

## THE INFLUENCE OF THE USE OF INFORMATION AND COMMUNICATION TECHNOLOGY AND COMPENSATION FOR EMPLOYEE PERFORMANCE MINISTRY OF RELIGIOUS AFFAIRS DISTRICT OFFICE SERDANG BEDAGAI

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### Abstract

The purpose of this study is to determine and analyze the effect of the use of information technology, communication, and compensation on employee performance at the Office of the Ministry of Religious Affairs of Serdang Bedagai Regency. The type of research used is quantitative research. The population in this study were all employees of the Office of the Ministry of Religious Affairs of Serdang Bedagai Regency, totaling 64 people. Because the population is less than 100 people, the sampling technique used saturated sampling so that the entire population was used as a research sample. Data collection techniques were carried out through observation, interviews, documentation studies, and questionnaires with a Likert scale. Data analysis techniques used validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests (partial), F-tests (simultaneous), and coefficients of determination with the help of the *SPSS program*. The results of the study indicate that the use of information technology, communication, and compensation partially each have a positive and significant effect on employee performance, as evidenced by the calculated t-value of each being greater than the t-table and a significance level of  $0.000 < 0.05$ . In addition, simultaneously all independent variables have a positive and significant effect on employee performance with an F-count value greater than the F-table and a significance value of  $0.000 < 0.05$ . The *Adjusted R Square value* of 0.775 indicates that 77.5% of employee performance variation can be explained by the independent variables in this study, while 22.5% is influenced by other variables outside the study.

**Keywords:** Utilization of Information Technology, Communication, Compensation, Employee Performance

### INTRODUCTION

Government institutions, as public organizations, play a strategic role in realizing effective, efficient, transparent, and accountable governance. In the era of bureaucratic reform, increasing public expectations for the quality of public services have made the professionalism of State Civil Apparatus (ASN) a crucial factor in the success of government administration. Public service assessments now rely not only on service availability but also on aspects of speed, accuracy, thoroughness, and accountability in their implementation. Therefore, performance... The workforce is a tangible indicator for measuring the extent to which government institutions are able to translate policies into tangible, quality services (Tumanggor & Kholil, 2025). High performance reflects the effectiveness of work systems, the ability of individuals to complete tasks according to targets, and compliance with established service standards. When employee performance is suboptimal, the impact is not limited to the internal environment of the organization but also directly influences the level of public satisfaction and trust in government institutions. Modernization of governance encourages the implementation of electronic-based government systems as an effort to increase work effectiveness and efficiency. Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems emphasizes that the integration of information technology in administration aims to provide transparent, fast, and accurate public services. The scope of information technology utilization in public institutions includes various components, including hardware, software, internet networks, and data storage and management systems that synergistically support the implementation of tasks in a systematic and structured manner.

(Bharata, 2023) states that the implementation of digital-based information systems has shown positive impacts, significantly increasing work efficiency and improving the quality of public services. However, the effectiveness of this system is largely determined by the competence and ability of human resources, especially employees, to operate the system optimally in their daily activities (Sultan, 2026). Unoptimal use of information technology has the potential to create obstacles in the administrative process and reduce performance effectiveness, thus directly impacting the achievement of employee performance targets.

The success of task implementation in government institutions is greatly influenced by the effectiveness of communication between employees and between leaders and subordinates. Well-functioning organizational communication has a strategic function in facilitating a clear division of tasks, aligning perceptions regarding various applicable policies, and ensuring that each individual carries out their responsibilities accurately and in a coordinated manner (Tumanggor & Kholil, 2025). In the context of bureaucracy, the principle of legal certainty and fair treatment as emphasized in Article 28D paragraph (1) of the 1945 Constitution of the Republic of Indonesia which states that "Everyone has the right to recognition, guarantees, protection, and fair legal certainty as well as equal treatment before the law." This constitutional provision implies that governance must be carried out professionally, transparently, and accountably to the public. The realization of this principle can only be achieved if the communication mechanisms within the organization operate openly, are easy to understand, and are well-organized. Conversely, communication that does not run optimally has the potential to trigger miscommunication, delays in completing various tasks, and differences between leadership directives and their implementation in the field. Thus, communication cannot be viewed merely as an information transfer activity, but rather as a strategic instrument in ensuring the achievement of optimal employee performance in line with organizational goals.

