

RESEARCH ARTICLE

The Influence of Digital Competence, Intrinsic Motivation and Organizational Support on Employee Performance with the Utilization of Information Technology as an Intervening Variable at the Jember Population and Civil Registry Service**Wahyu Mustika Rani¹, Purnamie Titisari² and Arnis Budi Susanto³***Department of Management, Faculty of Economy and Business, University of Jember, Indonesia***ABSTRACT**

Objectives from this study is for know the Influence of Digital Competence, Intrinsic Motivation and Organizational Support on Employee Performance with the Utilization of Information Technology as an Intervening Variable at the Jember Population and Civil Registration Office. This research uses quantitative approach with type explanatory, which is designed for show existence influence variables independent to variables dependent, good in a way direct and no direct through intervening variables. The analysis tool used in this study is SmartPLS 4.0 aims for know size influence significant between variables researches. Population in this study is all over employees at the Jember Population and Civil Registry Service, totaling 78 people, consisting of from Civil Servants (PNS), Full- Time P3K, and Part- Time P3K so that all over population used as sample research. Types of data used in study This is quantitative data. Hypothesis testing aims to determine whether the proposed relationship in hypothesis study can be accepted or rejected based on results data analysis. Based on analysis results research and discussion, then in conclusion as following: 1) Digital Competence does not influential significant on Employee Performance ; 2) Motivation Intrinsic influential significant on Employee Performance; 3) Support Organization No influential significant on Employee Performance ; 4) Digital Competence has an influence significant to Utilization Technology Information ; 5) Motivation Intrinsic No influential significant to Utilization Technology Information ; 6) Support Organization influential significant to Utilization Technology Information ; 7) Utilization Technology Information influential significant on Employee Performance ; 8) Utilization Technology Information mediate influence Digital Competence on Employee Performance ; 9) Utilization Technology Information No mediate influence Motivation Intrinsic on Employee Performance.; 10) Utilization Technology Information capable mediate influence Support Organization on Employee Performance.

Keywords: Digital Competence, Intrinsic Motivation, Organizational Support, Employee Performance, Utilization of Information Technology

ARTICLE INFO

Received: [03/10/2026]
Accepted: [09/10/2026]
Published: [16/10/2026]
Issue Period: September – October 2026 (Bi-Monthly)

DOI: <https://doi.org/10.56293/IJMSSSR.2026.6418>**Copyright:** © 2026 The Author(s). Published by IJMSSSR. This is an Open Access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY 4.0) License.

1. Introduction

Development of digital transformation has pushed various sectors, including the public sector, in effort to increase quality service to society. In Indonesia, the digital transformation of government strengthened through Regulation President Number 95 of 2018 concerning System Government Electronic Based (SPBE) which aims realizing governance effective, efficient, transparent, and accountable governance. This digital transformation demand organization for increase readiness source Power man as well as support organization so that utilization technology information can walk optimally so that increase performance.

One of agency government that implements digital transformation of services public is the Population and Registration Service Civil Jember Regency. As agencies that provide service administration population to community, Disdukcapil sued for being capable of providing fast, easy and effective service through utilization technology information. Changes service digital- based causes employee not only need to understand the administrative process but also be able to use technology in support implementation work.

Digital competence is one of the factor important things that influence performance in supporting digital transformation. Digital competence is ability individual in understand, use, utilize, and adapt to development technology For support implementation employment (Herwanto et al., 2024). At the Jember Population and Civil Registry Service, the implementation of digital services such as System Information Service (SIP) shows existence changes in work processes that require ability employee in operating system, manage digital information, and adapt self with development technology. Ability the become It is important that the technology has provided can utilized optimally in support service to society (Khasanah, 2025). Employees who have good digital competence allows for utilize technology optimally so that can increase quality work (Nilawati et al., 2026).

Employee performance is also influenced by factors individual others, one of them that is motivation intrinsic motivation intrinsic is the impulse that comes from from in self-individual for do something work Because existence interest and satisfaction personal to work done, without depends on factors external (Sari et al., 2026) . Based on results interview with a number of employee Jember Population and Civil Registration Office, it is known that employee Jember Population and Civil Registration Office have initiative For Study in a way independent after follow guidance technical For develop ability yourself to become more Good in operate his/her task. Encouragement fully originates from awareness employees for give the best in every work.

interview results also show that employee feel motivated for participate contribution create innovation service, because as the serving party community, employees realize that creation innovation This later will increase quality service and make things easier work moreover with utilization technology

information. Encouragement this is what delivers employee for active hold a discussion forum together representative sub-district, village, figure society, academics, mass media until student for netting input public in evaluate and improve quality service administration population (adminduk), which then followed up by the Field Management Information Administration Population (PIAK) becomes various innovation service such as SIP, Lahbako, and Jempol Disko. This shows that motivation intrinsic employees not only come true in effort development self in a way individual but also reflected from awareness employee for contribution in innovation that is oriented towards improvement quality service for society. Encouragement from in self this is what drives employee For active utilise technology information as means make things easier jobs and improve quality service so that can support improvement performance employee (Waqar & Basit, 2026) .

Apart from the individual factor, in increase performance support is also needed from organization. Support organization is perceptions held employee that organization care to they, appreciate contributions made, as well as notice welfare social and emotional through giving respect and support (Kurniawan & Harsono, 2021) . Support organization in the Jember Population and Civil Registry Service is reflected through various programs and allocations budget For support welfare as well as implementation task Jember Population and Civil Registration Office employees provide support in the form of salary, allowances, guarantees health, and additional ASN income, providing facility Work like computers and equipment office, holding guidance technical, as well as apply various policy support work through coordination, consultation, and evaluation performance organization. Conditions the show existence effort organization in creating environment supportive work implementation task employees (Lakip Disdukcapil Jember, 2025). When the organization give adequate support, employees will more easy utilise technology information For support his work, which in the end will increase quality service and performance employees (Rana et al., 2025) .

Utilization of technology information is one of factor important in supporting effectiveness implementation work employees. Utilization technology information No only related with use available systems, but also how technology the used For help settlement tasks, management information, and improvement efficiency Work (Rosyad & Harsono, 2021) . Jember Population and Civil Registration Office have applied various digital services, such as System Information Services (SIP), Lahbako, Thumb Disko, and Identity Digital Population (IKD). Implementation various the digital services show existence utilization technology information in support the service process administration more population fast, easy, and integrated. Utilization technology optimal information enables work processes done in a way more efficient and accurate so that can support achievement performance more employees Good (Tanuwijaya, 2021) .

In public digital-based organizations, employees play a direct role in operating systems, managing information, and provide service to society. Therefore, quality services provided to public No let go from performance employee in operate duties and responsibilities the answer is. Employee performance is results work achieved individual in carry out duties and responsibilities the answer is, okay from aspect quality, quantity, and accuracy time settlement work (Sarta et al., 2023). Overview of employee performance of the Jember Population and Civil Registration Office can be seen in table 1 below:

Table 1. Development Index Public Satisfaction Index (IKM) of the Jember Population and Civil Registration Office for 2021-2025

No	Year	IKM Value
----	------	-----------

1	2021	88.56
2	2022	89.10
3	2023	89.74
4	2024	89.79
5	2025	90.72

Source: Jember Population and Civil Registration Agency (Disdukcapil) SKM Data 2021-2025

Based on Table 1, the value Index the Public Satisfaction Index (IKM) of the Jember Population and Civil Registry Service shows trend consistent improvement from year to year, namely from 88.56 in 2021 to 90.72 in 2025. The increase shows existence repair quality continuous service provided Jember Population and Civil Registration Office to community. In addition to IKM, the assessment performance can also be seen through evaluation public service via the official website System Information Service (SIP). Different with IKM which is survey periodically, assessment on the SIP web allows public give bait come back in real-time after accept service, so that can become indicator more responsive to condition service in the field. Assessment via the official SIP website you can see in Table 2.

