can be drawn (Juliandi, 2015) . In determining the sample for this research, a census sampling technique was used where all members of the population were selected. used as a research sample . This method is used when the population size is relatively small (for example, under 100 people) or when researchers require a level of accuracy and precision close to 100% (Sugiyono, 2017) . Where the population in this study were all ASN employees at the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency, totaling 53 ASN employees. The analysis in this study used Multiple Linear Regression on IBM SPSS Statistics software version 25. To determine the extent of the influence of independent variables on the dependent variable.

RESULTS AND DISCUSSION

A. Instrument Test

1. Data Validity Test

Table 1: Data Validity Test Results

Variable Y (Employee Performance)			
Statement	Correlation value	Probability	Validity
1	0.843	0.000 < 0.050	Valid
2	0.901	0.007 < 0.050	Valid
3	0.814	0.000 < 0.050	Valid
4	0.831	0.000 < 0.050	Valid
Variable X1 (Digital Competence)			
Statement	Correlation value	Probability	Validity
1	0.816	0.000 < 0.050	Valid
2	0.757	0.000 < 0.050	Valid
3	0.682	0.000 < 0.050	Valid
4	0, 811	0.000 < 0.050	Valid
5	0, 671	0.000 < 0.050	Valid
6	0.892	0.000 < 0.050	Valid

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7	0.759	0.000 < 0.050	Valid
Variable X 2 (Work Facilities)			
Statement	Correlation value	Probability	Validity
1	0.468	0.000 < 0.050	Valid
2	0.811	0.000 < 0.050	Valid
3	0.787	0.000 < 0.050	Valid
4	0.807	0.000 < 0.050	Valid
5	0.699	0.000 < 0.050	Valid

Table 1 above shows that all statement points for the Employee Performance variable, Regulatory Dynamics variable, Digital Competence variable and Work Facilities variable have a probability value smaller than 0.05, so it can be concluded that all statements for each variable are declared valid.

2. Data Reliability Test

Table 2 Reliability Test Results

Variables	Cronbach Alpha	Constant	Reliability
Employee Performance Variable (Y)	0.828	0.6	Reliable
Digital Competence Variable (X1)	0.785	0.6	Reliable
Work Facilities Variable (X2)	0.788	0.6	Reliable

Based on the reliability test using Cronbach Alpha , all research variables are reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool).

B. Classical Assumption Test

1. Normality Test

The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution (Ghozali, 2016) . Data normality testing can be performed using two methods: graphical and statistical. The graphical method uses a normal probability plot, while the statistical method uses a one-sample test. Kolmogorov Smirnov Test . The normality test using the graphical method can be seen in the following image :

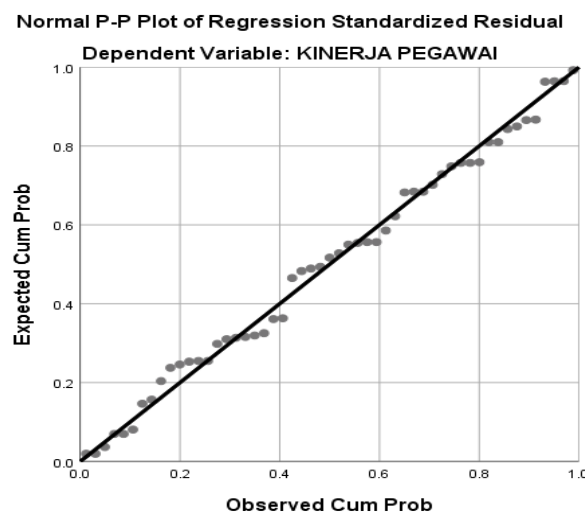


Figure 1 Normal P Plot

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Normally distributed data will form a straight diagonal line and the residual data plot will be compared with the diagonal line. If the residual data distribution is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The results of the one-sample normality test Kolmogorov Smirnov Test data using SPSS 25.00 as follows:

Table 3 Data Normality Test One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardize d Residual
N			53
Normal Parameters ^{a,b}	Mean		.0000000
	Standard Deviation		1.01646070
Most Extreme Differences	Absolute		.063
	Positive		.055
	Negative		-.063
Test Statistics			.063
Asymp. Sig. (2-tailed)			.200 ^{c,d}
Monte Carlo Sig. (2- tailed)	Sig.		.977 ^e
	99% Confidence Interval	Lower Bound	.973
		Upper Bound	.981
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Based on 10000 sampled tables with starting seed 2000000.			

From the output in Table 3, it can be seen that the significance value (Monte Carlo Sig.) for all variables is 0.977. If the significance value is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

2. Multicollinearity Test

Table 4 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Digital Competence	.428	2,339
	Work Facilities	.428	2,339
a. Dependent Variable: Employee performance			

It can be seen that the tolerance value of the Digital competency variable is 0.428 and the Work facility variable is 0.428 where all are greater than 0.10 while the VIF value of the digital competency variable is 2.339 and the work facility variable is 2.339 where all are less than 10. Based on the calculation results above it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so that there is no correlation symptom in the independent variables. So it can be concluded that there is no multicollinearity symptom between the independent variables in the regression model.