Employee welfare and work motivation are closely related to their job performance. A fair and proportional reward system is an important element in maintaining service spirit and organizational commitment. Article 27 paragraph (2) of the 1945 Constitution of the Republic of Indonesia states that "Every citizen has the right to work and a decent living for humanity." This provision emphasizes the state's responsibility to ensure employee welfare through an adequate work system. Based on findings (Nurkasanah *et al.*, 2024), financial compensation has a strong relationship with increased employee performance. Meanwhile, (Purwanto & Yansahrita, 2022) revealed that a performance-based reform system can encourage increased loyalty and work productivity. Rewards based on work advantages and the amount of responsibility actually strengthens work motivation and has a positive impact on improving performance worker in government circles. The Ministry of Religious Affairs Office of Serdang Bedagai Regency is a regency-level government agency responsible for providing religious administration services, madrasah education, and organizing the Hajj and Umrah pilgrimages to the community. In carrying out these duties and functions, employee performance is a key factor in determining the quality of service provided. The success of services depends heavily on employees' ability to responsibly complete tasks based on targets. Therefore, if employee performance is not fully optimal, the quality of the resulting service will also be affected.

Based on initial observations and brief interviews conducted by researchers with several employees at the Ministry of Religious Affairs Office in Serdang Bedagai Regency, various obstacles were identified in the implementation of work related to factors that influence employee performance. From the aspect of information technology utilization, several employees have not yet fully maximized the use of available applications and work systems, particularly in the process of inputting and managing data. This is evident from the continued repetitive data input outside the system, the suboptimal utilization of application features, and the use of alternative media in data management, resulting in less efficient work. Furthermore, the existing data storage system has not been fully utilized optimally, making it difficult to search for data quickly and accurately. From a communication perspective, the delivery of information and coordination between employees has not been fully effective, as evidenced by delays in the delivery of information and a lack of clarity in instructions that have the potential to cause misunderstandings or miscommunication in the implementation of work. Meanwhile, from the compensation aspect, some employees view Rewards received are not fully commensurate with the work done and the responsibilities undertaken, thus affecting motivation and work enthusiasm. This condition indicates that employee performance is not fully optimal and is suspected to be influenced by the use of information technology, communication, and compensation in the work environment. Based on the evaluation initial observations and A short question and answer session with the researcher, findings regarding employee performance conditions were further strengthened through the implementation of a pre-survey conducted by the researcher on 30 informants, who were employees at the Ministry of Religion Office in Serdang Bedagai Regency.

A pre-survey questionnaire conducted on 30 employees at the Ministry of Religious Affairs Office in Serdang Bedagai Regency identified several significant performance issues that require serious attention. The main issues are : the statement "I am able to complete the work according to the amount and time specified", where 13 employees or 43% stated that they did not agree. This finding indicates that some employees have not been able to complete the work within the timeframe set by the agency, including late completion of reports, late input of administrative data, and work that is not completed according to the planned schedule. In some cases, tasks that should have been completed on the same day were postponed until the next day, thus impacting the effectiveness of work and the delivery of public services. Another significant problem is seen from the statement "The results of the work I do are in accordance with the targets set by the agency", where 11 employees or 37% stated that they did not agree. This condition reflects the gap between work targets and the results achieved, which indicates the need to improve the quality and quantity of employee performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency in carrying out their duties.

The use of information technology is the use of computer devices, internet networks, and application systems to support the implementation of administrative tasks and processes in government agencies. According to (Nisa & Hidayat, 2022) , the adoption of information technology has a significant impact on employee performance. This is due to the technology's ability to accelerate work processes, improve data processing accuracy, and facilitate more effective information delivery within the organization. Optimal implementation of information technology enables employees to effectively end ... responsibilities in a structured, precise, and efficient manner in accordance with established targets, thereby contributing to improving the quality of public services. Similar findings were expressed by (Bayo-moriones *et al* ., 2022) , who stated that the use of computers in work activities is closely related to the transformation of work systems and increased work productivity. Therefore , information technology that is properly empowered in an agency will increase also the effectiveness of the implementation of tasks carried out by employees, while the use of information technology that is not optimal has the potential to hinder work processes and reduce the achievement of the resulting performance.

To obtain an initial picture of the situation of the use of information technology at the Office of the Ministry of Religious Affairs of Serdang Bedagai Regency, researchers conducted a pre-survey. The results of the pre-survey questionnaire to 30 employees at the Office of the Ministry of Religious Affairs of Serdang Bedagai Regency, found several significant problems related to the use of information technology in the implementation of employee duties. The most prominent problem is seen in the statement "I use applications and information systems available at work according to job needs", where 18 employees or 60% stated that they did not agree. This finding indicates More employees have not fully utilized the E-Performance (e-Kin) application and information system in their daily activities. This has resulted in less than optimal system integration in carrying out tasks, resulting in less efficient administration and coordination processes. Another problem is seen in the statement "I use the data storage system at my workplace to obtain and manage the information needed," where 17 employees or 57% stated that they disagree. This condition reflects that the available data storage system has not been utilized optimally, so that when data is needed, employees need more time to find it because there are still documents stored separately without structured management. This indicates that the use of technology at the Serdang Bedagai Regency Ministry of Religious Affairs Office has not been running optimally and has the potential to affect the effectiveness of task implementation and employee performance achievements.