Table 2. Community Assessment Through SIP 2023-2026

Category Evaluation	Amount Respondents
0-1 Star	813
1-2 Stars	1,362
2-3 Stars	1,528
3-4 Stars	4,623
4-5 Stars	66,252
Total Respondents	74,581

Source: SIP Disdukcapil Jember Regency 2023-2026

Based on Table 2, the majority public give assessment in the 4–5-star category indicates level satisfaction high society to service Jember Population and Civil Registration Office. However, still there is part community that provides evaluation low to services received. Conditions the show that effort improvement performance and quality service sustainable to meet hope public.

Index Data Community Satisfaction (IKM) and assessment public through the SIP become description real about condition performance employee Jember Population and Civil Registration Office, considering satisfaction public to services received reflect results Work employee in operate duties and responsibilities the answer. The achievements of IKM, which continue to grow increase as well as height evaluation public via SIP show that performance employee Jember Population and Civil Registration Office in carry out service has walk with good. Good achievement This need Keep going maintained even improved in a way sustainable, one of them through optimization utilization technology information that can make things easier implementation tasks and improve performance employees, so that impact on the creation quality better service Good for community. Utilization technology the optimal information naturally needs supported digital competence, motivation intrinsic, and support good organization from employee.

Several studies previously show a positive connection between variables digital competence, motivation intrinsic, support organization and performance employees in the organization public.

However, some study precisely find results that are not influential significant, such as study Yamin & Nurfadilah (2024) explain that digital competence does not influential to performance employee, Lestari (2022) explain that motivation intrinsic No influential to performance, and research Tanuwijaya (2021) explain that utilization technology information no influential to performance. In addition, research Avianto (2023) who shows that support organization no influential to utilization technology information. Inconsistency results show there is a research gap, namely, not yet to be clear role digital competence, motivation intrinsic and support organization in increase performance employee through utilization technology information. In addition, there is still limited research that tests utilization of IT as intervening variables in the relationship model especially in the agency government like Jember Population and Civil Registration Office. Based on the description above, then writer interested for do research entitled "The Influence Digital Competence, Motivation Intrinsic and Support Organization on Employee Performance with Utilization Technology Information as Intervening Variables at the Jember Population and Civil Registry Service".

2. Literature Review

2.1 Theoretical Study

2.1.1 Digital Competence

Digital competence is ability important things to do owned employees in the era of digital transformation, especially in environment increasing work depend on technology information. Vuorikari et al., (2022) define digital competence as ability individual in use digital technology in believe self - critical and responsible answer for work, learn, and participate in society. Furthermore, Ibda (2023) explain that digital competencies include skills in utilise digital technology for access, manage, evaluate, and use information in a way effective. Aligning with this view, Harlanu et al. (2023) states that digital competence reflects an individual's proficiency in operating digital technology, processing information, communicating via digital media, and solving various problems through the appropriate use of technology. Based on these expert perspectives, it can be concluded that digital competence is an individual's ability to use and leverage digital technology effectively, critically, and responsibly to manage information, communicate, solve problems, and support the execution of work tasks.

2.1.2 Motivation Intrinsic

Motivation intrinsic is the impulse that comes from from in self-individual For do something work or activity Because activity That Alone give satisfaction, pleasure, and meaning personal, not Because existence rewards, pressure, or factor external other (Tangko et al., 2024) . Furthermore, Mustikarini et al., (2023) explain that motivation intrigue This appear pure from in self-someone who makes individual pushed For Work No Because factor outside, but rather Because desire personal For do work said. In line with that, Haryanto & Mukrodi, (2022) explain that motivation intrinsic is internal drive that makes somebody feel satisfied and happy in carry out his job so that work That Alone become source satisfaction for individual.

2.1.3 Support Organization

According to Caesens & Stinglhamber (2023) support organization reflect belief employee that organization give attention, appreciation, and assistance needed in implementation work. Support the

form positive reciprocal relationship between employees and organizations so that push improvement attitudes and behavior more work good. View This in line with Nuzulia Rahmawati et al., (2022) who stated that support organization is perception employee about award organization to contributions made as well as concern organization to welfare They. In addition, Pratiwi & Muzakki (2021) explain that support organization reflected from belief employee that organization will give attention, assistance, and necessary support in face various demands work. Thus, support organization can understand as form attention, appreciation, and care perceived organization employee so that push creation connection positive work and improvement performance.

2.1.4 Utilization Technology Information

According to Thompson et al., (1991) utilization technology information is hope will benefits that can be obtained felt by the user system information in carry out activities and complete work. In line with matter said, Tanuwijaya (2021) explain that utilization technology information used For support activity organization through provision information, help settlement work, as well as increase effectiveness implementation assignment. Furthermore, Rizalni et al., (2022) explain that utilization technology information is use technology that can help individual in operate activity work, improve convenience in settlement tasks, as well as support achievement better performance good. Based on a few opinions said, can concluded that utilization of technology information is activity use technology information by individuals in support implementation work through provision information, making things easier settlement tasks, improving effectiveness work, and help better performance.

2.1.5 Employee Performance

According to Silaen et al., (2021) performance employee is results work achieved individual and group based on duties, authority and responsibility the answer given organization For reach objective in a way effective and efficient. In line with opinion mentioned, Warella et al., (2021) state that performance describe results Work individual in carry out duties and responsibilities the answer as form contribution to achievement objective organization. Next, Rumawas (2021) add that performance is level achievement results Work employees who can used For see contribution individual in support success organization. Based on a number of opinions said, can concluded that performance employee is level achievement results work obtained individual in carry out duties, authority and responsibility the answer given organization, which reflect contribution employee in reach objective organization in a way effective and efficient.

2.2 Development Hypothesis Study

Digital competence is ability individual in use digital technology in believe self - critical and responsible answer For work, learn, and participate in public (Vuorikari et al., 2022) . Research Hizam et al., (2021) mention that influential digital competence significant to performance employees. In addition, research Yu & Moon (2021) also explained that influential digital competence significant to performance employee. Based on theory and research, previously obtained hypothesis as follows:

H1: Digital Competence has significant influence on Employee Performance at the Jember Population and Civil Registry Service

Motivation intrinsic is encouragement from in self-individual For do something work or activity Because activity That Alone give satisfaction, pleasure, and meaning personal, not Because existence

rewards, pressure, or factor external other (Tangko et al., 2024) . Study Wang et al., (2024) as well as Ilham & Apriliyanti (2025) show that support motivation intrinsic own influence significant to performance employee. Based on theory and research previously obtained hypothesis as follows:

H2: Motivation Intrinsic influential significant on Employee Performance at the Jember Population and Civil Registry Service

Support organization is belief employee that organization give attention, appreciation, and assistance needed in implementation work (Caesens & Stinglhamber, 2023) . Research Prayogi et al., (2022) and Aliddin et al., (2024) show that support organization own influence significant to performance employee. Based on theory and research, previously obtained hypothesis as follows:

H3: Support Organization influential significant on Employee Performance at the Jember Population and Civil Registry Service

Digital competence according to Ibda (2023) is skills in utilise digital technology for access, manage, evaluate, and use information in a way effective. Research Ardiyanti & Susilowati (2024) show that influential digital competence significant to utilization technology information. Based on theory and research, previously obtained hypothesis as follows:

H4: Digital Competence has significant influence on Technology Information at the Jember Population and Civil Registry Office

Motivation intrigue according to Mustikarini et al., (2023) is the urge that arises pure from in self-someone who makes individual pushed For Work No Because factor outside, but rather Because desire personal For do work said. Research Rokhim & Haryanto (2022) explain that motivation intrinsic influential significant to utilization technology information. Based on theory and research, previously obtained hypothesis as follows:

H5: Motivation Intrinsic influential significant to Technology Information at the Jember Population and Civil Registry Office

Support organization according to Nuzulia Rahmawati et al., (2022) is perception employee about award organization to contributions given, and concern organization to welfare they. Research Rana et al., (2025) explain that support organization influential significant to utilization technology information. Based on theory and research previously obtained hypothesis as follows:

H6: Support Organization influential significant to Technology Information at the Jember Population and Civil Registry Office

Utilization technology information according to Thompson et al., (1991) that is hope will benefits that can be obtained felt by the user system information in carry out activities and complete work. Research Bolodeoku et al., (2022) show that utilization technology information influential significant to performance employees. In addition, research Nuriani & Rayyan (2024) also explain that utilization technology information influential significant to performance. Based on study previously obtained hypothesis following:

H7: Utilization Technology Information influentially significant on Employee Performance at the

Jember Population and Civil Registry Service

Study Nawawi et al., (2026) mention that influential digital competence to performance employee through utilization technology information as variables mediation. Based on study previously obtained hypothesis as following:

H8: Utilization Technology Information Mediates Influence the Impact of Digital Competence on Employee Performance at the Jember Population and Civil Registry Office

Study Zulvia & Yerina (2023) explain that motivation intrinsic influential to performance employee through utilization technology information as intervening variables. Based on study previously obtained hypothesis as following:

H9: Utilization Technology Information Mediates Influence Motivation Intrinsic on Employee Performance at the Jember Population and Civil Registry Service

Study Feng et al., (2025) and Lavianti et al., (2025) explain that utilization technology information mediate influence support organization to performance employees. Based on study previously obtained hypothesis as following:

H10: Utilization Technology Information Mediates Influence Support Organization on Employee Performance at the Jember Population and Civil Registry Service

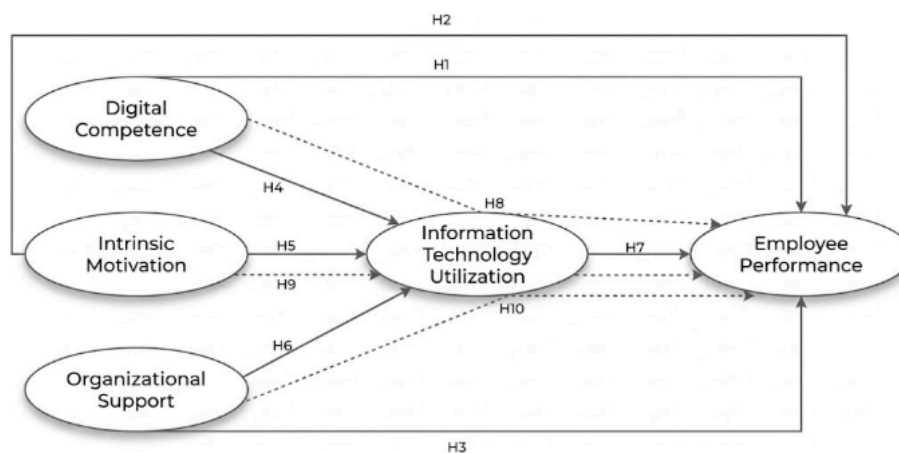


Figure 1. Framework Conceptual

3. Research Methods

This study use approach quantitative with type explanatory, which is designed to show existence influence variables independent to variables dependent, good in a way direct and no direct through intervening variables. According to Sugiyono (2019) study quantitative aim For test hypothesis and relationship between variables with using numerical data as well as analysis statistics, whereas study explanatory used for explain connection because consequence between variables studied. In line with that, Creswell (2023) state that study explanatory aim explain connection causal between variables, including connection No direct through intervening variables. The analysis tool is SmartPLS 4.0 aims

for know size influence significant between variables research, good direct influence and influence no direct through intervening variables.

Population in this study is all over employees at the Jember Population and Civil Registry Service, totaling 78 people, consisting of from Civil Servants (PNS), Full- Time P3K, and Part- Time P3K as presented in the table following:

Table 3. Employees Jember Population and Civil Registration Office Based on Employee Status

No	Employee Status	Amount
1	civil servant	22
2	Full -Time First Aid	7
3	Time First Aid	49
	Total	78

Source: Jember Population and Civil Registry Office 2026

Determination sample in this study use method sample fed up that is all over member population made into sample research. Use method This based on considerations need SEM-PLS analysis, where PLS method is designed for sample relative research small, namely between 30 to 100 samples. Population study This totaling 78 people, who also have fulfil condition adequacy minimum sample for SEM-PLS analysis, so that all over population used as sample research (Ghozali & Kusumadewi, 2023) .

This type of data used in study is quantitative data, namely data in the form of the numbers obtained from answer respondents to the questionnaire and given score use Likert scale. Data collection techniques in this study with spread questionnaires to employees at the Jember Population and Civil Registration Office. Every statement measured uses Likert scale with five categories answer, starting from Strongly Agree to Disagree, which is later converted to inform score for analyzed more further research. This method uses Structural Equation Modeling (SEM) analysis with Partial Least Squares (PLS) approach. According to Ghozali & Kusumadewi (2023) Partial Least Squares is method analysis based on Structural Equation Modeling (SEM) which is designed For finish problem structural with Lots variables, especially If amount sample study relatively small, namely between 30 to 100 samples.

Hypothesis testing aims to determine whether the proposed relationship in hypothesis study can be accepted or rejected based on results data analysis. Evaluation hypothesis done with see mark coefficient path coefficient which shows direction and strength connection between latent variables. The coefficient value is positive show connection in the same direction, whereas mark negative show inverse relationship. Testing significance is done using bootstrapping techniques in applications SmartPLS. This method used For get t- statistic and p-value (Ghozali & Kusumadewi, 2023) .

4. Results and Discussion

Object Overview Study

Study This implemented at the Population and Registration Service Civil Jember Regency is in charge organize affairs government in the field of administration population and registration civil. Composition Organization Jember Population and Civil Registration Office consists of on Head of

Service, Secretariat (in charge of General Affairs and Personnel Sub-Section and the Planning and Reporting Sub-Section), Field Service Registration Population, Field Service Recording Civil, Field Data Utilization and Service Innovation, and Fields Management Information Administration Population (PIAK).

Jember Population and Civil Registration Office are responsible answer in provision service document population for community, such as Resident Identity Cards (KTP), Family Cards (KK), birth certificates birth certificate death, and document population others. In line with mandate Regulation President Number 95 of 2018 concerning System Government Electronic Based (SPBE), Jember Population and Civil Registration Office has develop a number of services digital-based for increase quality and efficiency service to society, including the System Information Service (SIP), Lahbako, Thumb Disko, Identity Digital Population (IKD), and so on.