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3. Heteroscedasticity Test

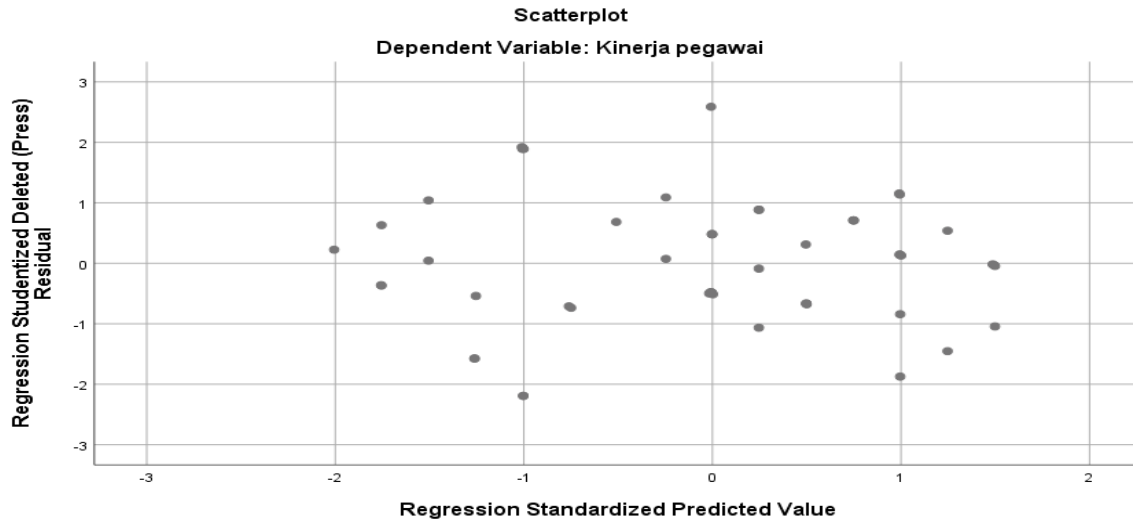


Figure 2 Scatterplot

Based on the scatterplot results, the residual points appear to be randomly distributed around the horizontal axis without forming any particular pattern. There is no visible tapering or widening pattern indicating fluctuating residual variance. This random distribution pattern indicates that the model does not experience heteroscedasticity, thus meeting the homoscedasticity assumption and ensuring the regression model is suitable for further analysis.

4. Multiple Linear Regression Test

Table 5 Multiple Linear Regression Test Results

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-.656	1,185	
	Digital Competence	.587	.055	.914
	Work Facilities	.006	.083	.006
a. Dependent Variable: Employee Performance				

Based on these results, the multiple linear regression equation has the following formulation:

$Y = a + b_1X_1 + b_2X_2 + \epsilon$, so the equation obtained is: $Y = -0.656 + 0.587X_1 + 0.006X_2$ where this equation can explain that:

- The constant value (a) is -0.656 shows the magnitude of the employee performance variable if the digital competence and work facilities variables are equal to zero.
- The regression coefficient value of the digital competency variable (b_1) of 0.587 indicates the large role of the digital competency variable on the employee performance variable with the assumption that the work facility variable is constant. This means that if the digital competency variable factor increases by 1 value unit, it is predicted that the employee performance variable will increase by 0.587 value units with the assumption that the work facility variable is constant.
- The regression coefficient value of the work facilities variable (b_2) of 0.006 indicates the large role of the work facilities variable on the employee performance variable with the assumption that the digital competence variable is constant. This means that if the work facilities variable factor increases by 1 value unit, it is predicted that the employee performance variable will increase by 0.006 value units with the assumption that

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the digital competence variable is constant.

5. Coefficient of Determination (R^2)

R Square Table

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.918 ^a	.843	.837
a. Predictors: (Constant), WORK FACILITIES, DIGITAL COMPETENCE			
b. Dependent Variable: EMPLOYEE PERFORMANCE			

Based on the table above, the adjusted R-square value is 0.837 or 83.7 %. This indicates that the Digital Competence and Work Facilities variables can explain 83.7 % of the Employee Performance variable, with the remaining 16.3 % (100% - 83.7 %) explained by other variables outside this research model.

C. Hypothesis Testing

1. Partial Test (T Count)

Test (T Count)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.656	1,185		-.553	.583
	DIGITAL COMPETENCE	.587	.055	.914	10,681	.000
	WORK FACILITIES	.006	.083	.006	.067	.946
a. Dependent Variable: EMPLOYEE PERFORMANCE						

Based on the results of the hypothesis testing in the t-test (partial), it is explained that:

- calculated t value was 10.681. with $\alpha = 5\%$, t_{table} (5%; nk = 53) the t_{table} value is 2.006 From the description it can be seen that the calculated t (10.681) > t_{table} (2.006), and the significance value is $0.000 < 0.05$ 0. So it can be concluded that Digital Competence has a significant influence on the Performance of Employees of the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency.
- calculated t value was 10.681. with $\alpha = 5\%$, t_{table} (5%; nk = 53) the t_{table} value is 2.006 From the description it can be seen that t_{count} (0.067) < t_{table} (2.006), and the significance value is $0.946 > 0.05$ 0. So it can be concluded that Work Facilities do not have a significant influence on the Performance of Employees of the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency.

2. Simultaneous Test (F Count)

Simultaneous Test Table (F Count)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	289,519	2	144,760	134,720	.000 ^b
	Residual	53,726	50	1,075		
	Total	343,245	52			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), WORK FACILITIES, DIGITAL COMPETENCE						

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Based on the results of the simultaneous test (f count), the F count value was obtained at 134.720 with $\alpha = 5\%$, numerator dk: k, denominator dk: nk-1 (5%; 3; 53), the F table value was obtained at 3.21. From this description, it can be seen that F count (61.898) > F table (3.17), and the significance value is $0.000 < 0.05$, so it can be concluded that Digital Competence and work facilities simultaneously influence the performance of employees of the Regional Financial and Asset Management Agency (BPKAD) of Serdang Bedagai Regency.

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