Communication is a means of conveying news , ideas, and instructions between parties within an organizational context, with the goal of creating a shared understanding in carrying out tasks. Effective communication between leaders and subordinates, as well as between employees, is a fundamental requirement for optimal work coordination and minimizing errors in task completion. Research by (Dasmadi, 2021) shows that communication impacts employee performance because appropriate communication can improve Motivation to work and strengthening work relationships within the organization. This is supported by findings (Dina Lorenza *et al* ., 2023) , which reveal that work communication has a positive impact and substantial for employee performance, where smooth communication can improve cooperation and speed up task completion. The opposite is true Communication should not lead to miscommunication, delays in completing work, and reduced employee productivity. Therefore, communication is a crucial factor that requires serious attention in efforts to improve performance. employees in government agencies. To assess the communication situation at the Ministry of Religious Affairs Office in Serdang Bedagai Regency, researchers conducted a pre-survey and the results of the pre-survey questionnaire conducted on 30 employees at the Ministry of Religious Affairs Office in Serdang Bedagai Regency, found several significant problems related to communication between employees. The most dominant problem was seen in the statement "I communicate with colleagues to maintain good working relationships between employees,"

where 12 employees or 40% stated that they disagreed. This finding indicates that communication between employees is not fully effective and harmonious, evidenced by the lack of coordination in completing work involving more than one department. Another significant problem was seen in the practice of delivering information, where information that should be delivered directly was sometimes delayed, thus slowing down the completion of tasks. In addition, there were still problems seen in the statement "I maintain good communication with the agency leadership" where 9 employees or 33% stated that they disagreed. This condition indicates that there are still some employees who are still less active in communicating work progress to their superiors, which has the potential to cause miscommunication. This situation implies that communication between employees at the Ministry of Religion Office of Serdang Bedagai Regency still needs to be improved to ensure effective and efficient work completion.

Compensation is a form of appreciation given by an institution to its employees as a form of appreciation for their contributions when carrying out their duties and responsibilities. Fair and proportional compensation reflects the organization's recognition of employee performance and has the potential to increase enthusiasm and commitment to work. (Dasmadi, 2021) states that compensation impacts employee performance, where adequate compensation can increase productivity and encourage employees to work more optimally. (Berkatillah *et al*., 2023) also state that compensation significantly impacts employee performance because compensation that is appropriate to the job and obligation to improve work enthusiasm and the quality of work produced. Conversely, inadequate compensation can reduce morale and affect for achievement an institution entirely. Therefore, compensation is an important element to encourage employee performance improvement. To obtain an initial overview of the compensation received by employees, a pre-survey was conducted with 30 respondents. The results of the pre-survey questionnaire conducted on 30 employees at the Ministry of Religious Affairs Office of Serdang Bedagai Regency, several significant problems related to employee compensation were identified. The most prominent problem is seen in the statement "The salary I receive is in accordance with the workload given to me" where 16 employees or 53% stated that they disagree. This condition indicates that some employees feel that the salary they receive is not fully commensurate with the responsibilities and workload they bear. Another significant problem is seen in the statement "The allowances provided by the agency help meet my needs", where 10 employees or 33% stated that they disagree. This reflects that the performance allowances provided do not fully meet employee needs, so that it can affect their motivation and performance in carrying out their duties. In addition, the statement "The facilities provided by the agency help meet my needs" also indicates that some employees feel that these facilities are not optimal, which has the potential to reduce work enthusiasm. This indicates that some employees perceive their compensation as inadequate, potentially impacting their performance and the quality of service provided. Therefore, improving compensation policies that are fair and commensurate with workload is crucial to supporting overall employee performance.

Based on observations conducted at the Ministry of Religious Affairs Office in Serdang Bedagai Regency, relatively few problems were identified, but several conditions indicated that employee performance was suboptimal. This was evident in delays in completing tasks, suboptimal use of information technology to support work, ineffective communication between employees, and the perception among some employees that their compensation did not fully reflect their workload. These conditions have the potential to impact work efficiency and the quality of public services.

## RESEARCH METHODS

According to (Sugiyono, 2023), "This research design is a quantitative research which is a research method based on the philosophy of positivism, used to research a specific population or sample. This research involves data collection through research instruments, quantitative or statistical data analysis, with the aim of testing the established hypothesis." In this study, a quantitative approach was used to analyze the effect of the use of information technology, communication, and compensation on the performance of employees of the Ministry of Religious Affairs Office of Serdang Bedagai Regency. In this study, the population used consisted of 64 employees. The population in this study was 64 employees of the Ministry of Religious Affairs Office of Serdang Bedagai Regency, consisting of various job fields (Ministry of Religious Affairs Office of Serdang Bedagai Regency, 2026).