4.2 Data Analysis Results

Study This analyzed use SEM-PLS method with help application SmartPLS 4.0. Testing process in study This There are two stages, namely outer model testing and inner model testing (structural model).

4.2.1 Measured Model (Outer Model)

a. Convergent Validity

Convergent validity is used for evaluating to what extent the indicators can measure something variable. An indicator considered has good convergent validity if outer loading value > 0.70 . The following is outer loading value of every indicator for each variable:

Table 4. Outer Loading Results

Variables	Indicator	Outer Loading	Information
Competence (X1)	X1.1	0.895	Valid
	X1.2	0.870	Valid
	X1.3	0.870	Valid
	X1.4	0.816	Valid
	X1.5	0.802	Valid
Motivation Intrinsic (X2)	X2.1	0.875	Valid
	X2.2	0.922	Valid
	X2.3	0.784	Valid
	X2.4	0.899	Valid
Support Organization (X3)	X3.1	0.774	Valid
	X3.2	0.909	Valid
	X3.3	0.914	Valid
	X3.4	0.846	Valid
	X3.5	0.906	Valid
Utilization of IT (Z)	Z.1	0.953	Valid
	Z.2	0.920	Valid
	Z.3	0.911	Valid

		Z.4	0.897	Valid
		Z.5	0.934	Valid
Employee Performance (Y)		Y.1	0.894	Valid
		Y.2	0.926	Valid
		Y.3	0.927	Valid
		Y.4	0.919	Valid
		Y.5	0.929	Valid

Based on Table 4, the outer loading value for all indicators owns outer loading value > 0.70 , so can concluded that all over indicator declared valid. In addition, convergent validity can also be seen from the required AVE value own value > 0.5 . The following AVE value for each variable:

Table 5. Average Variance Extracted (AVE) Value

Variables	AVE	Information
Competence (X1)	0.725	Valid
Motivation Intrinsic (X2)	0.760	Valid
Support Organization (X3)	0.760	Valid
Utilization of IT (Z)	0.852	Valid
Employee Performance (Y)	0.844	Valid

Based on Table 5, it is known that that all over variables own AVE value > 0.50 , so that can conclude that all over construct capable explain more from 50% variance indicators and fulfill convergent validity criteria.

b. Discriminant Validity

Discriminant validity aims to ensure that something constructs no overlapping overlap with construct others. Testing This done through two approaches, namely cross loading values and criteria Fornell Larcker.

Table 6. Cross Loading Values

Indicator	X1	X2	X3	Z	Y
X1.1	0.895	0.595	0.445	0.754	0.733
X1.2	0.870	0.707	0.527	0.742	0.715
X1.3	0.870	0.640	0.399	0.735	0.690
X1.4	0.816	0.659	0.495	0.727	0.718
X1.5	0.802	0.502	0.460	0.599	0.595
X2.1	0.634	0.875	0.609	0.653	0.720
X2.2	0.751	0.922	0.465	0.693	0.754
X2.3	0.426	0.784	0.159	0.300	0.417
X2.4	0.644	0.899	0.466	0.609	0.638
X3.1	0.424	0.341	0.774	0.369	0.333
X3.2	0.484	0.436	0.909	0.596	0.519
X3.3	0.442	0.468	0.914	0.503	0.505

X3.4	0.514	0.509	0.846	0.609	0.600
X3.5	0.500	0.485	0.906	0.569	0.566
Z.1	0.816	0.660	0.595	0.953	0.848
Z.2	0.749	0.599	0.598	0.920	0.767
Z.3	0.768	0.604	0.592	0.911	0.778
Z.4	0.739	0.651	0.545	0.897	0.792
Z.5	0.800	0.628	0.538	0.934	0.831
Y.1	0.732	0.733	0.516	0.799	0.894
Y.2	0.734	0.679	0.501	0.761	0.926
Y.3	0.716	0.704	0.569	0.799	0.927
Y.4	0.716	0.646	0.574	0.792	0.919
Y.5	0.837	0.692	0.565	0.845	0.929

Based on Table 6, it is known that that mark correlation every indicator to the construction Alone taller compared to the correlation to construct others, so that can conclude that all over indicator has fulfil discriminant validity criteria based on cross loading value. Furthermore, discriminant validity was also tested using Fornell-Larcker criteria, Results of discriminant validity test using Fornell-Larcker criteria:

Table 7. Fornell-Larcker Values

Variables	X1	X2	X3	Z	Y
Competence (X1)	0.851				
Motivation Intrinsic (X2)	0.733	0.872			
Support Organization (X3)	0.546	0.522	0.872		
Utilization of IT (Z)	0.840	0.681	0.621	0.923	
Employee Performance (Y)	0.814	0.752	0.594	0.871	0.919

Based on Table 7, all constructs show mark root the square of the Average Variance Extracted (AVE) which is bigger than mark the correlation with other constructs in the model. This is proven by the value root squared AVE of Digital Competence (X1) is 0.851, Motivation Intrinsic (X2) is 0.872, Support Organization (X3) is 0.872, IT Utilization (Z) is 0.923, and Employee Performance (Y) is 0.919. Therefore, the discriminant validity test uses Fornell-Larcker criteria are stated fulfilled.

c. Reliability Construct

Reliability aims to measure level internal consistency of indicators in measuring something construct. Reliable constructs show that the indicators give stable and consistent results. A construct stated reliable if own Composite Reliability value and Cronbach's Alpha > 0.70. The following Composite and Reliability Cronbach's Alpha values:

Table 8. Composite Reliability and Cronbach's Alpha Values

Variables	Cronbach's Alpha (Score)	Cronbach's Alpha (Rule of Thumb)	Composite Reliability (Score)	Composite Reliability (Rule of Thumb)	Results

Competence (X1)	0.905	0.70	0.929	0.70	Reliable
Motivation Intrinsic (X2)	0.896	0.70	0.927	0.70	Reliable
Support Organization (X3)	0.921	0.70	0.940	0.70	Reliable
IT utilization (Z)	0.957	0.70	0.967	0.70	Reliable
Employee Performance (Y)	0.954	0.70	0.964	0.70	Reliable

Based on Table 8, it is known that all over variables own Composite Reliability and Cronbach's Alpha values > 0.70 , so can concluded that all over construct in this study stated reliability.

4.2.2 Structural Model (Inner Model)

Inner model testing is executed with refers to the R-Square (R^2) value or also called coefficient determinant, effect size using f-square (f^2), and Q-square (Q^2) for predictive relevance.

a. Coefficient Determination (R-Square)

The R-Square value is used for measure size ability variables exogenous in explain endogenous variables. The taller R^2 value, then the bigger ability variables exogenous in explain endogenous variables in the research model. Criteria R^2 assessment in general is 0.75 (strong), 0.50 (moderate), and 0.25 (weak). is results from R-Square:

Table 9. R-Square Value

Variables	R-Square	Information
Employee Performance (Y)	0.801	Strong
Utilization of IT (Z)	0.735	Moderate

Based on Table 9, it is obtained R-Square value of variable IT utilization (Z) is 0.735, which indicates that Digital Competence, Motivation Intrinsic, and Support Organization in a way together capable explain variables IT utilization is 73.5% with category moderate, whereas the rest 26.5 % is explained by other factors outside the model. The R-Square value of the Employee Performance variable (Y) is 0.801, which indicates that Digital Competence, Motivation Intrinsic, Support Organization, and Utilization of IT in general together capable explaining Employee Performance by 80.1% with category strong, so that the rest 19.9 % is explained by other factors outside the model.

b. F-Square

F-Square is used for know size contribution something variables independent to variables dependent in the structural model, both influence the nature small, medium, or big.