To complete a study, complete and accurate data is required. The data sources used in this study come from primary and secondary data. According to (Sugiyono, 2023), data collection techniques refer to the methods used to obtain data from various contexts, sources, and approaches. The data collection techniques applied in this study were observation, interviews, and questionnaires. Data analysis techniques are methods used to answer research questions or test research hypotheses. The most appropriate method for this research is a descriptive method with a

quantitative approach, namely: Descriptive Analysis and Quantitative Analysis, consisting of Research Instrument Testing and Classical Assumption Testing. , Multiple Linear Regression Analysis

## RESULTS AND DISCUSSION

### Validity and Reliability Test Results

#### Validity Test Results

Validity testing is the accuracy of the relationship between actual data on the research object and the data collected by the researcher. Validity testing is conducted to determine how accurately the research instrument measures the variables being studied (Sugiyono, 2023) . Validity testing was conducted before distributing the questionnaire to the main research sample by distributing the questionnaire to 30 respondents outside the research sample who had similar characteristics to the respondents in the study.

**Table 1** Validity Test Results

| Variables                                               | Statement         | Correlation<br>Pearson | Value<br>Measurement<br>Criteria | Status |
|---------------------------------------------------------|-------------------|------------------------|----------------------------------|--------|
| Utilization of Information Technology (X <sub>1</sub> ) | X <sub>1</sub> .1 | 0.867                  | 0.361                            | Valid  |
|                                                         | X <sub>1</sub> .2 | 0.874                  | 0.361                            | Valid  |
|                                                         | X <sub>1</sub> .3 | 0.766                  | 0.361                            | Valid  |
|                                                         | X <sub>1</sub> .4 | 0.831                  | 0.361                            | Valid  |
| Communication (X <sub>2</sub> )                         | X <sub>2</sub> .1 | 0.794                  | 0.361                            | Valid  |
|                                                         | X <sub>2</sub> .2 | 0.828                  | 0.361                            | Valid  |
|                                                         | X <sub>2</sub> .3 | 0.864                  | 0.361                            | Valid  |
| Compensation (X <sub>3</sub> )                          | X <sub>3</sub> .1 | 0.919                  | 0.361                            | Valid  |
|                                                         | X <sub>3</sub> .2 | 0.931                  | 0.361                            | Valid  |
|                                                         | X <sub>3</sub> .3 | 0.827                  | 0.361                            | Valid  |
| Employee Performance (Y)                                | X <sub>4</sub> .1 | 0.807                  | 0.361                            | Valid  |
|                                                         | X <sub>4</sub> .2 | 0.796                  | 0.361                            | Valid  |
|                                                         | X <sub>4</sub> .3 | 0.825                  | 0.361                            | Valid  |
|                                                         | X <sub>4</sub> .4 | 0.742                  | 0.361                            | Valid  |

Source: Research Results, 2026

Based on Table 4.20, it was found that the test of all statement items for the variables of information technology utilization, communication, compensation, and employee performance had a calculated *r* value greater than the table *r*, namely 0.361. This indicates that the statement items in this study were declared valid and suitable for use as research instruments. Reliability Test Results Reliability testing is used to measure questionnaires as indicators of a variable or construct. A questionnaire is considered reliable if respondents' answers to the statements provided show consistent or stable results over time (Ghozali, 2021) . Reliability testing in this study was conducted using the *Cronbach's Alpha method* in SPSS. A variable is considered reliable if its *Cronbach's Alpha value* is above 0.70.

**Table 2** Reliability Test Results

| Variables                                               | Cronbach<br>Alpha | Value Measurement<br>Criteria | Information |
|---------------------------------------------------------|-------------------|-------------------------------|-------------|
| Utilization of Information Technology (X <sub>1</sub> ) | 0.850             | 0.7                           | Reliable    |
| Communication (X <sub>2</sub> )                         | 0.768             | 0.7                           | Reliable    |
| Compensation (X <sub>3</sub> )                          | 0.856             | 0.7                           | Reliable    |
| Employee Performance (Y)                                | 0.750             | 0.7                           | Reliable    |

Source: Research Results, 2026

Based on Table 4.21, the results of the reliability test using the *Cronbach Alpha method* state that all variables in this study have a *Cronbach Alpha value* greater than 0.70, so the results of the study indicate that the measurement tool in this study has met the reliability test ( *reliable* ) and can be used as a measuring tool.

#### Classical Assumption Test

The classical assumption tests that must be met in multiple linear regression models include the following:

##### *Normality Test*

The normality test aims to determine whether the data used in the study is normally distributed. The normality test is one of the requirements in multiple linear regression analysis to ensure that the model provides good estimates. To determine whether the data is normally distributed, researchers use the *Kolmogorov-Smirnov test* , with the criterion that if the significance value is  $>0.05$ , the research data can be declared normally distributed. The following are the results of the normality test:

**Table 3 Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

|                                  |                    | Unstandardized Residual |
|----------------------------------|--------------------|-------------------------|
| N                                |                    | 64                      |
| Normal Parameters <sup>a,b</sup> | Mean               | .0000000                |
|                                  | Standard Deviation | 1.01692580              |
| Most Extreme Differences         | Absolute           | .082                    |
|                                  | Positive           | .053                    |
|                                  | Negative           | -.082                   |
| Test Statistics                  |                    | .082                    |
| Asymp. Sig. (2-tailed)           |                    | .200 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

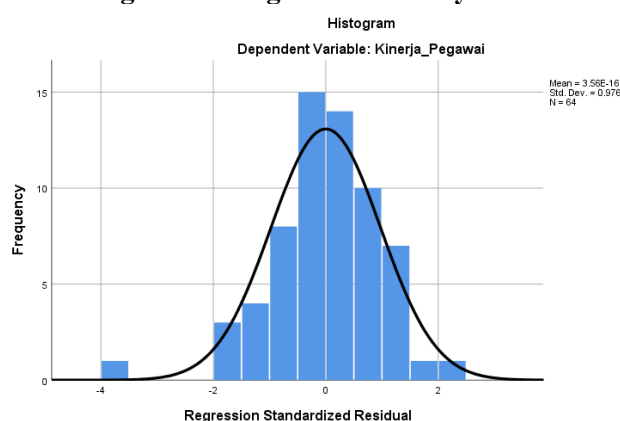
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Research Results, 2026

The data normality test obtained an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the 0.05 significance level. Therefore, it can be concluded that the data in this study meets the assumption of normality and is normally distributed. The following shows the results of the normality test using histogram graphs and plots.

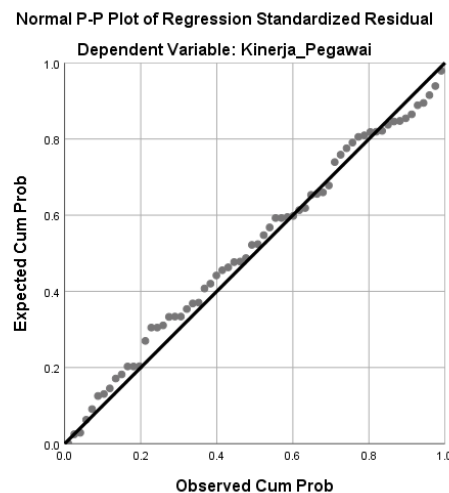
**Figure 1 Histogram Normality Test Results**



Source: Research Results, 2026

The histogram shows that the dependent curve of the *Regression Standardized Residual* forms a bell-shaped pattern. Therefore, based on the normality test, the regression analysis is suitable despite the slight skew. This is also supported by the results of the normality test using the plot graph shown in the following figure.

Figure 2 Results of the P-Plot Normality Test



Source: Research Results, 2026

Based on the Normal P-Plot *Regression Standardized Residual display*, it can be seen that the points are spread around the diagonal line and follow the direction of the diagonal line. Therefore, based on the normality test, the regression analysis is suitable for use even though there are slight plot deviations from the diagonal line.

#### Multicollinearity Test

The multicollinearity test aims to determine whether there is a strong or perfect correlation between the independent variables in a regression analysis model. One way to determine the presence or absence of multicollinearity is by examining the *Tolerance* and *Variance Inflation Factor* (VIF) values. If the *Tolerance* value is  $>0.10$  and the VIF is  $<10$ , it indicates that multicollinearity is absent. The following are the results of the multicollinearity test using *SPSS version 25.00 for Windows*.

Table 4 Multicollinearity Test Results

|       |                                       | Coefficients <sup>a</sup>   |            |                           |       |      | Collinearity Statistics |       |
|-------|---------------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|       |                                       | Unstandardized Coefficients | Std. Error | Standardized Coefficients | t     | Sig. | Tolerance               | VIF   |
| Model |                                       | B                           |            | Beta                      |       |      |                         |       |
| 1     | (Constant)                            | .414                        | .957       |                           | .432  | .667 |                         |       |
|       | Utilization of Information Technology | .417                        | .084       | .423                      | 4,978 | .000 | .496                    | 2,016 |
|       | Communication                         | .294                        | .074       | .302                      | 3,942 | .000 | .610                    | 1,639 |
|       | Compensation                          | .346                        | .087       | .314                      | 3,997 | .000 | .578                    | 1,730 |