Table 10. F-Square Value

Variables	Employee Performance (Y)	Utilization of IT (Z)
Competence (X1)	0.027	0.728
Motivation Intrinsic (X2)	0.141	0.012

Support Organization (X3)	0.005	0.124
Utilization of IT (Z)	0.419	-

Based on Table 10, it is known that F-Square value is:

- 1) Competence (X1) has a big influence on Utilization of IT (Z) with mark of 0.728 and has a small effect on Employee Performance (Y) with mark of 0.027.
- 2) Motivation Intrinsic (X2) is not influential to Utilization of IT (Z) with mark of 0.012 and has a small effect on Employee Performance (Y) with mark of 0.141.
- 3) Support Organization (X3) has a small influence on Utilization of IT (Z) with mark of 0.124, and not influential on Employee Performance (Y) with mark of 0.005.
- 4) The use of IT (Z) has a big impact on Employee Performance (Y) with mark of 0.419.

c. Q-Square

Q-Square is used for measure research model capabilities in predict connection intervariable based on the data obtained, it is calculated use Stone-Geisser Q Square Test formula: $Q^2 = 1 - [(1 - R^2_1)(1 - R^2_2)]$. Range mark Q^2 considered good if it is above 0.25 to close to 1. The calculations Q^2 are:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,735)(1 - 0,801)$$

$$Q^2 = 1 - (0,265)(0,199)$$

$$Q^2 = 1 - 0,052735$$

$$Q^2 = 0,947265$$

Results obtained mark Q^2 Based on the calculation above, the value shows 0.947 or 94.7%, which means it is very close number 1. This indicates that the model has very good predictive relevance, where the model used can explain information in research data of 0.947 or approaching 1.

4.2.3 Path Diagram Construction

Path Diagram Construction using application SmartPLS 4.0 with combining the inner model and outer model. Based on path diagram images, structural model study. This consists of:

1. Measurement Model (Outer Model) shows loading factor value (outer loadings) of each indicator to construct / variable lanterns. All indicator in the model has fulfil condition validity convergent Because own loading factor value above 0.70.
2. Structural Model (Inner Model) shows magnitude coefficient paths (path coefficients) between variables. Variable independent (X1, X2, X3) are connected in a direct way and no direct through variables mediation (Utilization of IT / Z) against variables dependent (Employee Performance / Y).

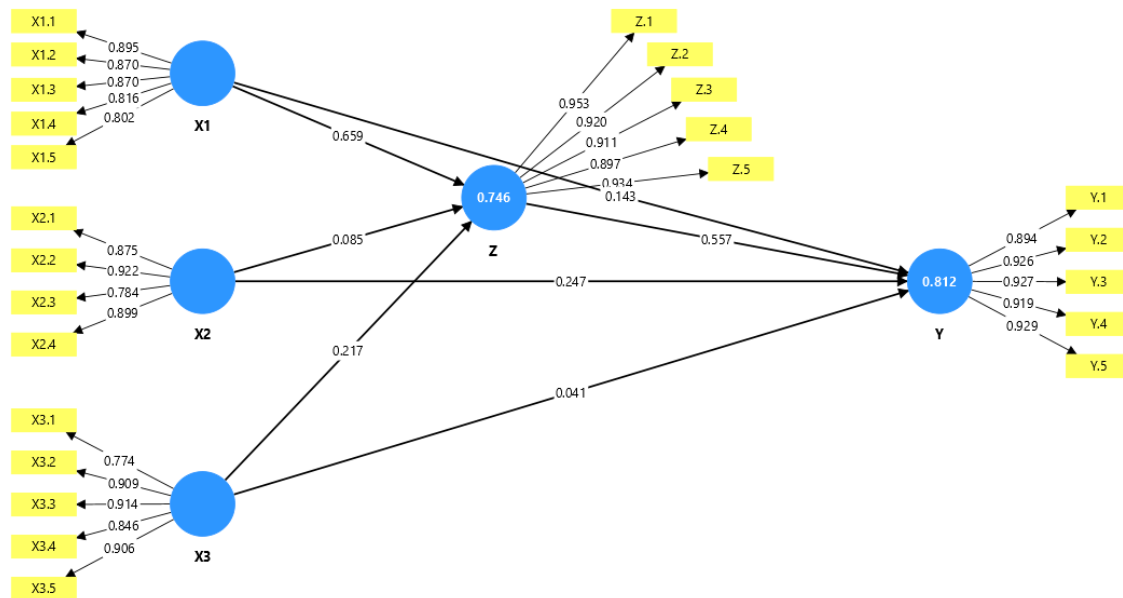


Figure 2. Path Diagram Construction

4.2.4 Hypothesis testing

Hypothesis testing is done to know significance connection between latent variables in the research model, to determine whether the proposed relationship in hypothesis study can be accepted or rejected based on results data analysis. Hypothesis accepted if t- statistic value > 1.96 or p-value < 0.05 and rejected if the t- statistic ≤ 1.96 or p-value ≥ 0.05 . Testing is done to influence direct effect and influence No indirect effect, because the research model These involving variables independent variable dependent, and intervening variables.

a. Testing Influence Direct

Table 11. Hypothesis Test Results Influence Direct

Hypothes is	Influence Direct	t- statistic	p-value	Note
H1	$X1 \rightarrow Y$	1,186	0.118	Not Significant
H2	$X2 \rightarrow Y$	2,124	0.017	Significant
H3	$X3 \rightarrow Y$	0.566	0.286	Not Significant
H4	$X1 \rightarrow Z$	5,845	0,000	Significant
H5	$X2 \rightarrow Z$	0.833	0.202	Not Significant
H6	$X3 \rightarrow Z$	2,602	0.005	Significant
H7	$Z \rightarrow Y$	4,160	0,000	Significant

Based on Table 11, it is explained as follows:

1. Influence Digital Competence on Employee Performance
Digital Competence is not influentially significant on Employee Performance, with a p-value of 0.118, and a t-statistic of 1.186. Because the p-value > 0.05, then H1 is rejected.
2. Influence Motivation Intrinsic on Employee Performance
Motivation Intrinsic influential significant on Employee Performance, with a p-value of 0.017, and a t-statistic of 2.124. Because the p-value < 0.05, then H2 is accepted.
3. Influence Support Organization on Employee Performance
Support Organization No influential significant on Employee Performance, with a p-value of 0.286, and a t-statistic of 0.566. Because the p-value > 0.05, then H3 is rejected.
4. Influence Digital Competence towards Utilization of IT
Digital Competence is influential significant to IT utilization, with a p-value of 0.000, and a t-statistic of 5.845. Since the p-value < 0.05, then H4 is accepted.
5. Influence Motivation Intrinsic to Utilization of IT
Motivation Intrinsic No influential significant to IT utilization, with a p-value of 0.202, and a t-statistic of 0.833. Since the p-value > 0.05, then H5 is rejected.
6. Influence Support Organization to Utilization of IT
Support Organization is influential significant to IT utilization, with a p-value of 0.005, and a t-statistic of 2.602. Since the p-value < 0.05, then H6 is accepted.
7. Influence Utilization of IT on Employee Performance
The use of IT has an impact significant on Employee Performance, with a p-value of 0.000, and a t-statistic of 4.160. Because the p-value < 0.05, then H7 is accepted.