a. Dependent Variable: Employee Performance

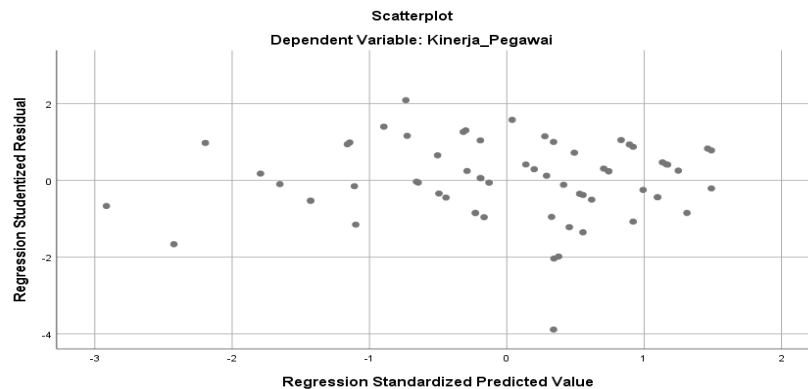
Source: Research Results, 2026

Based on Table 4.23, it can be seen that the *Tolerance* and VIF values of the information technology utilization variable ( $0.496 > 0.10$ ), ( $2.016 < 10$ ), the *Tolerance* and VIF values of the communication variable ( $0.610 > 0.10$ ), ( $1.639 < 10$ ), the *Tolerance* and VIF values of the compensation variable ( $0.578 > 0.10$ ), ( $1.730 < 10$ ) so that it can be stated that there are no symptoms of multicollinearity between the independent variables in the regression model.

#### Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is inequality in the variance of residuals from one observation to another in the regression model. The results of the heteroscedasticity test in this study can be seen in the figure below.

**Figure 3** Scatterplot of Heteroscedasticity Test



Source: Research Results, 2026

Based on the image, it shows that the data is randomly distributed around the Y axis and does not form a particular pattern, so that the regression model in this study is free from heteroscedasticity symptoms.

#### Multiple Linear Regression Analysis

To test the research hypothesis, the researcher used multiple linear regression analysis to find the relationship between the independent variables and the dependent variable through the Influence of the Utilization of Information Technology, Communication, and Compensation on Employee Performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency. Based on the results of data processing with the SPSS program, the following results were obtained.

**Table 5** Results of Multiple Linear Regression Test

|       |                                       | Coefficients <sup>a</sup>     |            |                                |       |      | Collinearity Statistics |       |
|-------|---------------------------------------|-------------------------------|------------|--------------------------------|-------|------|-------------------------|-------|
| Model |                                       | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t     | Sig. | Tolerance               | VIF   |
| 1     | (Constant)                            | .414                          | .957       |                                | .432  | .667 |                         |       |
|       | Utilization of Information Technology | .417                          | .084       | .423                           | 4,978 | .000 | .496                    | 2,016 |
|       | Communication                         | .294                          | .074       | .302                           | 3,942 | .000 | .610                    | 1,639 |
|       | Compensation                          | .346                          | .087       | .314                           | 3,997 | .000 | .578                    | 1,730 |

a. Dependent Variable: Employee Performance

Source: Research Results, 2026

Based on Table 4.24, the multiple regression equation in this study is:

$$Y = 0.414 + 0.417 X_1 + 0.294 X_2 + 0.346 X_3 + e$$

Table 4.24 shows that the calculation results obtained a constant value (a) of 0.414, b1 of 0.417, b2 of 0.294 and b3 of 0.346, so that the multiple linear regression equation is obtained  $Y = 0.414 + 0.417 X_1 + 0.294 X_2 + 0.346 X_3 + e$ . From the regression equation it can be concluded that:

Constant (a) = 0.414 means that if the variable Utilization of Information Technology, Communication and Compensation has a value of 0 then Employee Performance is 0.414.

The regression coefficient of the Information Technology Utilization variable = 0.417 means that if the Information Technology Utilization variable increases by 1 unit, the Employee Performance variable will increase by 0.417.

The regression coefficient of the Communication variable = 0.294 means that if the Communication variable increases by 1 unit, the Employee Performance variable will increase by 0.294.

The regression coefficient of the Compensation variable = 0.346 means that if the Compensation variable increases by 1 unit, the Employee Performance variable will increase by 0.346.

## Hypothesis Testing

### t-test (Partial)

The (partial) t-test is a test used to see the partial influence of independent variables on the dependent variable. From the SPSS test results, the t-test value is as follows.

**Table 6 Results of t-Test (Partial)**

|       |                                       | Coefficients <sup>a</sup>   |            |                           |       |      | Collinearity Statistics |       |
|-------|---------------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|       |                                       | Unstandardized Coefficients |            | Standardized Coefficients |       |      |                         |       |
| Model |                                       | B                           | Std. Error | Beta                      | t     | Sig. | Tolerance               | VIF   |
| 1     | (Constant)                            | .414                        | .957       |                           | .432  | .667 |                         |       |
|       | Utilization of Information Technology | .417                        | .084       | .423                      | 4,978 | .000 | .496                    | 2,016 |
|       | Communication                         | .294                        | .074       | .302                      | 3,942 | .000 | .610                    | 1,639 |
|       | Compensation                          | .346                        | .087       | .314                      | 3,997 | .000 | .578                    | 1,730 |

a. Dependent Variable: Employee Performance

Source: Research Results, 2026

Based on table 4.25, the results of the t-test above obtained the t-table value at  $df = nk - 1 = 64 - 3 - 1 = 60$  at a significance level of 5% (0.05) is 2.00030. Therefore, to determine the partial effect, it can be explained as follows: The value obtained from the table above is the t-count value  $>$  t-table ( $4.978 > 2.00030$ ) and is significant at  $0.000 < 0.05$ , meaning that the Utilization of Information Technology has a positive and significant effect on Employee Performance at the Ministry of Religion Office, Serdang Bedagai Regency.

The value obtained from the table above is the t-count value  $>$  t-table ( $3.942 > 2.00030$ ) and is significant at  $0.000 < 0.05$ , meaning that communication has a positive and significant effect on employee performance at the Ministry of Religion Office of Serdang Bedagai Regency.

The value obtained from the table above is the t-count value  $>$  t-table ( $3.997 > 2.00030$ ) and is significant at  $0.000 < 0.05$ , meaning that Compensation has a positive and significant effect on Employee Performance at the Ministry of Religion Office, Serdang Bedagai Regency.

### F Test (Simultaneous)

The F (simultaneous) test is used to determine whether the independent variables simultaneously influence the dependent variable. Based on the results of the SPSS version 25.00 test, the ANOVA value in the F test is as follows.

**Table 7 F-Test Results (Simultaneous)**

|       |            | ANOVA <sup>a</sup> |    |             |        |                   |
|-------|------------|--------------------|----|-------------|--------|-------------------|
| Model |            | Sum of Squares     | df | Mean Square | F      | Sig.              |
| 1     | Regression | 238,599            | 3  | 79,533      | 73,245 | .000 <sup>b</sup> |
|       | Residual   | 65,151             | 60 | 1,086       |        |                   |
|       | Total      | 303,750            | 63 |             |        |                   |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Communication, Utilization of Information Technology

Source: Research Results, 2026

Based on Table 4.26, the calculated F value is 73.245. With  $\alpha = 5\%$ , df numerator: 3, df denominator:  $64 - 3 - 1 = 60$  (5%; 3; 60; F table 2.758) the F table value is 2.758. From the description it can be seen that the calculated F value ( $73.245 >$  F table (2.758) and the significance value is  $0.000 < 0.05$ , so it can be concluded that the Utilization of Information, Communication, and Compensation Technology has a simultaneous effect on the Employee Performance variable at the Ministry of Religion Office of Serdang Bedagai Regency.

### Coefficient of Determination Test ( $R^2$ )

The coefficient of determination is located in the *Model Summary table* and is written *R Square*. For multiple linear regression analysis, it is best to use the adjusted *R-square*, or *Adjusted R-square*, because it is adjusted to the

number of variables used in the study. The *Adjusted R-square value* is used to determine the extent to which the independent variable explains the dependent variable. The results of the coefficient of determination analysis in this study are as follows.

**Table 8 Results of the Determination Coefficient (R<sup>2</sup>) Test**  
**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|-------------------|----------|-------------------|--------------------------------|
| 1     | .886 <sup>a</sup> | .786     | .775              | 1,042                          |

a. Predictors: (Constant), Compensation, Communication, Utilization of Information Technology

b. Dependent Variable: Employee Performance

Source: Research Results, 2026

Based on Table 4.27, the adjusted coefficient of determination ( *Adjusted R Square* ) is 0.775, this means that 77.5% of the dependent variable can be explained by the independent variable, while the remaining 22.5% is explained by other variables outside the variables not studied.

## DISCUSSION

### The Impact of Information Technology Utilization on Employee Performance

According to (Wicaksono et al., 2024) , the *Technology Acceptance Model* (TAM) theory explains that the perception of the benefits and ease of use of technology encourages individuals to accept and utilize it in their work. The results of the study showed that the use of information technology has a positive and significant effect on employee performance (t count = 4.978 > t table = 2.00030; sig. = 0.000 < 0.05). This indicates that information technology can increase efficiency, accelerate information access, minimize work errors, and support more effective task implementation, including in the implementation of digital work systems such as *Work From Home* (WFH). This finding aligns with research by (Nisa & Hidayat, 2022) , (Halawa, 2023) , (Mas & Haris, 2020) , (Telaumbanua et al., 2024) , and (Sandayani Karhab et al., 2025) , which states that the use of information technology has a positive and significant impact on employee performance. Conversely, suboptimal technology utilization has the potential to cause administrative delays, data management errors, and reduce organizational effectiveness.