b. Testing Indirect Influence

Table 12. Test Results Indirect Influence

Hypothesis	Indirect Influence	t-statistic	p-value	Information
H8	$X1 \rightarrow Z \rightarrow Y$	3,241	0.001	Significant
H9	$X2 \rightarrow Z \rightarrow Y$	0.806	0.210	Not Significant
H10	$X3 \rightarrow Z \rightarrow Y$	2,176	0.015	Significant

Based on Table 12, it is explained as follows:

8. Influence Digital Competence on Employee Performance Through Utilization of IT
Utilization of IT mediate influenced Digital Competence on Employee Performance in a significant way, with a p-value of 0.001, and a t-statistic of 3.241. Because the p-value < 0.05, then H8 accepted.
9. Influence of Motivation Intrinsic on Employee Performance through Utilization of IT
The use of IT is not mediate influence Motivation Intrinsic on Employee Performance, with a p-value of 0.210, and a t-statistic of 0.806. Because the p-value > 0.05, then H9 is rejected.
10. Influence Support Organization on Employee Performance through Utilization of IT
The use of IT mediates influence Support Organization on Employee Performance in a significant way, with a p-value of 0.015, and a t-statistic of 2.176. Because the p-value < 0.05, then H10 accepted.

4.3 Discussion

Test results hypothesis show that Digital Competence is not influentially significant on Employee Performance. Research results This is supported by research by Wahyudi et al., (2025) where digital competence is not influential significant to performance employees. Employees in various fields in general Can overcome problem technical light, like slow applications, lost internet connections, or printer problems, usually with try repeat or inspect connection. However, moment the problem bigger, like disturbance in the system, some employees Still wait help IT team, so that ability overcome problem technical Not yet fully independent. Although all over indicators strongly agree and agree, digital competence is not influential to performance. Employees of course proficiently manage data and maintain its security, but method work in every field Already arranged in SOP and system standard service, so that speed and results work more Lots determined by the system than ability individual. Condition This is parted by problem solving achievements that are still depend on the IT team to more problems big, showing that employee digital competency Not yet fully actualized in a way independent in job. Thus, good digital competence No in a way automatic increase performance in a way directly but need distributed through utilization technology information in a way active in work every day to really impact on the results Work employee.

Test results show that Motivation Intrinsic is influentially significant on Employee Performance. Research results This supported by research Wang et al., (2024) Where motivation intrinsic influential significant to performance employees. Meanwhile, challenge work that makes employees pushed generate innovative ideas (X2.3) to become indicator with answer neutral the most. Encouragement employees generate new ideas This seen in work every day in various fields. For example, employees create a recap format or report template yourself so that routine reports are faster finished and compile a checklist completeness file for the verification process faster and error -free. Encouragement creates new ideas this is also seen in the activity employee in the discussion forum for netting input service, which then followed up PIAK field. However, the results answer respondents own answer neutral the most. This is Because part big employee is Implementer/ Staff who carry out service according to SOP and standard systems, so that room for try method new limited, and small ideas in work often considered part from routine work, not innovation.

Test results show that Support Organization No influential significant on Employee Performance. These results in line with research by Panjaitan & Fazri (2023) which found that support organization No influential significant to performance. The majority respondents have the status of Part- Time P3K, while PNS and Full -Time P3K only partly, so that salary, benefits, security, and access facility No The same between the employees and the support they feel are also different. The majority respondents also hold positions Executor / Staff working follow SOP and system standard service, so that its performance more determined by the system. Jember Population and Civil Registration Office need to review equality support organizations, especially for Part -time First Aid Officer. Priority repair should direct at welfare staff and guidance technical, because of two aspects this is the most get answer neutral until No agree.

Test results show that Digital Competence is influential significant to Utilization of IT. Research results This supported by research previously Ardiyanti & Susilowati (2024) where influential digital competence is significant to utilization technology information. Although problem solving becomes indicator with achievements lowest, indicator other still good, so employee in a way general ready and confident self utilize system information in his work. This result is also in line with characteristics respondents. The majority respondents Bachelor's degree and group age most is 26-35 years, namely

groups that generally fast adapt with technology, so that easy use various available digital services. Half respondents assigned to the field Service Registration Population and Registration Services Sector Civilians whose work almost all of it done past system, and the majority respondents shake hands Executor / Staff who operate system in a direct way in serve society. Therefore, digital capabilities become direct supplies needed in work daily work. service administrative based on systems make influential digital competence direct to height utilization technology information.

Test results show that Motivation Intrinsic No influential significant to Utilization of IT. Research This supported by research Hananto (2026) Where motivation intrinsic No influential significant to utilization technology information. The majority respondents shake hands Implementer / Staff who carry out service through existing systems and procedures set, so that use technology information Already become part from work and not fully depend on the impulse personal. In addition, half respondents assigned to the field Service Registration Population and Registration Services Sector Civilians whose work almost all of it done past system. Motivation intrinsic more looks its influence directly on performance. Therefore that, Jember Population and Civil Registration Office can direct motivation Work employees who have high to be more connected with use system in a way active, for example through giving award for employees who take advantage of system for speed up services, as well as socialization benefit real technology for settlement work.

Test results show that Support Organization is influentially significant to Utilization of IT. Research results This supported by research by Rana et al., (2025) support organization influentially significantly to utilization technology information. The majority respondents shake hands Executor / Staff who operate system in a way direct in serve society, so it is very dependent on devices work and assistance technical from organization. Half respondents assigned to the field Service Registration Population and Registration Services Sector Civilians whose work almost all of it done past system, so that availability proper equipment and assistance moment happen disturbance become needed daily.

Test results show that the use of IT has a significant impact on Employee Performance. Research results This supported by research Bolodeoku et al., (2022) Where IT utilization has an impact significant to performance employee. Thus, technology information that is routinely used and speeds up work, as well as Already Enough easy operated this is very helpful employee Work more efficient, so that utilization technology information influential to performance employee. This result is also in line with characteristics respondents. Half respondents assigned to the field Service Registration Population and Registration Services Sector Civil, and the majority shake hands Implementer / Staff, so that part big work employee processed through system information. The majority respondents also have a work period of 5-10 years, so that used to with channel Work based systems and easier utilize technology for speed up tasks.

Test results show that the use of IT mediates influence Digital Competence on Employee Performance. These results were supported by research by Nawawi et al., (2026) which found that influential digital competence to performance employee through utilization technology information as variables mediation. Use It is this routine system that helps application inhabitants finish in accordance schedule and with more data carefully. Because the way work in every field Already arranged in SOP and system standardized services, new digital competencies impact on performance when used inside system This result is also in line with characteristics respondents. The majority respondents shake hands with Executor / Staff and half assigned to the field Service Registration Population and Registration Services Sector Civil, so that work they processed almost all of it through

direct digital systems and capabilities used in service. The majority respondents also have a work period of 5-10 years, so that used to use systems and easier realize competence digital in use technology information routinely.