### The Influence of Communication on Employee Performance

According to (Robbins & Judge, 2017) , communication is the process of conveying and understanding meaning that forms the basis of coordination within an organization. The results of the study indicate that communication has a positive and significant effect on employee performance (t count = 3.942 > t table = 2.00030; sig. = 0.000 < 0.05). Effective communication facilitates the delivery of information, strengthens coordination, reduces work errors, and accelerates task completion.

These results are consistent with research by (Halawa, 2023) , (Dina Lorenza et al., 2023) , and (Dasmadi, 2021) , which shows that communication positively contributes to improved employee performance. Conversely, ineffective communication can lead to miscommunication, work delays, poor coordination, and reduced task effectiveness.

### The Effect of Compensation on Employee Performance

According to (Hasibuan, 2017) , compensation is a form of appreciation given by an organization for employee contributions. The results of the study indicate that compensation has a positive and significant effect on employee performance (t count = 3.997 > t table = 2.00030; sig. = 0.000 < 0.05). Providing fair compensation increases employee motivation, responsibility, loyalty, and work quality.

This finding aligns with research by (Paniran, 2021) , (Berkatillah et al., 2023) , and (Dasmadi, 2021) , which states that compensation has a positive and significant effect on employee performance. Conversely, a mismatch between workload and compensation can reduce employee motivation, satisfaction, and work effectiveness.

### The Influence of the Utilization of Information Technology, Communication, and Compensation on Employee Performance

According to (Mangkunegara, 2022) , employee performance is influenced by various mutually supportive factors, including the use of information technology, communication, and compensation. The results of the study indicate

that these three variables simultaneously have a positive and significant effect on employee performance ( $F_{count} = 73.245 > F_{table} = 2.758$ ;  $sig. = 0.000 < 0.05$ ). The **Adjusted R Square value of 0.775** indicates that **77.5%** of the variation in employee performance can be explained by these three variables, while **22.5%** is influenced by other factors outside the study.

The results of this study are supported by research by (Dasmadi, 2021) , (Nisa & Hidayat, 2022) , (Sandayani Karhab et al., 2025) , (Dina Lorenza et al., 2023) , and (Paniran, 2021) , which shows that information technology, communication, and compensation have a significant impact on improving employee performance. Therefore, improving employee performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency requires integrated management of these three aspects to continuously improve work effectiveness and the quality of organizational services.

## CONCLUSION

Based on the results of the analysis and discussion of the Influence of the Utilization of Information Technology, Communication and Compensation on Employee Performance at the Ministry of Religion Office of Serdang Bedagai Regency, the following conclusions can be drawn:

1. The use of Information Technology partially has a positive and significant effect on Employee Performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency with a calculated  $t$  value  $> t_{table}$  ( $4.978 > 2.00030$ ) and a significance value of  $0.000 < 0.05$ . This shows that the use of information technology helps employees do their work more effectively by simplifying data management, accelerating task completion, and increasing work efficiency in supporting the implementation of organizational tasks.
2. Communication partially has a positive and significant effect on Employee Performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency with a calculated  $t$  value  $> t_{table}$  ( $3.942 > 2.00030$ ) and a significance value of  $0.000 < 0.05$ . This shows that well-established communication between leaders, subordinates, and fellow employees helps create more effective work coordination, clarifies the delivery of information, and minimizes the occurrence of work errors, thereby supporting the smooth implementation of employee duties.
3. Compensation partially has a positive and significant effect on Employee Performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency with a calculated  $t$  value  $> t_{table}$  ( $3.997 > 2.00030$ ) and a significance value of  $0.000 < 0.05$ . This shows that providing compensation in the form of salary, allowances, and facilities has an important role in building work motivation, increasing a sense of responsibility for work, and encouraging employees to maintain optimal work quality in carrying out assigned tasks.
4. The simultaneous use of Information Technology, Communication, and Compensation has a positive and significant effect on Employee Performance at the Ministry of Religious Affairs Office of Serdang Bedagai Regency with a calculated  $F$  value ( $73.245 > F_{table} = 2.758$ ) and a significance value of  $0.000 < 0.05$ . These three variables together form an employee performance support system, where the use of information technology contributes to effective work implementation, communication ensures coordination and information delivery runs well, and compensation plays a role in maintaining employee motivation and commitment in carrying out work responsibilities optimally.
5. The results of the determination coefficient test obtained an *Adjusted R Square value* of 0.775, which means that 77.5% of the Employee Performance variable can be explained by the variables of Information Technology Utilization, Communication, and Compensation, while the remaining 22.5% is influenced by other variables outside this study. These other variables can be work motivation, work discipline, leadership style, work environment, organizational culture, or other organizational variables not examined in this study.

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