Test results show that use of IT does not mediate influence Motivation Intrinsic on Employee Performance. Research results This supported by Ranandhea et al., (2026) who found that utilization technology information No mediate motivation intrinsic to performance employees. These results consistent with H5, namely motivation intrinsic No influential significant to utilization technology information. High sense of responsibility answer and encouragement development self-employee more seen in the way employee work, for example inspect return applicant data before document printed and practiced material guidance in a way independent, not on how much active employee use system. Usage system service Alone Already become channel assigned work organization and more determined by digital competence and support organization, as proven in H4 and H6. Therefore, highly motivated employees or the usual just use system every day, so that motivation does not become differentiator utilization technology information. This is in line with characteristics respondents. The majority respondents shake hands with Executor / Staff working with system services and SOPs that have been set organization, so that use technology information more determined by demand channel work and facilities than encouragement personnel. However, this means motivation intrinsic No important for performance. The results of H2 show motivation intrinsic still influential direct to performance, and the rejection of H9 confirm that motivation intrinsic to performance employee Jember Population and Civil Registration Office are directly, not through utilization technology information.

Test results show that the use of IT mediates influence Support Organization on Employee Performance. Research results This supported by research by Feng et al., (2025) and Lavianti et al., (2025) utilization technology information mediate influence support organization to performance employees. The majority respondents shake hands Implementer / Staff and have part- time P3K status, namely working group direct with system service so that thought to be most dependent on devices and guidance technical from organization. Half the respondents also served in the Field Service Registration Population and Registration Services Sector Civilians whose work almost all of it done past system. For groups, support organizations new felt the impact when realized in availability systems and capabilities use it. Therefore, Jember Population and Civil Registration Office needs leveling support organization between employment statuses, in particular devices and guidance technical, so that all employees can utilize technology information optimally.

5. Conclusion

Based on analysis results research and discussion about influence Digital Competence, Motivation Intrinsic, and Support Organization on Employee Performance with Utilization Technology Information as intervening variables at the Jember Population and Civil Registry Service, then in conclusion as following: 1) Digital Competence does not influential significant on Employee Performance; 2) Motivation Intrinsic influential significant on Employee Performance; 3) Support Organization no influential significant on Employee Performance; 4) Digital Competence has an influence significant to Utilization Technology Information; 5) Motivation Intrinsic No influential significant to Utilization Technology Information; 6) Support Organization influential significant to Utilization Technology Information; 7) Utilization Technology Information influential significant on employee performance; 8) Utilization technology information mediate influence Digital competence on employee performance; 9) Utilization Technology Information no mediate influence Motivation

Intrinsic on employee performance.; 10) Utilization Technology Information capable mediate influence Support organization on employee performance.

References

1. Aliddin, LA, Syaifuddin, DT, Montundu, Y., & Marlina, S. (2024). The Impact of Perceived Organizational Support and Social Support on Employee Performance : The Mediating Role of Organizational Commitment. *Journal of Economics, Business, and Accountancy Ventures*, 27 (2), 253–273. <https://doi.org/10.14414/jebav.v27i2.4610>
2. Ardiyanti, A., & Susilowati, E. (2024). The Technology Readiness and Perceived Usefulness Mediate Digital Competencies and Artificial Intelligence Technologies. *Fokus Bisnis Media Pengkajian Manajemen dan Akuntansi*, 23 (1), 28–43. <https://doi.org/10.32639/fokbis.v23i1.862>
3. Avianto, GK (2023). Factors Driving the Use of Work-From-Home Supporting Technology in Government Agencies. *Jurnal IPTEK-KOM (Journal of Communication Science and Technology)*, 25 (2), 225–240.
4. Bolodeoku, P.B., Igbinoba, E., Salau, P.O., Chukwudi, C.K., & Idia, S.E. (2022). Perceived usefulness of technology and multiple salient outcomes: the improbable case of oil and gas workers. *Heliyon*, 8 (4), e09322. <https://doi.org/10.1016/j.heliyon.2022.e09322>
5. Caesens, G., & Stinglhamber, F. (2023). Perceived Organizational Support. In *Encyclopedia of Organizational Psychology*. Edward Elgar Publishing. <https://doi.org/10.4337/9781803921761.00100>
6. Creswell, J. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches*. SAGE Publications.
7. Feng, Y., Feng, Y., & Liu, Z. (2025). The Influence of Perceived Organizational Support on Sustainable AI Adoption in Digital Transformation: An Integrated SEM–ANN–NCA Model. *Sustainability (Switzerland)*, 17 (24), 1–39. <https://doi.org/10.3390/su172411373>
8. Ghozali, I., & Kusumadewi, K.. (2023). *Partial Least Squares: Concepts, Techniques, and Applications Using the SmartPLS 4.0 Program*. Yoga Pratama.
9. Hananto, BA (2026). Exploring ChatGPT Usage Intention Among First-Year Visual Communication Design Students. *De-Lite Journal of Department of Visual Communication Design, Pelita Harapan University*, 6 (1), 18–32.
10. Harlanu, M., Suryanto, A., Ramadhan, S., & Wuryandini, E. (2023). Construct validity of the instrument of digital skill literacy. *Cakrawala Pendidikan Scientific Journal of Education*, 42 (3), 781–790.
11. Haryanto, & Mukrodi. (2022). The Influence of Intrinsic Motivation on Employee Performance at the Central Statistics Agency of South Tangerang City. *Journal of Effective Economics*, 4 (2), 216–222.
12. Herwanto, TS, Rohmansyah, H., Daga, AK, & Getrudis, B. (2024). Competence of State Civil Apparatus in the Digital Era. *Policy: Journal of Administrative Science*, 15 (2), 201–209.
13. Hizam, SM, Akter, H., Sentosa, I., & Ahmed, W. (2021). Digital competency of educators in the virtual learning environment: A structural equation modeling analysis. *IOP Conference Series: Earth and Environmental Science*, 704 (1), 1–10. <https://doi.org/10.1088/1755-1315/704/1/012023>
14. Ibda, H. (2023). Digital Competence of Elementary School Teachers in Semarang City: A Multivariate Analysis. *Journal of Integrated Elementary Education*, 3 (1), 69–86.
15. Ilham, & Apriliyanti, M. (2025). Integration of the United Theory of Acceptance and Use of Technology Model in Acceptance of e-Learning at State Islamic Religious Universities in

- East Java. *Journal of Islamic Education and Multiculturalism*, 7 (1), 822–840. <https://doi.org/10.37680/scaffolding.v7i1.7351>
16. Khasanah, NN (2025). Effectiveness of Jember Service Information System (J-SIP) Application in Population Administration Services for Child Birth Certificates in Jember Regency, Jember Islamic University, *Indonesia Article info Abstract Population administration services are one of the s.* 39–50.
 17. Kurniawan, I.S., & Harsono, M. (2021). Perceived Organizational Support: Antecedents, Processes, and Outcomes. *Journal of Management and Organization*, 12 (1), 67–80. <https://doi.org/10.29244/jmo.v12i1.34092>
 18. Lavianti, D., Munir, M., Dirgantari, PD, Rasim, R., & Mahphothi, MH bin. (2025). Improving Employee Performance through IT Engagement: The Roles of Individual Experience and Management Support. *Journal of Business Management*, 16 (2), 296–317. <https://doi.org/10.18196/mb.v16i2.26069>
 19. Lestari, U. (2022). When Occupational Self Efficacy and Intrinsic Motivation Influence on Job Satisfaction and Job Performance. *International Journal of Human Capital Management*, 6 (1), 13–23. <https://doi.org/10.37950/ijd.v4i1.188>
 20. Mustikarini, CN, Rahmad, E., & Wijaya, J. (2023). Intrinsic Motivation Factors of PT. XYZ Employees (Study on the Implementation of Strategic Holding for Echelon 3 Officials). *INOBI: Indonesian Journal of Business and Management Innovation*, 06 (03), 398–414.
 21. Nawawi, S., Ingsih, K., Riyanto, F., Sari, R., & Sartika, M. (2026). Does Digital Competence Improve Employee Performance? The Role of Smart Digital Services Mediation in the Public Sector. *Journal of Economic and Business Research*, 11 (1), 77–89.
 22. Nilawati, C., Kurniawati, D.T., & Azzuhri, M. (2026). Transformational Leadership and Innovative Work Behavior in Police Organizations: The Mediating Roles of Digital Competence and Digital Culture. *Scientific Journal of Unity Management*, 14 (1), 203–214. <https://doi.org/10.37641/jimkes.v14i1.4791>
 23. Nuriani Nuriani, & Rayyan Firdaus. (2024). The Influence of Accounting Information Systems and the Utilization of Information Technology on Employee Performance in Indonesia. *Journal of Accounting Research*, 2 (4), 105–116. <https://doi.org/10.54066/jura-itb.v2i4.2615>
 24. Nuzulia Rahmawati, S., Zulaifah, E., & Ahadiati Akmala, L. (2022). Perceived Organizational Support and Employee Performance: A Meta-Analytic Study of Research in Indonesia. *Psikologika: Journal of Psychological Thought and Research*, 27 (2), 379–402. <https://doi.org/10.20885/psikologika.vol27.iss2.art10>
 25. Pratiwi, A., & Muzakki. (2021). Perceived Organizational Support on Organizational Commitment and Employee Performance. *Scientific Journal of Management and Business*, 22 (1), 111–120.
 26. Prayogi, M., Jufrizen, Fahmi, M., & Nasution, M. (2022). Exploring Perceived Organizational Support to Improve Account Officer Performance. *Journal of Management*, 26 (1), 140–161. <https://doi.org/10.24912/jm.v26i1.846>
 27. Rana, N. P., Alomar, J. A., Kumar, K., Bawack, R. E., & Ahmad, M. O. (2025). The Role of Technical and Top Management Support in the Continuance of Intention to Use Business Analytics. *Journal of Global Information Management*, 33 (1), 1–23. <https://doi.org/10.4018/JGIM.379721>
 28. Rizalni, M., Khuzaini, & Santi, A. (2022). The Effect of Information Technology Utilization and Organizational Commitment on Employee Performance during the Covid-19 Pandemic at the City Population and Civil Registration Service. *Scientific Journal of Business Economics*, 8 (3), 379–386.

29. Rokhim, R., & Haryanto, HC (2022). Analysis of the extrinsic and intrinsic aspects of the technology acceptance model associated with the learning management system during the COVID-19 pandemic. *Journal of Information and Knowledge Management Systems*, 4 (1), 2059–5891. <https://doi.org/10.1108/VJIKMS-04-2022-0113>
30. Rosyad, S., & Harsono, M. (2021). The Importance of Perceived Usefulness and Perceived Ease of Use: In Information Technology. *Scientific Journal of Applied Sciences, University of Jambi*, 5 (1), 86–92. <https://doi.org/10.22437/jiituj.v5i1.13723>
31. Rumawas, W. (2021). Performance Management. In *Journal of Chemical Information and Modeling* (Vol. 53, Number 9).
32. Sari, I., Sari, R., & Rohyati, E. (2026). *Industrial Psychology* (Vol. 2). Literary Askara.
33. Sarta, R., Manurung, L., & Rosita, T. (2023). Analysis of Employee Performance Effectiveness at the Berau Regency Research and Development Planning Agency Office in Public Services. *Publikauma : Journal of Public Administration, University of Medan Area*, 11 (1), 1–7. <https://doi.org/10.31289/publika.v11i1.8947>
34. Silaen, NR, Syamsuriansyah, S., Chairunnisah, R., Sari, MR, Mahriani, E., Tanjung, R., Triwardhani, D., Haerany, A., Masyruroh, A., & Satriawan, DG (2021). *Employee Performance*. Widina Bhakti Persada Bandung.
35. Sugiyono. (2019). *Quantitative, Qualitative, R&D Research Methods*. Alfabeta.
36. Tangko, R., Salempang, V., Rasinan, D., & Sambara, K. (2024). The Influence of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at PT Melati Tunggal Intiraya. *JEMSI (Journal of Economics, Management, and Accounting)*, 10 (1), 301–308.
37. Tanuwijaya, H. (2021). Analysis of Factors Influencing Utilization of Information Technology and Its Impact on User Satisfaction and Managerial Performance Study of an Information Technology based University in Surabaya). *The International Journal of Accounting and Business Society*, 29 (2), 1–18. <https://doi.org/10.21776/ub.ijabs.2021.29.2.1>
38. Thompson, R.L., Higgins, C.A., & Howell, J.M. (1991). Personal Computing: Toward a Conceptual Model of Utilization. *MIS Quarterly*, 15 (1), 125–143. <https://doi.org/10.2307/249443>
39. Vuorikari, R., Punie, Y., Carretero Gomez, S., & Van den Brande, G. (2022). *DigComp 2.0: The digital competency framework for citizens*. Publications Office of the European Union. <https://doi.org/10.2767/00458>
40. Wang, N., Luan, Y., & Ma, R. (2024). Detecting causal relationships between work motivation and job performance: a meta-analytic review of cross-lagged studies. *Humanities and Social Sciences Communications*, 11 (1), 1–10. <https://doi.org/10.1057/s41599-024-03038-w>
41. Waqar, A., & Basit, K. M. (2026). The role of digital transformation adaptation in linking self-determination theory to workforce motivation in construction 5.0. *Engineering, Construction and Architectural Management*, 1 (2), 1–22.
42. Warella, S., Revida, E., Abdillah, L., Pulungan, D., Purba, S., Firdaus, E., Tjiptadi, D., Faisal, M., Lie, D., Butarbutar, M., & Kator, I. (2021). Human Resource Performance Assessment. In *Yayasan Kita Menulis*. Yayasan Kita Menulis.
43. Yamin, B., & Nurfadilah, M. (2024). The Influence Of Transformational Leadership, Employee Digital Competency, And Perceived Organizational Support On Employee Performance With Job Satisfaction As A Mediation Variable. *JMM17: Journal of Economics and Management*, 11 (02), 2355–7435. <https://doi.org/10.55677/ijssers/v04i2y2024-04>
44. Yu, J., & Moon, T. (2021). Impact of digital strategic orientation on organization performance through digital transformation capability. *ICIC Express Letters, Part B: Applications*, 12 (9), 847–856. <https://doi.org/10.24507/icicelb.12.09.847>

-
45. Zulvia, P., & Yerina, AS (2023). User Motivation and Experience as Additional Factors in Reviewing Acceptance of the KAI Access Mobile Application: Modified Technology Acceptance Model (TAM). *Journal of Communication and Media Studies*, 2 (3), 208–228. <https://doi.org/10.17933/jskm.2023.5250>